



WING LAKE • BLOOMFIELD, MICHIGAN



FY 2019 - FY 2021
TRIENNIAL BUDGET & APPROPRIATIONS ACT
AS ADOPTED & AMENDED ON SEPTEMBER 27, 2018



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WELCOME TO OAKLAND COUNTY, MICHIGAN

A WORLD CLASS COMMUNITY

A home, place of business, lifestyle . . . whatever you're seeking, chances are you'll find it in one of Oakland County's many distinctive communities, a diverse mix of urban and rural communities with many scenic natural settings as well as thriving downtowns. Oakland County has the perfect fit for every income, lifestyle, and taste. Quality-of-life advantages include nearly 90,000 acres of parkland, over 1,400 fresh-water lakes and the headwaters of five major rivers, 76 public and private golf courses, as well as 65 miles of trails for hiking, biking and horseback riding. There are a wide variety of shopping experiences ranging from small boutiques along quaint village main streets to large high-end multi-level malls. Institutions of higher-learning and cultural entertainment venues are abundant. Whether you're looking for a place to call home, raise a family, work or spend leisure time, there's a community with your name on it in Oakland County.

“Much of Oakland County’s financial success has resulted from its focus on long-term financial planning with an emphasis on thoughtful strategic management vs. crisis management.”



*L. Brooks Patterson,
Oakland County Executive*





Organizational Mission:
Oakland County, Michigan is committed to serving its communities through empowered and progressive leadership that is entrusted to embrace innovation in every aspect of government service.



Guiding Principles

- Committed to advanced financial planning, engaging in deficit avoidance and overall fiscal responsibility
- Building a strong leadership team to enable organizational cohesiveness
- Serving as an economic role model through decisive and innovative leadership
- Engaging community involvement through consensus decision making

Vision

- Dedicated to enhancing the quality of life for all our citizens by preserving and promoting health, safety and exceptional services;
- Promote and ensure economic stability to maintain the County's quality of life;
- Operating as an efficient government, conscious of long-term interests while meeting current community needs.

Oakland County is firmly committed to:

- Providing our citizens with responsible government characterized by integrity and accountability
- Openness and Transparent Government
- Our employees are a valuable resource to be treated with equality, fairness and justice
- Acting with accountability and responsibility in handling of the public's property and money is essential
- Respect for diversity
- Creativity, teamwork and continuous improvement



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Oakland County

Michigan

For the Triennium Beginning

October 1, 2015

Executive Director

The Governmental Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Oakland County, Michigan for its triennial budget for the triennium beginning October 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of three years. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

COUNTY EXECUTIVE ADMINISTRATION BUDGET TASK FORCE



L. BROOKS PATERSON
OAKLAND COUNTY EXECUTIVE



GERALD POISSON
CHIEF DEPUTY COUNTY EXECUTIVE



PHIL BERTOLINI
CIO / DEPUTY COUNTY EXECUTIVE



ROBERT DADDOW
DEPUTY COUNTY EXECUTIVE



MALCOLM BROWN
DEPUTY COUNTY EXECUTIVE



TIMOTHY R. MEYER
DEPUTY COUNTY EXECUTIVE

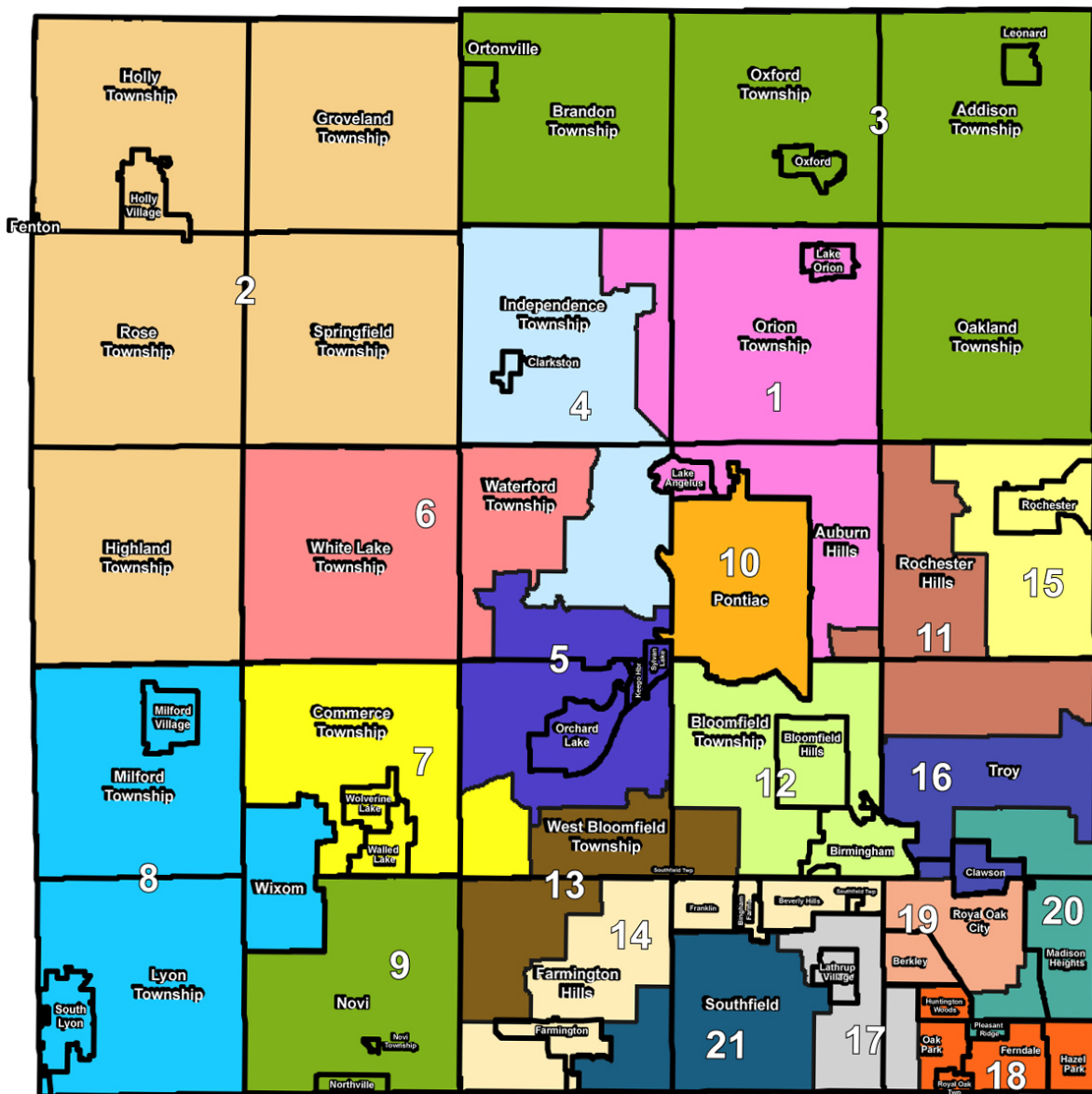


LAURIE VAN PELT
DIRECTOR
MANAGEMENT & BUDGET DEPT



JORDIE KRAMER
DIRECTOR
HUMAN RESOURCES DEPT

| | | | |
|--------------|---------------------------|--------------|----------------------|
| District 1: | Michael J. Gingell, Chair | District 11: | Doug Tietz |
| District 2: | Robert Hoffman | District 12: | Shelley Goodman Taub |
| District 3: | Michael Spisz | District 13: | Marcia Gershenson |
| District 4: | Thomas Middleton | District 14: | William Dwyer |
| District 5: | Tom J. Berman | District 15: | Adam L. Kochenderfer |
| District 6: | Eileen T. Kowall | District 16: | Wade Fleming |
| District 7: | Christine Long | District 17: | Nancy L. Quarles |
| District 8: | Philip J. Weipert | District 18: | Helaine Zack |
| District 9: | Hugh Crawford | District 19: | Dave Woodward |
| District 10: | David E. S. Bowman | District 20: | Gary R. McGillivray |
| | | District 21: | Janet Jackson |



BOARD OF COMMISSIONERS

COMMITTEE CHAIRPERSONS



MICHAEL GINGELL
BOARD CHAIR



MICHAEL SPISZ
BOARD VICE CHAIR AND
ECONOMIC DEVELOPMENT
& COMMUNITY AFFAIRS



TOM MIDDLETON
FINANCE



CHRISTINE LONG
GENERAL GOVERNMENT



WILLIAM DWYER
PUBLIC SERVICE



ROBERT HOFFMAN
HUMAN RESOURCES



PHILLIP J. WEIPERT
PLANNING & BUILDING



INTRODUCTION

FY2019-FY2021 Triennial Budget & Appropriations Act
AS ADOPTED & AMENDED ON SEPTEMBER 27, 2018

HISTORY

The United States acquired the area now known as Oakland County, from France in 1803, as part of an 800,000 square mile agreement, and the area was given the name “Old Northwest”. The Territory of Michigan was formed by Congress on June 30, 1805, with statehood being granted on January 26, 1837. On November 5, 1818, the Pontiac Company was organized by a group of Detroit and Macomb County individuals for the purpose of purchasing land and laying out a town. In the fall of that same year, an exploring party of prominent professionals and businessmen from Detroit came up the Saginaw Trail (now Woodward Avenue) on horseback. They camped the first night in what is now Royal Oak. They continued north and decided to build their town on the banks of the Clinton River, naming the town, Pontiac. Oakland County was officially organized on January 12, 1819. Governor Lewis Cass issued a proclamation that laid out the boundaries of the county. The Pontiac Company offered to contribute both property and money if the county seat was established in Pontiac. The county was divided into two townships on June 28, 1820. The northern section was proclaimed Oakland Township; the southern section was named Bloomfield Township. Subsequently, on April 27, 1827, the legislative council for the Territory of Michigan divided Oakland County into five townships: Farmington, Bloomfield, Troy, Oakland, and Pontiac. In 1820, Governor Lewis Cass set the county seat in Pontiac, a central location no more than a day’s journey from any point in the county. The official census of the county was taken in 1820, and the final count was 330 persons. Within ten years the population grew to 4,911. By 1840 it was 23,646, and by 1870 it had reached 40,867. The 2010 U.S. Census reports 1,202,362 persons living in Oakland County. In 2017, it is estimated that Oakland County’s population was 1,250,836.

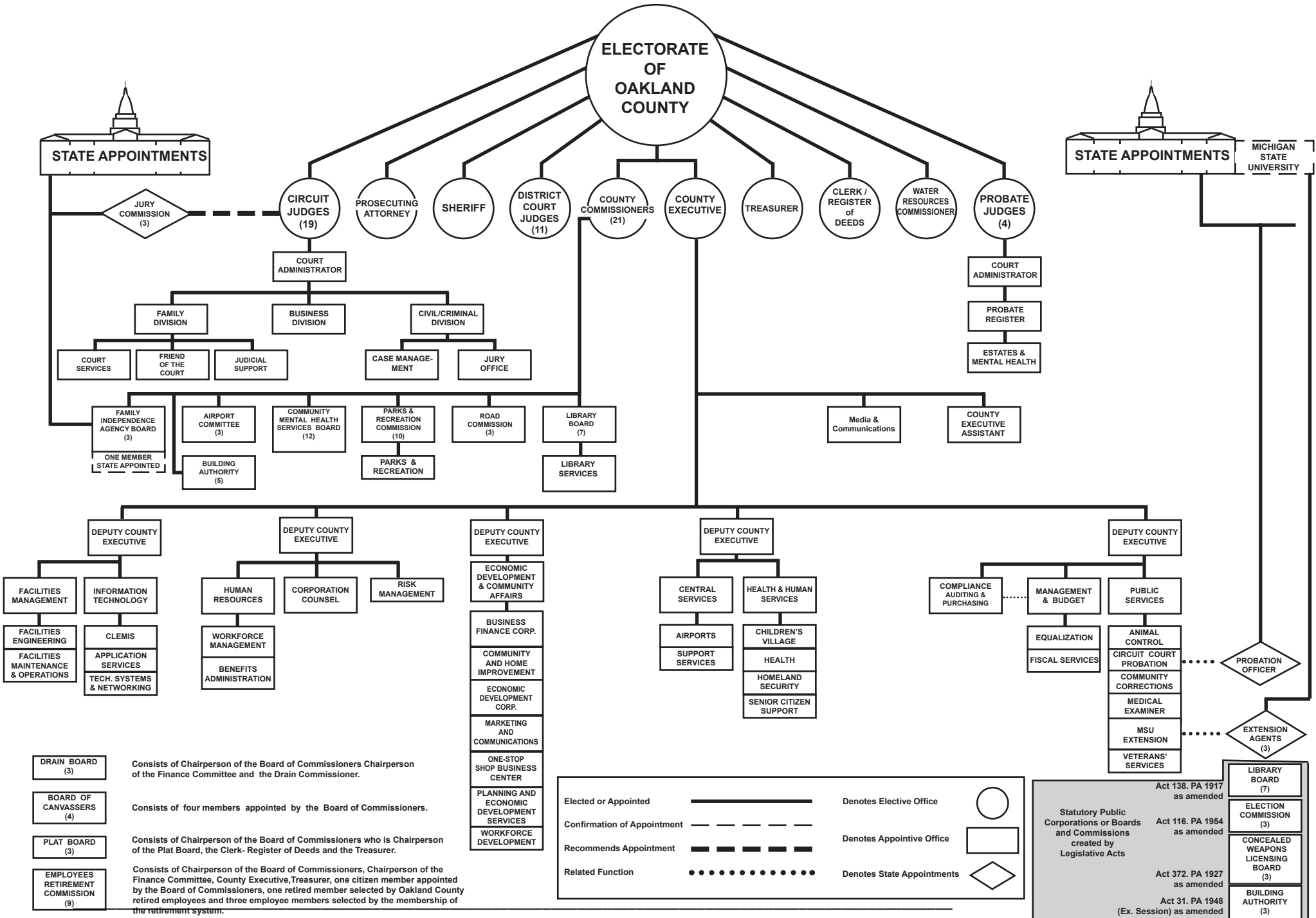
OAKLAND COUNTY GOVERNMENT

In August of 1974, Oakland’s citizens voted to create the first unified form of government in the State of Michigan. The government is headed by an elected County Executive, whose responsibilities are similar to those of a governor or the mayor of a large city. The Oakland County Executive represents the interest of more than one million residents. It is the duty of the County Executive to administer the government on a day to day basis, to propose new programs and revamp existing ones. Under this structure, the Board of Commissioners performs a role similar to a state legislature or city council. Each elected Commissioner serves 57,000 constituents of their respective districts. Commissioners set government policy and act on their own proposals, and those by the County Executive and elected officials. These policies are then implemented by the County Executive and elected officials. The County Executive has the authority to veto acts of the Board, but the veto can be overridden by two-thirds vote of the Board.

The third branch of government, the Judiciary, was not changed by the implementation of the executive form of government. Similarly, the remaining five offices headed by countywide elected officials remained unchanged. These are the Prosecutor, Sheriff, Clerk-Register of Deeds, Treasurer, and the Water Resources Commissioner.



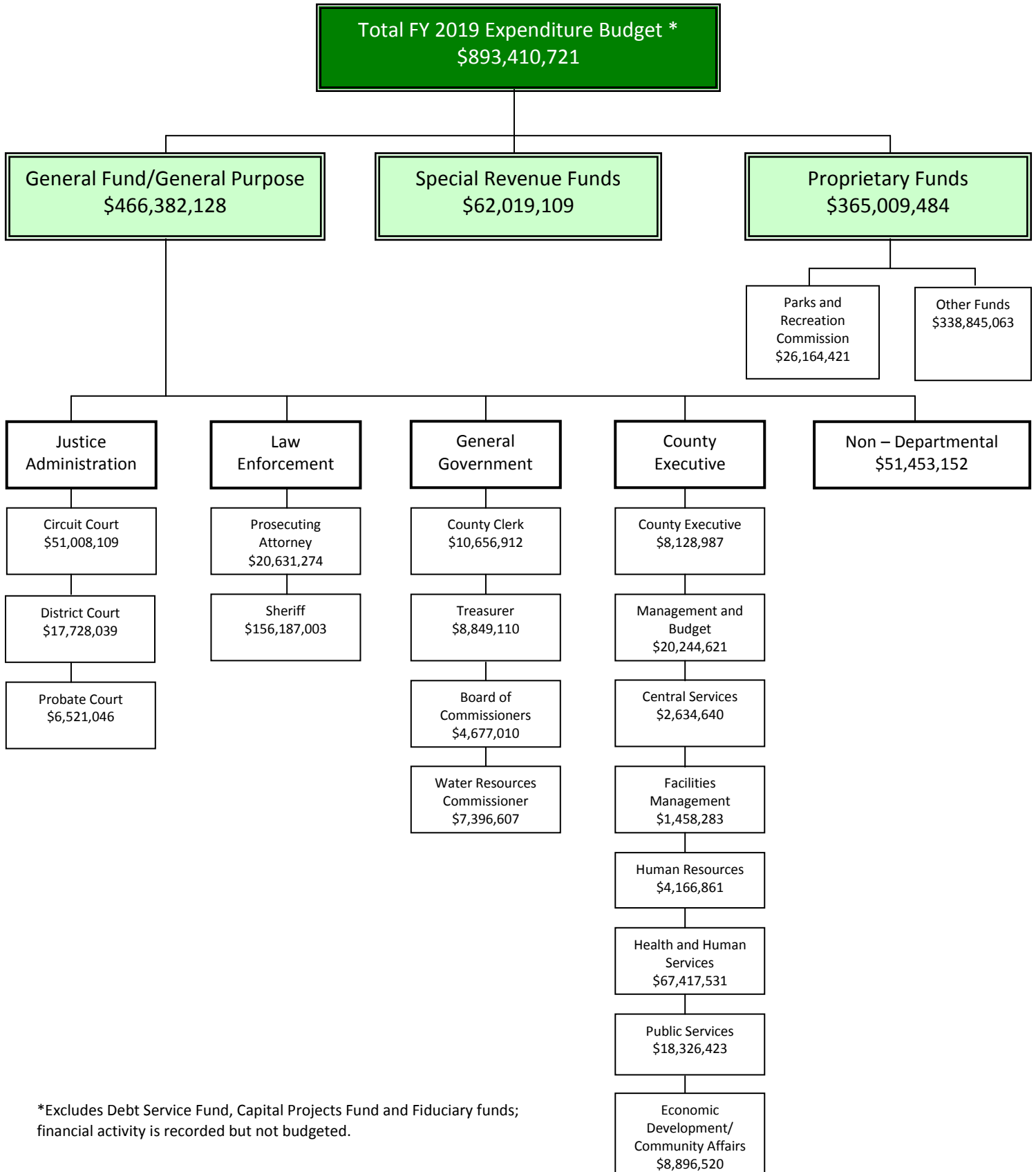
OAKLAND COUNTY GOVERNMENT ORGANIZATIONAL CHART



- DRAIN BOARD (3)** Consists of Chairperson of the Board of Commissioners Chairperson of the Finance Committee and the Drain Commissioner.
- BOARD OF CANVASSERS (4)** Consists of four members appointed by the Board of Commissioners.
- PLAT BOARD (3)** Consists of Chairperson of the Board of Commissioners who is Chairperson of the Plat Board, the Clerk- Register of Deeds and the Treasurer.
- EMPLOYEES RETIREMENT COMMISSION (9)** Consists of Chairperson of the Board of Commissioners, Chairperson of the Finance Committee, County Executive, Treasurer, one citizen member appointed by the Board of Commissioners, one retired member selected by Oakland County retired employees and three employee members selected by the membership of the retirement system.

| | | | |
|-----------------------------|------------|----------------------------|---|
| Elected or Appointed | ————— | Denotes Elective Office | ○ |
| Confirmation of Appointment | - - - - - | Denotes Appointive Office | □ |
| Recommends Appointment | ▬▬▬▬▬▬▬▬▬▬ | Denotes State Appointments | ◇ |
| Related Function | ●●●●●●●●●● | | |

| | | |
|---|--|---------------------------------------|
| Statutory Public Corporations or Boards and Commissions created by Legislative Acts | Act 138. PA 1917 as amended | LIBRARY BOARD (7) |
| | Act 116. PA 1954 as amended | ELECTION COMMISSION (3) |
| | Act 372. PA 1927 as amended | CONCEALED WEAPONS LICENSING BOARD (3) |
| | Act 31. PA 1948 (Ex. Session) as amended | BUILDING AUTHORITY (3) |
| | | PROBATION OFFICER |

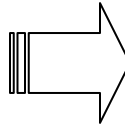


*Excludes Debt Service Fund, Capital Projects Fund and Fiduciary funds; financial activity is recorded but not budgeted.

The budget document seeks to implement Oakland County’s Adopted Budget and Strategic Plan within the boundaries of available financial resources. This is accomplished by providing useful and concise information regarding the County’s financial plans and operations to residents, elected officials and other interested parties. The budget is a policy document, financial plan, operations guide and communication tool and is divided into the sections described below:

Introduction

The Introduction Section includes Transmittal Letter by the Board of Commissioners and the County Executive Budget Message and is accompanied by information related to County’s strategic plan, general plan, fiscal policies, fund structure and the budget

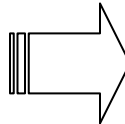


Transmittal Letter and Budget Message provide an introduction to the budget and outlines assumptions used in the development of the budget, goals for the upcoming fiscal years, program enhancements, and any challenges for the upcoming budget periods.

Included is information on the history of the County, an organizational chart, Strategic and General Plan, and financial policies of the County and the budget development process.

Financial Overview

The Financial Overview section demonstrates the entire financial picture of the County, sources and uses of funds, types of debt issued and their uses, and a long range forecast.



This section contains the combined statement of revenues and expenditures which shows the allocation among County funds.

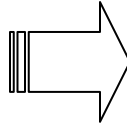
The revenue and expenditure section gives a detailed history of sources and uses at the fund and program level. Revenue sources are identified and accompanied by a discussion of their use, assumptions used in forecasting, and anticipated trend.

The long term forecast examines financial condition and the future financial sustainability of the County.

The debt section gives an overview on the variety of debt used by the County, and future debt requirements.

Department Program Budgets

The program budget section contains the operating component of the budget document. Detailed are the types of services offered by the County and their associated costs.

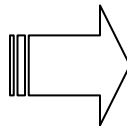


Each program budget section includes a mission or description of the department programs offered. Also included is the following information:

- Current Issues: Lists functions, tasks and ongoing departmental concerns.
- Department Goals: Tied to the County's Strategic Plan and describes what the department hopes to achieve for the budget year.
- Summary of Major Program Changes: Discusses impact of economic conditions to the department.
- Performance Measures: Selected measuring criteria of a department and how they are performing.

Capital Improvement Program (CIP)

The CIP section contains information related to budgeted projects and their operating impact on the budget.

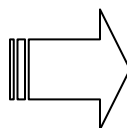


This section describes the ten-year capital improvement plan which is developed to meet future facility and utility needs.

It also includes a descriptive schedule of projects and their justification and future operating impact.

Appendix

The appendix section contains a variety of information relating to the County, demographics, debt schedule, and a glossary.



Included in the appendix is Community Profile data, Indebtedness, Bond and Interest schedules, Personnel information, the General Appropriations Act and a glossary of commonly used terms.



Board of Commissioners – Transmittal Letter

December 3, 2018

To the Citizens of Oakland County, Michigan:

On behalf of the Oakland County Board of Commissioners, I am pleased to present to you the Fiscal Year 2019-20-21 Triennial Budget and General Appropriations Act, adopted September 27, 2018.

Oakland County leaders have a strong tradition of working together, regardless of political party or background, to adopt a sound fiscal plan for county government. You can be proud that your Board of Commissioners adopted this budget by a unanimous vote.

I am pleased to present to you a forward looking document that not only presents the new fiscal year's spending but also the following two years. The adoption of long-term budgeting plans eliminates the fear of the unknown, providing some security for individuals and business professionals as they plan their own budgets for the next few years.

Oakland County government strives to be the leader in fiscal responsibility and with the foresight of County Executive L. Brooks Patterson in long term partnership with the Board of Commissioners; this budget builds on that firm foundation.

We take the responsibility and trust inherent with managing taxpayer's funds seriously. It has been a central philosophy of Executive Patterson and a majority of the Board for many years that tax rates should provide only what is necessary to provide a quality county government. We believe, whenever possible, that tax rates should be reduced to lessen the burden on working people, retirees and families and to spur economic growth. Oakland County has one of the lowest tax rates of any county government in the state, well below the amount authorized by law. In 2015, the Board of Commissioners authorized the enactment of Executive Patterson's recommendation of a total further reduction of .15 mills in the county rate. In March 2015, a .10 mill reduction was approved by the Board of Commissioners for the 2015 tax levy, bringing the County's millage rate down to 4.09 mills for general operations, the third lowest rate of the State's 83 counties. In September 2015, an additional .05 mill reduction was approved by the Board of Commissioners for the 2016 tax levy, bringing the County's millage rate down to 4.04 mills for general operations. As a result, county taxpayers will keep \$75 million in their wallets over the course of ten years. Oakland County's current levy remains at 4.04 mills.

The credit worthiness and limited debt of Oakland County is saving taxpayers hundreds of millions of dollars. Our AAA bond rating has been used in recent years to relieve taxpayers of a cumulative \$171.1 million in unfunded employee post-employment benefit costs. Here again, we are ahead of so many other governments by fully funding employee retirement programs and not leaving these costs for future generations. This excellent credit rating has been put to work to lower the county's overall debt load and is leveraged to provide low interest loans for local government infrastructure projects.

The poor condition of roads throughout the state and county is a serious concern to all of us. While the primary responsibility for road funding falls on federal and state lawmakers, the Commissioners are doing what they can to support local projects. The Tri-Party Road Improvement Program has proven to be a wise avenue to maximize the investment of county funds in road infrastructure.

Under the terms of this program, Oakland County has provided a 1/3 match for road projects, in partnership with the Road Commission of Oakland County and local governments. Projects are determined by local governments, not from the top down. The County investment is leveraged for triple the spending on road infrastructure. Over



Board of Commissioners – Transmittal Letter

the past five years, Oakland County has invested over \$10 million in the Tri-Party program, ensuring over \$30 million has been spent on improving Oakland County roadways. Recognizing the especially poor conditions and potholes of our roads, the Board established a \$1.0 million per year Pilot Local Road Improvement Matching Fund Program in FY 2016 and FY 2017 for the purpose of improving economic development in Oakland County cities and villages. An increase to \$1.5 million per year has been assigned in fund balance for Fiscal Years 2018 and 2019. A city or village participating in the Local Road Improvement Matching Fund Program shall match any funds authorized by the Board in an amount equal to a minimum of 50% of the cost of the total project award. The County intends this Program to assist its municipalities by offering limited matching funds for specific, targeted road maintenance and/or improvement projects on roadways under the jurisdiction of cities and villages. The success of the Local Road Improvement Matching Fund Program has garnered Oakland County a National Association of Counties Achievement Award in the category of Community and Economic Development. While Oakland County is not responsible for the maintenance and improvement of roads, the Executive and Board stand willing to be a part of the solution.

The Board of Commissioners continues to strongly support Executive Patterson's programs to promote economic growth and diversify business investment. We understand that new private sector jobs and investment is the best way to acquire needed revenue to fund programs. A newly implemented Property Assessed Clean Energy (PACE) initiative authorized by the Board and Public Act 270 of 2010 will look to promote that investment in energy efficiency improvements and renewable energy systems. The Great Recession has taken its toll on our region but Oakland County's future is looking bright. New, good paying jobs and median incomes are continually on the rise. Home sales are moving up and foreclosures have dropped dramatically.

The Emerging Sectors program is a wise investment in our future. Our staff is working diligently to attract and retain investment from the 10 fastest growing economic leading edge fields. The Emerging Sectors Medical Main Street is making Oakland County the destination for advanced medicine research and investment. Automation Alley is building on our strong manufacturing assets and bringing new business from around the world. It is critical we diversify our economy to build a strong foundation to weather the new economic challenges that may come our way. Together, we are building a strong future for Oakland County in the growing knowledge-based economy.

As a nationally recognized leader in information technology, Oakland County continues to provide cutting edge technological advances in government services. Making information and services available online helps save tax dollars and increases customer convenience. Our Information Technology Department works with local governments to encourage cooperative efforts and coordinate services. These efforts give many municipalities the ability to offer programs and services they might not have been able to provide on their own. The Board of Commissioners recognizes the value of this Department's record of innovation and creativity.

The Human Resources Department has always been ahead of the curve in reducing employee costs and improving the longevity of our talented workforce. The OakFit wellness program has raised employee health consciousness and improved health screening participation. Since 2007, OakFit has helped Oakland County avoid millions in projected health care costs. This program has significantly contributed toward lowering the cost of providing health care and has provided a model for other government entities.

Our employees sacrificed from their paychecks to help keep the budget in balance through recent lean times. During Fiscal Years 2010 and 2011 employees had a 4% general salary decrease phased in. While many were disappointed in this reduction, most employees understood that shared sacrifice by all would avoid job losses by many. This is a great example of the team atmosphere that is common throughout our county staff. The Executive recommended a general salary increase of 2% be approved for Fiscal Year



Board of Commissioners – Transmittal Letter

2019 and 1% is budgeted for Fiscal Year 2020. The Board of Commissioners concurred with the Executive's recommendation and those increases are included in this budget plan. We thank our employees for their sacrifices, their teamwork and excellence.

Over the past decade, Oakland County has weathered unprecedented challenges caused by a severe economic downturn. While revenues plummeted and demands for government services increased, your County government was able to continue providing excellent services and avoided laying-off employees. Strong long-term planning and effective management decisions were central to accomplishing this difficult task. Asking the taxpayers for more was not an option. As the economy improves and property values return, it is critical that we maintain these practices in anticipation of challenges that may be ahead. These principles are highlighted in a number of County programs that have received National Achievement Award recognition by the National Association of Counties, the Lock-It-Up Oakland and Expanded Safe and Healthy Kids Programs.

This document itself sets Oakland County apart from other governments. We believe in planning and balanced budgets. Oakland County was the first county government to adopt a three year rolling budget plan in 2009. This is a tool that gives decision makers a view of the big picture impact of their decisions. Funds are being set aside now for anticipated costs down the road. This long-term budget process has allowed Oakland County to avoid a bad habit that plagues so many governmental and private entities – the practice of unnecessary spending at the end of a budget year to avoid budget reductions in the following year. As a result, when the financial records are closed at the end of the fiscal year, the County has historically outperformed forecasts resulting in significant budget favorability. Working together to develop a long-term vision for the county, we are able to achieve the stability that is a key component to our financial well-being.

I encourage you to explore this budget, particularly County Executive Patterson's budget message. The budget is more than a simple statement of accounts. It is a policy making document that outlines the priorities of your government. It is an in-depth analysis and a vision for the future.

Transparency in governance is something we value highly in Oakland County government. You can find a wealth of information in this document and online at www.oakgov.com. Meeting minutes and webcast recordings of the Finance Committee, as well as the full Board of Commissioners meetings are available on our website.

On behalf of the Oakland County Board of Commissioners, I am proud to submit to you the FY 2019/2020/2021 Adopted Budget.

Respectfully submitted,

A handwritten signature in blue ink that reads "Thomas F. Middleton". The signature is stylized and cursive.

Thomas F. Middleton Chairman
Finance Committee, Board of Commissioners, District #4

On the following page, you will find a summary of the General Fund/General Purpose Revenues and Expenditures as approved by the Board of Commissioners in the Adopted Fiscal Year 2016 Budget.



Board of Commissioners – Transmittal Letter

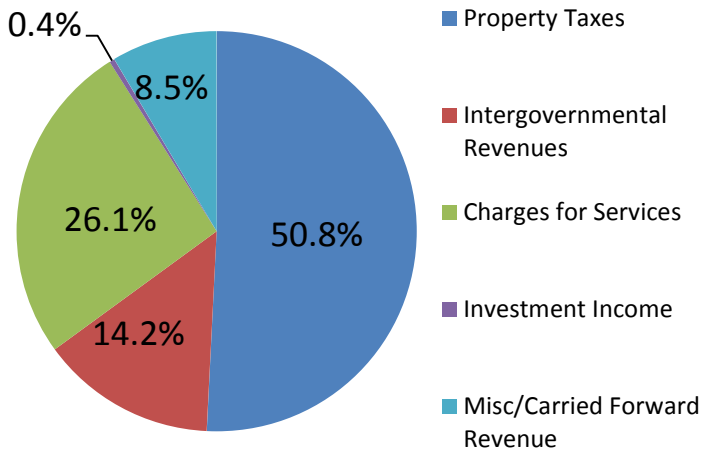
Revenues by Category, 2019 Adopted Budget General Fund/General Purpose Only

| REVENUES | FY 2019 | % of Total |
|------------------------------|----------------------|---------------|
| Property Taxes | \$236,900,029 | 50.8% |
| Intergovernmental Revenues | \$66,042,952 | 14.2% |
| Charges for Services | \$121,609,163 | 26.1% |
| Investment Income | \$1,954,700 | 0.4% |
| Misc/Carried Forward Revenue | \$39,875,284 | 8.5% |
| Total Revenue | \$466,382,128 | 100.0% |

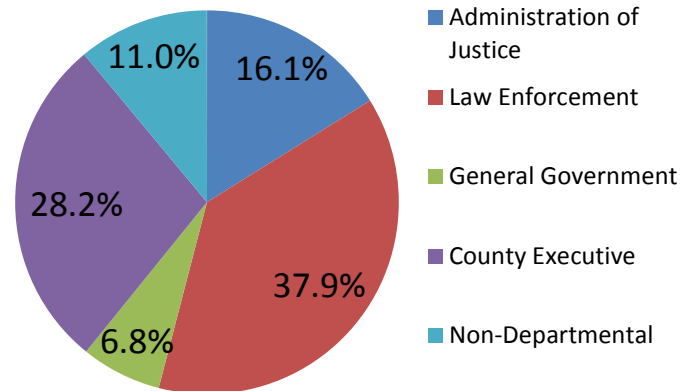
Expenditures by Category, 2019 Adopted Budget General Fund/General Purpose Only

| Functional Area | FY 2019 | % of Total |
|---------------------------|----------------------|---------------|
| Administration of Justice | \$75,257,194 | 16.1% |
| Law Enforcement | \$176,818,277 | 37.9% |
| General Government | \$31,579,639 | 6.8% |
| County Executive | \$131,273,866 | 28.2% |
| Non-Departmental | \$51,453,152 | 11.0% |
| Total Expenditures | \$466,382,128 | 100.0% |

Revenues by Category, 2019 Adopted Budget General Fund/General Purpose Only



Expenditures by Category, 2019 Adopted Budget General Fund/General Purpose Only





County Executive – Budget Message

**OAKLAND COUNTY, MICHIGAN
COUNTY EXECUTIVE BUDGET MESSAGE
FISCAL YEARS 2019, 2020, AND 2021 TRIENNIAL
OPERATING AND CAPITAL BUDGETS**

To the Board of Commissioners and Citizens of Oakland County:

I am pleased to present the Fiscal Year 2019-2021 Triennial Budget Recommendation for your review and approval. Promulgated in accordance with the Unified Form of County Government Act, 1973 P.A. 139, and the Uniform Budgeting and Accounting Act for Local Units of Government, 1968 P.A. 2, as amended, the General Fund/General Purpose Estimated Revenue and Appropriations are balanced at \$465,547,120 for Fiscal Year (FY) 2019; \$466,384,797 for FY 2020; and \$475,390,212 for FY 2021. The total budget for all funds amounts to \$893,309,673 for FY 2019; \$893,577,615 for FY 2020; and \$901,486,710 for FY 2021.

Oakland County is one of the very few governments in America to operate on a triennial budget. If I had to identify the primary factor responsible for our financial management successes, it would be our committed adherence to long range planning and budgeting practices. It is forward planning coupled with action that separates Oakland County from other governments around the country, which is why we are recognized by Moody's Investors Service and Standard & Poor's as the very best at maintaining fiscal stability, even during economically challenging times.

INTRODUCTION

The National Advisory Council on State and Local Budgeting (NACSLB) defines the budget process as a set of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets. A good budget process consists of far more than the preparation of a legal document appropriating funds for a series of line-items. Instead, a good budget process involves political, managerial, planning, communication, financial dimensions, and is characterized by the following essential features:

- Incorporates a long-term perspective
- Establishes linkages to broad organizational goals
- Focuses budget decisions on results and outcomes
- Involves and promotes effective communication with stakeholders
- Provides incentives to management and employees

These five features are characteristic of a budget process that moves beyond the traditional concept of line-item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness.

The Government Finance Officers Association (GFOA) of the United States and Canada has established an Award Program for Distinguished Budget Presentation. The GFOA Award Program recognizes budget publications that adhere to a strict set of criteria leading to exemplary budget documents. Eligible budgets are evaluated by three independent out-of-state practitioners who are members of GFOA's Budget Review Panel. Eligible budgets are evaluated based on four categorical guidelines:

- The budget as a Policy Document
- The budget as a Financial Plan
- The budget as an Operations Guide
- The budget as a Communications Device

Oakland County is proud to be one of the 28 units of Michigan government, out of more than 1,800 governmental units, that have been accorded the Award for Distinguished Budget Presentation by the GFOA. We can all be proud that in 1984, when the GFOA award program was first initiated, Oakland County was the first governmental unit in Michigan, and only the 11th in the nation, to achieve this distinction. Even more impressive, Oakland County has received the Distinguished Budget Presentation Award for every multi-year budget submitted since 1984.

Subsequently, beginning with the FY 2010 – FY 2012 budget, Oakland County was the first and, until recently, only government in the United States to publish a triennial budget worthy of the GFOA award. Only two other governments in the entire country have followed and joined Oakland County's ranks in the past year with a GFOA award-recognized triennial budget.

The hallmark of the County's focus on long-term financial planning is the preparation and adoption of a Triennial Budget which includes a summarized five-year forecast. However, the budget process does not stop with the adoption of the Triennial Budget. Our frequent analyses and budget amendment process ensures that the budget and long-term financial plan remains current. In accordance with 1973 P.A. 139, the County Executive is required to report the current financial condition of the County to the Board of Commissioners on a quarterly basis. We exceed this requirement by not only reporting the current financial condition of the County each quarter, but we also provide a quarterly forecast of the projected financial condition of the County at the close of the current fiscal year. These reports include a comparison of the amended budget to the forecasted amounts and explanations for major variances. Any recommended budget amendments are presented at that time.

Oakland County's budget is unique in comparison with other government budgets because it is a "rolling" Triennial Budget. Upon adoption of the detailed line-item budget for the next three fiscal years, the Triennial Budget is considered a "rolling" budget – when the budget is amended (with quarterly forecasts and also by individual resolutions), the detailed amendment reflects the impact by line item for both the remainder of the current fiscal year and the subsequent two fiscal years. This process ensures that the budget remains current for all three years. Ultimately, during next year's budget process, the budget as amended for the two subsequent years (e.g. FY 2020 and FY 2021 for this Recommended Triennial Budget) will simply "roll" forward and the third year will be added (e.g. FY 2022).

The budget award received by Oakland County from the GFOA is valid for a three-year period for the Triennial Program Budget. The Program Budget provides a different perspective in comparison to the Line Item Budget contained herein. The Program Budget includes additional information in the form of supplemental financial charts and non-financial programmatic narrative, including performance measures and departmental goals.

In addition to the Distinguished Budget Presentation Award, Oakland County has also received the GFOA Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) and the GFOA Popular Annual Financial Reporting Award. This is truly an outstanding achievement as Oakland County is one of only three units of government in the entire state to receive all three awards. The other two government units with all three awards are cities within Oakland County, Rochester Hills and Troy.

Oakland County's GFOA award-winning reports, including other supplemental budgetary and financial documents, can be obtained on the County's Investor Relations web page at <https://www.oakgov.com/investors/Pages/default.aspx>. The Investor Relations web site exemplifies the County's support of enhanced transparency and provides a "one-stop shop" for information regarding Oakland County's financial position, including: long-term fiscal plan; adopted triennial budget and General Appropriations Act; annual and monthly financial reports; quarterly forecast report; outstanding debt obligations such as bonds and notes; and actuarial reports for employee retirement benefits.

FINANCIAL OUTLOOK

OAKLAND COUNTY'S ECONOMY

Overview

Incorporated in 1820, Oakland County covers an area of approximately 910 square miles. Out of 83 counties in Michigan, it has the second largest population with an estimated 1.25 million residents. The County's reputation as a world class community is due not only to its renowned business environment, but also due to many attributes that contribute to an excellent quality of life.

Oakland County has been recognized as one of the most prosperous counties in the nation. In comparing Oakland County with 37 other counties of similar population throughout the nation, economists rank Oakland County ninth overall based on selected indicators of prosperity which include:

- 58% of the county’s residents have a college degree (associate degree or higher)
- lower occurrence of child poverty
- high median family income levels
- nearly half of all jobs are at the professional and managerial level

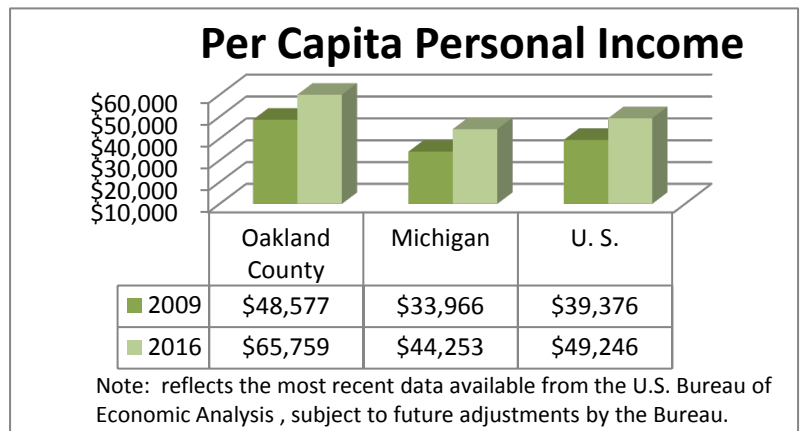
A home, place of business, lifestyle . . . whatever you’re seeking, chances are you’ll find it in one of Oakland County’s many distinctive communities, a diverse mix of urban and rural communities with many scenic natural settings as well as thriving downtowns. Oakland County has the perfect fit for every income, lifestyle, and taste. Quality-of-life advantages include nearly 90,000 acres of parkland, over 1,400 fresh-water lakes and the headwaters of five major rivers, 76 public and private golf courses, as well as 65 miles of trails for hiking, biking and horseback riding. There are a wide variety of shopping experiences ranging from small boutiques along quaint village main streets to large high-end multi-level malls. Institutions of higher-learning and cultural entertainment venues are abundant. Whether you’re looking for a place to call home, raise a family, work or spend leisure time, there’s a community with your name on it in Oakland County.

Oakland County’s Economy

Oakland County’s future is bright. The 2000’s was a difficult period for Michigan’s economy and particularly so for Oakland County which lost 156,500 jobs during that decade. Since then, employment is up, housing starts are rebounding, property values are on the rise, and the entrepreneurial spirit is alive and well. Oakland County is in its eighth year of economic recovery which began in the first quarter of 2010 after the end of the Great Recession.

Oakland County’s unemployment rate has continued to improve. In 2009, the average annual unemployment rate peaked at 13.0% for Oakland County, 13.7% for Michigan, and 9.3% nationally. Since then, the unemployment rate has been continually decreasing (improving) with the 2017 average annual unemployment rate being 3.5% for Oakland County, 4.6% for Michigan, and 4.4% nationally. Oakland County’s labor market is recovering faster when compared with the state and nation - the **County’s most recent seasonally unadjusted unemployment rate of 2.9% in April 2018** is below both Michigan’s rate of 4.7% and the national average of 3.9%. The history of average annual unemployment rates from 2008 through 2017 for the United States, Michigan, and Oakland County are provided in Chart 1, located within the appendix to this budget message. Economists predict that Oakland County’s unemployment rate will continue to decline through 2020 when the average annual unemployment rate is projected to be 2.6%, which would equal the county’s lowest rate on record from 2000.

Oakland County’s **per capita personal income (PCPI)** is the highest of any county in Michigan and is higher than both the state and national average. **Oakland County’s PCPI was \$65,759 in 2016.** In comparison, Michigan’s average PCPI was \$44,253 and the national average PCPI was \$49,246. Since the economic recovery began, the County’s PCPI increased 35.4% as of 2016 compared to its low point of 2009 when Oakland County’s PCPI fell to \$48,577. During that same time period (2009-2016), Michigan’s average PCPI increased 30.3% from \$33,966 and the national average increased 25.1% from \$39,376.

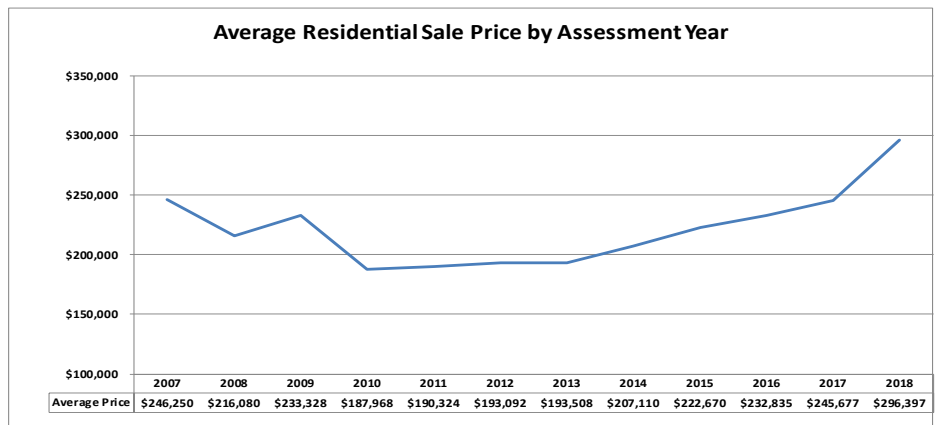


With the economic recovery there has been job growth. Oakland County was at its peak employment level in the third quarter of 2000, but during the recession had lost 166,463 jobs by the time it reached its low point in the fourth quarter of 2009. Since then, Oakland County has recovered 130,330 jobs through the end of 2017. Economists Gabriel Ehrlich and Donald Grimes from the University of Michigan are projecting that 42,974 new jobs will be added over the next three-year period from the end of 2017 through the end of 2020, and approximately 80% of those new jobs are forecasted to be in high- and middle-wage industries. It is expected that Oakland County will attain a new record employment peak in the spring of 2020. Chart 2 located within the appendix to this budget message includes summarized historical and projected job growth data. Oakland County’s Economic Outlook Report for 2018-2020, prepared by Ehrlich and Grimes, can be obtained on the County’s web site at: <https://www.oakgov.com/advantageoakland/resources/Pages/default.aspx>.

Oakland County is often characterized as the economic engine for the State of Michigan. Oakland County has a diverse economy with the top three employment sectors being professional and business services (25%); trade, transportation, and utilities (18%); and private education and health services (16%). The County is a global leader in international business with 1,040 foreign owned firms from 39 countries. Foreign direct investment over the past four years exceeded \$1.1 billion as international companies continue to boost Oakland County’s economy. In 2017, Oakland County had a record amount of total new investment of \$1.2 billion, of which \$305.0 million was related to foreign direct investment. Within the Metro Detroit area, the region is within the top five in the country for exports at \$50 billion. More information regarding Oakland County’s economy and its multitude of Economic Development programs can be obtained from the County’s web site at <https://www.oakgov.com/advantageoakland>.

Oakland County’s Tax Base

With a market value of **\$143.7 billion**, **Oakland County’s property values remain the highest of all 83 counties in Michigan** and represents **16.7% of the state’s total value**. The majority of Oakland County’s property value is within the residential class of property at 76.5% of the total property tax base. Comparing 2018 assessment data to 2017, the average sale price for a home in Oakland County increased 20.6% over the past year from \$245,677 to \$296,397. The large increase in average sale price over the past year reflects the current low supply of housing inventory, and homes are selling quickly with the improved economy. On average, residential property values have now fully recovered from the decline caused by the Great Recession as evidenced by the average sale price having now surpassed the previous peak in 2007 of \$246,250. Also, 2017 experienced a record low number of foreclosed properties compared to prior years going back to 2005, illustrated in chart 3 of the appendix.

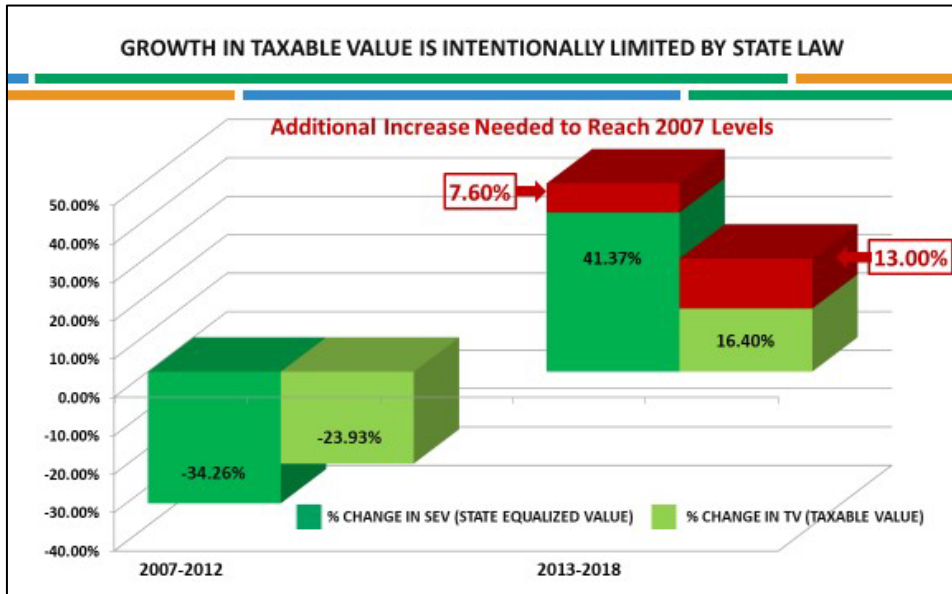


However, the other classes of property which account for 23.5% of total value have not yet fully recovered (agricultural, commercial, industrial, and personal property). The total 2018 assessed market value of all property classes at \$143.7 billion is still 7.6% below the peak of 2007 total assessed value of \$154.7 billion. Oakland County’s two primary forward-looking economic development programs are the **Emerging Sectors** and **Medical Main Street** initiatives. Our researchers endeavor to identify those areas that promise to be at the core of the 21st Century’s thriving economic growth.

The increase in market value of residential properties does not translate into the same proportion of recovery of property tax revenues. In Michigan, there are two primary valuations that are measured when preparing the property assessment rolls: State Equalized Value (SEV) and Taxable Value (TV).

The SEV is roughly 50% of the true cash value of the property. For example, the true cash value of \$143.7 billion for county-wide property measured as of December 31, 2017, equates to almost \$71.9 billion of county-wide SEV for the 2018 assessment rolls. When

the state constitution was amended with the passage of Proposal A in 1994, limits were placed on the ability to increase values for taxation. The calculation for TV is more complicated, which is used for determining individual property tax bills. The simple basic explanation is that TV increases are capped if property ownership has not changed. The cap is limited by the annual rate of inflation but cannot exceed 5%. However, TV can change above the rate of inflation for several reasons such as: property became “uncapped” because of a change in ownership, additions/improvements to existing property, and new construction. Thus, the difference between TV and SEV on individual parcels represents the potential value increase which would be realized when that property is sold or uncapped (often referred to as a ‘pop-up’). Upon the sale of



existing property, the TV is adjusted for the increased market value that has accumulated over the years and is subject to the TV and millage rate limitations under the State’s constitution. Total 2018 TV in Oakland County is \$57.3 billion which is approximately 13.0% below the peak of \$64.7 billion in 2007. Chart 4 in the appendix provides Oakland County’s annual percentage change in SEV and TV since 2007.

Maintaining a **low operating millage continues** to demonstrate to residents and businesses that Oakland County is an attractive place to live or locate a business. The property tax “returned” to the County’s taxpayers since 1998 from **millage reductions** is approximately **\$89.5 million over the past 21 years** due to the county’s low millage rate being less than the maximum authorized rate allowed to be charged. (See Chart 5 in the appendix for historical taxable values and millage rates.)

From 1996 through 1998, the Board of Commissioners approved the County Executive’s recommendation for three consecutive millage rate reductions, cumulatively reducing the millage rate from 4.48 mills down to 4.19 mills over that three-year period. Oakland County’s millage rate for general operations remained at 4.19 mills from 1998 through 2014 and was maintained at that low rate despite the budget challenges brought on by the Great Recession. Most recently, there have been two consecutive millage reductions: a .10 mills reduction in 2015 and an additional .05 mills reduction for 2016. Oakland County’s current levy for general operations is 4.04 mills. Additional information regarding property taxes and valuations can be obtained at <https://www.oakgov.com/mgtbud/equal/Pages/default.aspx>.

THE FINANCIAL CONDITION OF OAKLAND COUNTY GOVERNMENT

Oakland County’s policies and practices are designed for long-term sustainability to ensure its continuing ability to provide quality services. The County’s strong financial position is evidenced by its balanced long-term fiscal plan, low debt obligations, and responsible fund balance amounts in conformance with GFOA Recommended Practices.

Low Outstanding Debt

Under Michigan law, the maximum amount of bonded debt that could have been issued by Oakland County in 2017 was \$6.9 billion or 10% of its SEV.

As of its fiscal year end (FYE) of September 30, 2017, the County was **approximately \$6.2 billion below this authorized debt limit**, operating under the fiscally conservative policies of the County Executive, County Treasurer, and Board of Commissioners. Total outstanding debt was \$711.2 million for FYE 2017 (10.5% of the permissible level) which decreased by \$32.1 million in comparison to the prior year's amount of \$743.3 million for FYE 2016.

Of the total outstanding long-term debt for FYE 2017, \$436.0 million is attributed to the County as the primary governmental unit, which decreased by \$17.6 million from \$453.6 million for FYE 2016. In addition to the County's primary government long-term debt, the County pledged its full faith and credit as secondary obligor for long-term drainage districts. Outstanding debt for drainage districts was \$250.2 million for FYE 2017 which decreased by approximately \$14.5 million from \$264.7 million for FYE 2016.

Short-term debt of \$25.0 million outstanding as of September 30, 2017, was for tax notes issued to secure delinquent tax receivable accounts from governments within Oakland County. That debt is repaid from the interest and penalties associated with those delinquent taxes. Except for the annual issuance of notes related to delinquent tax receivables, Oakland County's practice is to issue debt only for the purchase and/or construction of long-term capital assets or to fund long-term liabilities such as the retirees' healthcare obligation. Any decision to issue debt, as opposed to using current resources or fund balance, is made only after it is determined to be fiscally advantageous to do so.

The single largest debt obligation consists of **\$330.0 million** as of FYE 2017 for multiple bond issues **to finance water, sewer, and drainage district projects**. That debt will be repaid from special assessments or user fees levied or charged by the local communities against the users of those systems.

The next largest outstanding debt obligation for FYE 2017 is \$283.4 million to fund accrued health care liabilities for retired employees. The debt was issued in September 2013 in the amount of \$350.0 million as refunding bonds to be repaid over 13 years. The proceeds of the refunding bonds were used to call \$422.1 million of outstanding debt in April 2014, originally issued in 2007 as 20-year debt. Supplementing the \$350.0 million refunding bond proceeds, the remaining \$72.1 million required to call the 2007 series debt was provided from available net investment assets. The net effect of the refunding is a cumulative total savings of \$171.1 million over the remaining 13-year period from reduced interest expense and the reduction in the outstanding debt principal amount.

Approximately \$72.9 million of outstanding pledged debt consists of Building Authority debt to build and equip various public buildings which are then leased to the County. Some of the building projects are financed through the Building Authority on behalf of other governmental entities located within Oakland County, which the County then subleases to those entities. The local communities which utilize the Building Authority in this manner obtain a more favorable interest rate on the debt issued to finance their projects because of the County's AAA bond rating. Building Authority debt is repaid from the lease proceeds. The Building Authority holds title to funded properties until the bonds are fully repaid by the other governmental entities.

Long-term Financial Planning to Sustain a Healthy Fund Balance

Much of Oakland County's financial success has resulted from its focus on long-term financial planning with an emphasis on thoughtful strategic management vs. crisis management. The County goes beyond the minimum legal requirement of an annual budget by adopting a three-year "rolling" budget with a five-year forecast. It is considered a "rolling" budget because of the amendments that occur simultaneously with program modifications during the year and for updated estimates included with quarterly financial forecasts. Further, when the budget is amended, the amendment not only reflects the impact for the remainder of the current fiscal year, it also includes the impact on the subsequent two fiscal years. This continuous, forward-looking focus enables the County to anticipate problems and to take appropriate action well in advance of major budgetary fluctuations.

The County also maintains a **strong position control budgeting system** which includes funding for every position at 100% full employment at the authorized classification. Should vacancies occur due to employee turnover or if positions are filled at a lower classified level, the favorable budget variance results in an operating surplus and benefits fund balance.

The General Fund is the principal fund used to record the operations of typical government functions. The fund's primary source of revenue is the property tax. For FYE 2017, the **total fund balance in Oakland County's General Fund was \$264.8 million**, of which approximately \$10.8 million is non-spendable or restricted, \$251.0 million is assigned for specific purposes, and \$3.0 million is unassigned. The total fund balance amount in the General Fund represents **approximately 58.2%** of the General Fund/General Purpose (GF/GP) Adopted Budget for FY 2018. This level of fund balance exceeds the minimum amount of two months' operating reserves (approximately 17%) recommended as a best practice by the Government Finance Officers Association (GFOA). As planned, operating surplus savings have accrued since FY 2008 from accelerated budget reductions and will be used as planned during the current and subsequent three fiscal years (from current FY 2018 through FY 2021). The long-term financial plan is to maintain a sustainable long-term General Fund equity target of about \$96.1 million (20% of projected FY 2023 GF/GP expenditures), in conformance with the Fund Balance Policy as adopted by the Board of Commissioners with Miscellaneous Resolution #15175. Fund balance will be discussed in more detail subsequently within this budget message.

The Delinquent Tax Revolving Fund (DTRF) is another fund meriting discussion. The DTRF was established in 1974 to help stabilize annual revenues for local taxing units. It does this by paying our local communities 100% of their share of delinquent property taxes in anticipation of the collection of those taxes by the County Treasurer. The County funds the DTRF by borrowing money and issuing revolving fund notes. Payment of the notes is made from the proceeds of delinquent tax collections. Once the notes are paid in full, any surplus in the fund may be transferred to the County General Fund by action of the Board of Commissioners.

Upon recommendation of my Administration and with the support of the County Treasurer, in 2001 the Board of Commissioners adopted the DTRF Fiscal Responsibility Plan. The purpose of the Fiscal Responsibility Plan is to guide the prudent use of surplus fund balance in the DTRF without jeopardizing the fund's primary mission of providing a timely, stable revenue stream to the local taxing units. For FYE 2017, the **total DTRF fund balance was \$197.4 million**. The foremost rule of the Fiscal Responsibility Plan is that the DTRF must maintain a sufficient corpus in the fund to guarantee timely payment of outstanding notes and acquisition of delinquent property tax receivables from governmental units. The total amount of unpaid 2017 delinquent real property taxes was approximately \$63.2 million.

Beyond protecting the fund's primary purpose, Oakland County's **Fiscal Responsibility Plan includes a strict policy for accessing funds from the DTRF**. Any appropriation from unrestricted DTRF funds, except penalties and investment interest, are limited to one-time or short-term expenditures. This avoids reliance on the DTRF for the general and recurring operating costs of the County. Instead, the DTRF provides a funding mechanism for major capital projects, which are generally one-time expenditures. Use of DTRF funds requires an affirmative vote by two-thirds of the Board of Commissioners. Several past major projects with a combined capital outlay of approximately \$53.0 million were funded with bond issues secured by the DTRF. Projects secured by the DTRF debt service funding program include the Work Release Facility, the Video Conferencing System, the Jail Management System, the Rochester Hills District Court, and the purchase and renovation of the former Oakland Intermediate Schools building which is now the Executive Office Building.

Oakland County's traditional defined benefit (DB) pension plan was closed to new enrollees as of July 1, 1994. Based on the County's most recent actuarial report dated September 30, 2017, **the County's closed DB plan is fully funded with the system's assets valued at 102.6% of the liabilities**. The **traditional retiree health care plan** is also a closed plan (effective January 1, 2006) and **is fully funded with the system's assets valued at 142.0% of the liabilities**. The most recent significant financial challenge for governments across the country pertains to pension and retiree health care liabilities. It is very rare that a government can boast of having fully funded both its pension and retiree health care systems – Oakland County has done so.

Oakland County's strong economy, solid tax base, and responsible financial policies and practices have been acknowledged by the financial investment community. In recognition of Oakland County's financial strength and superior managerial performance, **the County has continued to earn the highest bond rating achievable, AAA**, from Standard & Poor's and Moody's Investors Service. This AAA bond rating allows the County to borrow at the lowest possible interest rate, saving County taxpayers millions of dollars in future borrowing costs. Local governments and authorities within Oakland County benefit from this bond rating as well, such as water and sewer projects and programs operated by the Oakland Community Health Network (OCHN), formerly known as the Oakland County Community Mental Health Authority.

APPROACH TO BALANCING THE BUDGET

Much of Oakland County's financial success results from its focus on long-term financial planning and adoption of a "rolling" triennial budget that is kept current and balanced with frequent amendments throughout the year as budgetary assumptions change. **The triennial budget proved to be an essential asset in Oakland County's successful effort to sustain its fiscal strength during the most difficult time of the Great Recession.** Although now in economic recovery, revenue growth for local governments is constrained by State laws. The County's enduring focus on long-term financial planning continues to be critical in managing its limited resources.

In the design and execution of an effective long-term budget, it is essential to have the commitment and cooperation of all elected officials. Oakland County government enjoys that commitment and cooperation. Its elected officials, department heads and managers are diligent about adjusting the budget so that spending does not exceed the constrained revenues. Embedded in the County's culture is the **continual search for service and process enhancements – because it is the right thing to do.** Enhancements often include alternative service delivery options such as partnering with the private sector or non-profit agencies, sharing services with other governmental units, and utilizing technology to improve the efficiency of operations. These efforts usually take time to plan and implement and can extend beyond a government's current fiscal year. A multiple-year budget can lead to meaningful restructuring and result in improved government services over the long-term.

Guiding Principles

The following guiding principles and financial objectives serve as the foundation when developing the County Executive's Recommended Triennial Budget each year:

- Retain stable and essential services to the public while minimizing involuntary employee separations.
- Avoid increasing taxes and fees on County residents and businesses whenever possible.
- Manage grant funded programs within the limited amount of special revenue provided for those programs. Grant programs no longer funded at prior year levels by grantors are restructured, reduced, or eliminated as needed consistent with reductions in special revenue grant funds. Alternatively, if an operating department aspires to continue such a grant program, specific alternative sources of funding shall be identified, such as allowable and sustainable reductions in other program expenditures within the affected department or new revenue sources so that there is no net increase in demand for General Fund resources. This grant funding practice is designed to prevent assumption of new program obligations within the General Fund that could potentially "crowd out" other necessary services which are dependent upon general County resources.
- Retain the County's financial strength in stable fund equity and cash positions in all operating funds; provide adequate cash flows throughout the year to meet operating needs.
- Maintain low outstanding bonded debt.
- Restrict the use and reliance on equity and other "one-time" budget sources.
- Rely heavily on strong accounting, budgeting and other business practices in achieving long-range planning efforts.
- All new major capital and technology projects are to undergo a rigorous return on investment analysis before they are launched. Capital projects are to be funded out of current operations to the extent feasible.
- Provide continuous communication with County-wide elected officials and the public concerning the status of the operating budget.

- Address adverse budgetary situations in a timely manner with actions that serve to mitigate the budgetary impact on current and future operations.
- Provide residents and businesses with meaningful open access to County records, forms and other information via the County’s web site and through public forums.

**DISCUSSION OF MAJOR ELEMENTS INCLUDED WITH THE
RECOMMENDED FY 2019 – FY 2021 BUDGET**

The development of this budget recommendation began with a high-level analysis contained in the report entitled “Oakland County Long-Range Fiscal Plan” dated April 19, 2018. That analysis was prepared using data from: 1) the closed accounting records as of September 30, 2017; 2) economic reports; 3) Governor’s recommended budget; 4) projected operating needs for FY 2018 through FY 2023; and 5) details regarding how budget and fund equity targets will be met through FY 2021 and beyond. The Fiscal Plan report can be obtained at https://www.oakgov.com/Investors/Documents/Fiscal_Plan_for_FY_2018_through_FY_2023.pdf. The detailed line items for FY 2019 through FY 2021 were then further developed and refined as reflected in this budget recommendation.

Property Tax Revenue

Property tax is the primary source of revenue for the County’s GF/GP operations, **providing slightly more than half of the support for all GF/GP operations.** The county-wide taxable value (TV) increased overall by 4.71% for 2018, just slightly below the budgeted amount of 5.00%. Separating out real property from personal property, real property TV increased by 5.11% while personal property TV decreased by -1.24%. Some personal property, such as manufacturing equipment, is tax-exempt. Currently, personal property accounts for 5.9% of county-wide TV, which has been decreasing over the past several years primarily because of phased-in exemptions. In comparison to five years ago, which was prior to mass exemptions of select categories of personal property now allowed by state law, personal property accounted for 7.7% of total county-wide TV in 2013.

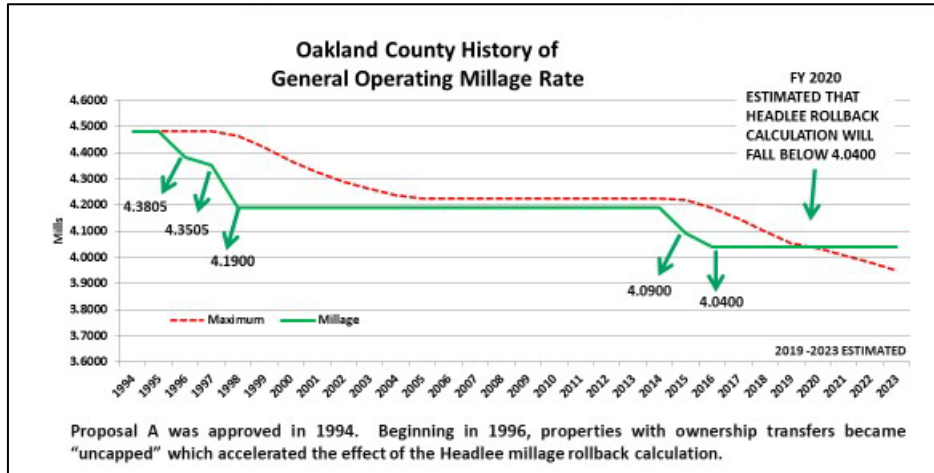
The estimated increase in TV for the recommended budget includes two components: the estimated future change in CPI plus the estimated impact from economic activity. For the current FY 2018 property tax bills, the change in CPI is 2.10% (based on the period October 1, 2016 through September 30, 2017). Thus, the county-wide total TV increase in 2018 of 5.11% for real property consists of the 2.10% change in CPI plus 3.01% for additional value generated by economic activity, such as new construction or sales of property. Future CPI is expected to increase

| | Projected Change in Taxable Value (TV) | | |
|---|--|-------------|-------------|
| | FY 2019 | FY 2020 | FY 2021 |
| Increase attributed to change in CPI | 2.3% | 2.5% | 2.5% |
| Increase attributed to economic activity | 2.7% | 2.0% | 2.0% |
| Projected change in TV for FY 2019 - FY 2021 | 5.0% | 4.5% | 4.5% |

nominally at 2.3% in FY 2019 and 2.5% annually in FY 2020 and FY 2021. However, there are two factors that could limit future overall TV increase potential from sales of residential property or new development. Mortgage interest rates are expected to increase. Also, recent Federal income tax changes now significantly limit deductible items and amounts. The alternative is the ability to take a higher standard deduction, intended to entice more taxpayers to file short-form tax returns and reduce the number of long-form returns with itemized deductions. Overall, this is expected to eliminate the advantage previously afforded to many people to itemize mortgage interest and property taxes, which historically helped taxpayers offset the cost of home ownership. As a result, the net cost of home ownership could be perceived by many to be less affordable, and it is unknown what future impact rising mortgage rates and Federal income tax revisions might have on the demand or price that buyers are willing to pay for houses. Therefore, the assumed future increase in TV from economic activity is slightly less robust going forward at 2.7% in FY 2019 and 2.0% annually in FY 2020 and FY 2021.

The County’s current millage rate of 4.0400 mills is .0725 mills less than the maximum authorized rate of 4.1125 as allowed by the State Constitution. The 2018 maximum authorized rate reflects a .0332 mills roll-back reduction as required by the combined impact of the Headlee Constitutional Tax Limitation Amendment of 1978 and the Proposal A Property Tax Limitation Amendment of 1994. Until 2015,

the maximum authorized millage rate had not changed for 10 years, primarily because of suppressed and/or decreasing property values. The maximum authorized rate remained at 4.2240 from 2005 through 2014. However, with the rebound in property values that are increasing at a higher rate than CPI, a roll-back has been required for the past four years.



It is anticipated that over the next five years, three millage reductions may be recommended to decrease the rate from the current 4.0400 mills down to 4.0000 mills in FY 2020; 3.9500 mills in FY 2022; and 3.9000 mills in FY 2023. The financial impact of the future millage reductions has been included in this budget recommendation and in the five-year forecast included within the appendix.

The County Executive’s Administration and Equalization Division will continue to monitor the variables that impact the Headlee rollback calculation to forecast the potential limits on future millage rates. The plan is to continue the County’s past practice of maintaining a millage rate which remains below the maximum authorized rate. Forward projections with advanced planning is crucial since all counties in Michigan must levy and collect property taxes in arrears because of the passage of Michigan Public Act 357 of 2004. That change in state law requires Oakland County to levy property taxes in July for its fiscal year which begins on October 1 of the preceding year, nine months into the fiscal year. This requirement for counties to collect property taxes in arrears adds greater uncertainty for budgetary planning, since property taxes and the millage rollback must be estimated approximately 18 months prior to the levy date for timely adoption of the annual General Appropriations Act in September of each year, which also provides authorization of the millage rate for the tax bills issued subsequently in July of the following year.

| Year(s) | Maximum Authorized Millage Rate | Reduction in Max. Auth. | Millage Rate Levy | Change in Levy Rate | Differential Max. - Levy |
|-----------|---------------------------------|-------------------------|-------------------|---------------------|--------------------------|
| 2005-2014 | 4.22482 | | 4.19000 | | 0.03482 |
| 2015 | 4.21766 | (0.00716) | 4.09000 | (0.10000) | 0.12766 |
| 2016 | 4.18768 | (0.02998) | 4.04000 | (0.05000) | 0.14768 |
| 2017 | 4.14682 | (0.04086) | 4.04000 | - | 0.10682 |
| 2018 | 4.11250 | (0.03432) | 4.04000 | - | 0.07250 |
| 2019* | 4.06971 | (0.04279) | 4.04000 | - | 0.02971 |
| 2020* | 4.04536 | (0.02435) | 4.00000 | (0.04000) | 0.04536 |
| 2021* | 4.01882 | (0.02654) | 4.00000 | - | 0.01882 |
| 2022* | 3.99023 | (0.02859) | 3.95000 | (0.05000) | 0.04023 |
| 2023* | 3.95973 | (0.03050) | 3.90000 | (0.05000) | 0.05973 |

*projected estimates for 2019 and beyond

Delinquent Tax Revolving Fund (DTRF) Transfer

In FY 2006 the equity position of the DTRF increased above the long-term target amount of \$200 million, in part because of a growth in penalties and interest over the prior several years from increased property tax delinquencies resulting from the problems in the real estate and employment markets. DTRF equity peaked at \$229.4 million by the end of FY 2009. The retention of available surplus equity above the target amount without specific plans for its use would be inappropriate if, alternatively, severe cuts to essential County programs would otherwise be required. Thus, for a limited period from FY 2009 through FY 2012, the County judiciously used the DTRF operating surplus to fund certain County operating costs. As part of a planned multi-year approach which utilized DTRF equity above the \$200 million target amount, the authorized transfer from the DTRF to support the FY 2012 General Fund budget was \$23.15 million, which was the last year in the long-term plan for an elevated amount of operating transfer. Since then the budget has been reduced for the annual operating transfer from the DTRF to the General Fund.

| General Fund Operating Transfers from DTRF | | |
|--|----------------------|-------------------|
| (in thousands of dollars) | | |
| Fiscal Year | DTRF Transfer Amount | △ From Prior Year |
| 2007 Actual | \$ 2,100 | |
| 2008 Actual | 8,050 | 5,950 |
| 2009 Actual | 11,600 | 3,550 |
| 2010 Actual | 21,650 | 10,050 |
| 2011 Actual | 23,150 | 1,500 |
| 2012 Actual | 23,150 | - |
| 2013 Actual | 10,800 | (12,350) |
| 2014 Actual | 10,800 | - |
| 2015 Actual | 10,800 | - |
| 2016 Actual | 10,800 | - |
| 2017 Actual | 9,000 | (1,800) |
| 2018 Adopted Budget | 6,000 | (3,000) |
| 2019 Recommended Budget | 3,000 | (3,000) |
| 2020 Recommended Budget | 3,000 | - |
| 2021 Recommended Budget | 3,000 | - |

As of September 30, 2017, the DTRF fund balance was \$197.4 million, slightly below the target amount. Now that tax delinquencies have decreased, there is a reduction in the amount of penalties and fees revenue in the DTRF. Based on a recent analysis, it is the Treasurer’s recommendation that future amounts transferred to support General Fund operations be reduced. The annual operating transfer from the DTRF to the General Fund included in the County Executive Recommended Budget for FY 2019 – FY 2021 is \$3.0 million annually which reflects the County Treasurer’s request.

It is estimated with this reduced level of funding to support general operations, in FY 2023 the DTRF fund balance will be restored to a level above the \$200 million target. Rather than restore the transfer to the General Fund back up to \$6.0 million in FY 2023 to support general expenditures, it is expected that future additional fund balance in the DTRF above the target amount will be used to support new major capital expenditures as intended when the DTRF Fiscal Responsibility Plan was adopted by the Board of Commissioners in 2001.

Employee Compensation

Essential expenditure changes within this budget recommendation are for employee compensation enhancements needed to sustain a high-quality workforce. Until recently, the County was fortunate and retained many long-term employees who chose to defer their retirement, likely the result of the unstable and uncertain economy caused by the Great Recession. Since the economic recovery, however, “baby boomers” are choosing to retire.

The low unemployment rate and competitive labor market makes it more challenging to attract high-quality employee candidates within the County’s limited resources. To recruit and retain quality staff requires consideration of multiple items, including a safe work environment, effective and efficient tools to perform duties, advancement opportunities, and an appropriate compensation package. It is **imperative that our “total compensation” package be competitively positioned**, which includes salaries and fringe benefits. That said, the funding for compensation comes from the taxpayers and a balance must be established between finding the resources to attract quality staff and meeting the expectation of the taxpayers. The recommended budget includes slight incremental adjustments to employee compensation to remain competitive in the labor market.

The recommended budget includes a general salary increase of 2.0% for FY 2019, which is 1.0% more than was included with the adopted FY 2018 – FY 2020 triennial budget when it was approved in September 2017. **For FY 2020 and FY 2021, a 1.0% increase has been included.**

Salary increases for FY 2020 and beyond will be revisited with future budget cycles to determine the recommended level of base salary adjustments within the constraints of the operating budget. The impact on GF/GP operations for the 1.0% incremental improvement in the salary increase for FY 2019 is approximately \$2.5 million annually or \$12.5 million cumulatively over the next five-year forecast period.

The general salary increase improvement in FY 2019 is being funded by an overall reduction in allocated fringe benefit expenditures, which are accounted for in the Fringe Benefit Fund and then charged back to all funds with the payroll process via established rates. The reduction in the fringe benefit rate is attributed to a planned reduction in the Fringe Benefit Fund balance, made possible due to favorable operations over the past several years. Much of the success in managing health benefit costs is due to the County's award-winning employee wellness program, OakFit. Also, there is no annual required contribution expected for the County's pension and retiree health plans, which are currently fully funded and forecasted to remain so over the next five-year forecast period. The FY 2019 Fringe Benefit Fund rate reduction is \$5.6 million in total and has a projected benefit to the GF/GP operations of \$4.0 million. Thereafter, the fringe benefit rate will be restored gradually with an incremental step approach, with the estimated benefit for GF/GP operations of \$3.0 million in FY 2020; \$2.0 million in FY 2021; and \$1.0 million in FY 2022. The fringe benefit rate is anticipated to return to the current level by FY 2023.

The Human Resources Department will soon be reviewing the market competitiveness of County job classifications based on the results of a recent independent consultant study. It is anticipated that upon completion of the review, an updated or new salary administration plan will be presented to the Board of Commissioners for approval prior to implementation. Currently, the implementation timeline and budgetary requirements are unknown outcomes ultimately resulting from this review. The recommended budget includes \$2.4 million as a contingency amount for the potential impact on GF/GP annual operations.

Over the past couple of years, the County has made improvements to tuition reimbursement and Retirement Health Savings Plan (RHS) contribution programs as well as implemented a six-week paid parental leave program and a voluntary once a year annual leave buy-back program (limited to between 20 and 40 hours). Further, the County reinstated the \$300 employer match for the 457(b) Deferred Compensation plan in FY 2016 and increased the employer match from \$300 to \$500 in FY 2017.

With over a third of the County workforce eligible to retire, the County continues to look for ways to further build and sustain the County workforce. County Departments are actively engaging in succession planning efforts to identify future leaders and retain institutional knowledge. Primarily, efforts have been initiated within individual departments to identify the future leaders, as well as identify training needs and other actions which can assist these individuals' development. In 2017 the County created a Talent Management Advisory Team (TMAT) to help strategize and make recommendations for recruiting and retaining a qualified and engaged workforce. An employee opinion survey was conducted to gather insight into how employees feel about the work environment, why they chose Oakland County as an employer and what might make them want to leave employment. Also, all departments were asked to nominate employees from diverse backgrounds, creating a 36-member team. The TMAT met periodically over a six-month period to brainstorm ideas such as marketing the County, communications with employees, creating a diverse and inclusive workforce, and developing recruitment and retention strategies. The TMAT reviewed the survey results as well as the ideas from the various focus group sessions, and formal recommendations are expected to be forthcoming soon.

New Debt Service for Two Capital Projects

Radio Replacement Project – The County has undertaken the replacement of the public safety radio system that operates for the benefit of the local communities for law enforcement, fire services, emergency medical, hospitals, and other 911 service providers. In addition, the County has recently replaced the legacy 911 copper network with a regional fiber-optic ESINet (Emergency Services Internet-protocol Network) to prepare for Next Generation 911 (NG911). The funding for this county-wide capital project is being secured over a four-year period through a combination of the County's 911 telephone operating surcharge and expected reimbursement through the telecom operator's access to the State's surcharge funds. However, there is concern that the State's surcharge pool of funds could be

insufficient to reimburse the County for its full entitlement share of reimbursement for the ESINet project. The worst-case scenario is that the State does not provide surcharge funds for the ESINet operations even though it has historically provided such funding to other local units of government which have completed conversion to an ESINet system. The County would need to issue bonds in the amount of approximately \$21.0 million and fund the replacement costs of the radio system if no reimbursement is provided by the State, with the annual debt service estimated to be approximately \$2.4 million for 10 years. Assuming in 2019 that the Board of Commissioners will approve an increase in the radio surcharge rate to the maximum authorized amount of 42 cents per month per phone device, the County would still need to provide \$1.6 million annually for the annual debt service since the maximum rate is insufficient to cover the full amount of debt service payment. The recommended budget includes supplemental funding of \$1.6 million annually from the General Fund beginning in FY 2020 based on the worst-case scenario.

Major Building Renovations – Future planned building renovations include three initiatives for enhanced safety and accessibility for multiple County facilities: building security improvements, building safety enhancements (fire alarm systems, fire egress paths, emergency exits with enhanced signage, etc.), and ADA improvements (Americans with Disabilities Act). The preliminary estimated amount for these projects is \$30.0 million. It is expected to take approximately five years to complete the renovations. Given the magnitude, debt issuance will be recommended to fund these projects which would require approximately \$2.1 million for the annual debt service for a 20-year bond obligation. It is anticipated that the debt will be issued in two series over the next several years, with half of the annual debt service payment (\$1.05 million) included in the FY 2019 - FY 2021 Recommended Triennial Budget. The remaining half of the annual debt service is projected to be required beginning with FY 2022. The attached long-term five-year forecast includes the assumption that the General Fund will absorb the annual debt service payment through FY 2022. Thereafter, the DTRF will provide funding for the full \$2.1 million of annual debt service beginning in FY 2023.

Financial and Human Resources System Replacement

The County will soon initiate transition to a new enterprise-wide system to replace the current Financial and Human Resources (HR) database system. This will be a major undertaking impacting modules for Accounting, Financial Planning, Receivables, Payables, Purchasing and Vendor Management as well as HR and Payroll functions. The County's existing system was installed in two phases: the HR system was implemented in 1998 and the financials in 2006. In addition, both systems have been maintained but not upgraded to new functionality for the last five years. Given their ages, both systems lack many of the work process improvements offered by modern systems. A lengthy competitive search and review for the replacement system and implementation vendor was recently completed. It is anticipated that a resolution will be presented to the Board of Commissioners soon for approval and appropriation to begin implementation. It is expected that it will require a couple years before the system replacement is fully implemented. The implementation costs will be funded with existing resources available in the General Fund with an assigned fund balance amount of \$10.0 million specifically earmarked for this system replacement.

In addition to the estimated implementation costs, approximately \$1.9 million per year for additional ongoing operating costs have been included in the recommended budget beginning in FY 2021 to support the overall system after full implementation. This reflects the shift to a hosted "service" model. This is a trend in the technology industry which over time will shift some of the cost profile for the Information Technology Department. Longer term, the operating costs will be less capital intensive by reducing the need for the County to replace and support on-site servers. While this shift is occurring, there will be an overlap period of a few years before the offsetting cost savings will be realized.

FUTURE OUTLOOK AND OTHER CONSIDERATIONS

Oakland County goes beyond the legal requirement of adopting an annual budget as evidenced by our three-year budget plan. Beyond the three-year budget, Oakland County looks for potential future budgetary issues by projecting future revenue and expenditure trends. The recommended budget for FY 2019 – FY 2021 has been balanced through prior accelerated cost reduction efforts implemented by the County's elected officials and by the provisional use of surplus as planned, made possible only because of these accelerated efforts. Oakland County sees long-term fiscal stability as a process which is not simply based upon balancing annual appropriations with available revenues, but also designed to maintain a healthy balance sheet.

Use of Fund Balance: Balancing Revenues and Expenditures While Maintaining a Healthy Sustainable Fund Balance

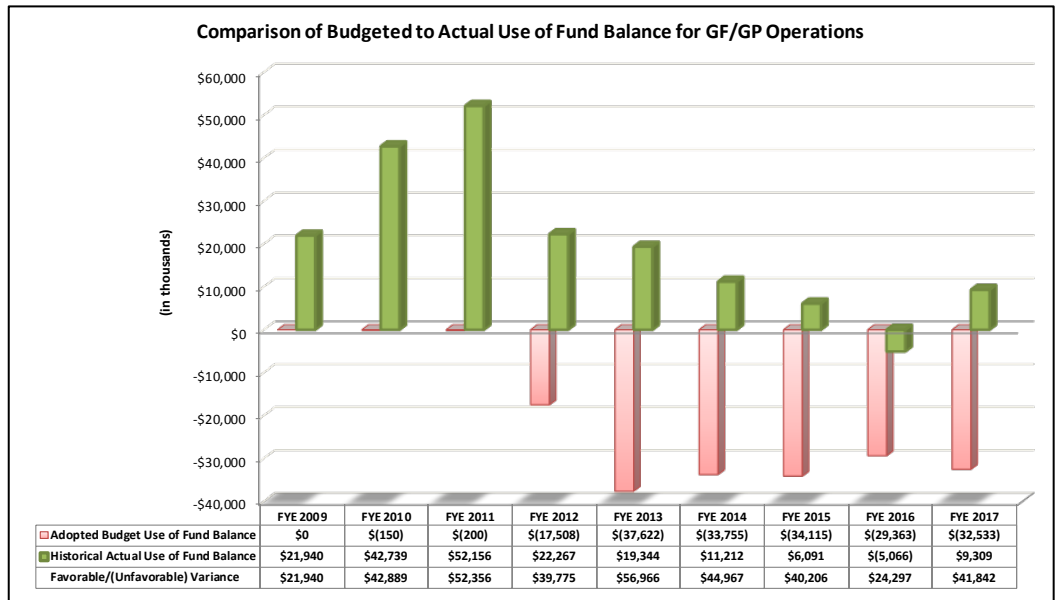
Those who are not familiar with Oakland County’s long-term, multi-year budgeting process may be asking themselves: How was Oakland County able to balance its budget during the Great Recession when property tax revenues were steeply declining and at the same time strengthen its financial position? The answer is: through advanced planning, setting long-term financial goals, working as a team, **acting on the plan**, and then monitoring and updating the plan as needed.

As a result of long-term forward financial planning, Oakland County’s **General Fund balance increased from \$43.0 million as of FYE 2000 to \$264.8 million by FYE 2017**. This is remarkable considering that there were **two national recessions during this period** with the recent 2007-2009 Great Recession being the most severe in modern history. Michigan was one of the hardest-hit states and one of the last to exit the recession. Despite the financial challenges, Oakland County’s growth in fund balance results from the accumulation of savings generated by accelerated budget reductions and reflects our deliberate, planned approach to balance future years’ budgets for continued sustainability. By maintaining a healthy balance sheet in addition to a balanced budget, the County’s elected officials can ensure the continuation of vital services to County residents.

Over the next several years, fund balance will be drawn down gradually as planned. (See Chart 6 in the appendix for fund balance projections and projected use of fund balance through FY 2023.) The current projections contained in the **long-term five-year forecast (see Table 1 in the appendix)** demonstrate that there is a **decreasing reliance on planned use of available General Fund balance over the next five years to support ongoing annual operations**. This budget assumes use of fund equity to support annual ongoing operations in the amounts of: \$34.0 million in FY 2019, \$27.1 million in FY 2020, \$25.7 million in FY 2021, \$22.7 million in FY 2022, and \$16.1 million in FY 2023.

The chart to the right illustrates the historical change in General Fund balance resulting from favorable operations. It compares the amount that was budgeted for use of fund balance against the actual results. As demonstrated, actual use of fund balance has been consistently favorable in comparison to the budgeted amounts. Given the County’s conservative budgeting practices, it is expected that actual use of fund balance to support ongoing operations will continue to be less than budgeted, which will provide future financial flexibility to fund capital projects from current resources.

Fund balance is a one-time resource. Once it is spent, it is no longer available and only replenished when there is an annual operating surplus. Oakland County’s ability to use a limited amount of General Fund equity is the result of planned budget reductions over the past



years, particularly during the Great Recession. This approach was designed to balance the budget over a longer period. Although expected use of General Fund equity to support ongoing operations declines over the next five years, continued improvements in revenue or reductions in expenditures are needed to ultimately achieve structural balance. Structural balance is defined as the point when budgeted ongoing revenues are sufficient to support budgeted ongoing expenditures and when budgeted use of available accumulated fund balance is no longer needed to support ongoing operations.

The FY 2019 – FY 2021 Triennial Budget Recommendation conforms to the adopted Fund Balance Policy. The recommended budget reflects estimated General Fund equity to be \$123.8 million as of FYE 2021 or 26.0% of annual operating expenditures, which is above the 20.0% minimum target level. However, the County must remain diligent to maintain fund equity over the long-term. Based on the projections included in the long-term five-year forecast, General Fund equity is estimated to be \$97.0 million as of FYE 2023 which is 20.1% of projected expenditures, essentially near the minimum target level. This estimate presumes that General Fund equity would be used on a one-time basis to fund approximately \$48.9 million of capital projects during FY 2018 – FY 2023, primarily for major technology projects and discretionary road improvement funding provided to assist local units of government. As mentioned, the past actual use of fund balance has been consistently favorable in comparison to budgeted amounts. The capital projects are specifically detailed in the Long-Term Fiscal Plan, available at https://www.oakgov.com/Investors/Documents/Fiscal_Plan_for_FY_2018_through_FY_2023.pdf. Future actual use of fund balance for the identified capital projects will be dependent upon maintaining the minimum targeted amount of fund equity. Otherwise, some of the discretionary capital items may need to be reduced, eliminated, or postponed.

Other Issues

One of the difficulties when developing a multi-year budget is the limited ability to forecast beyond the immediate foreseeable future for the uncertain financial impact over the long-term from political, economic, and market-driven issues that are outside of the County's specific control. This recommended budget and the long-term five-year forecast includes quantifiable amounts for items which can be planned for now. The County's rolling multi-year budget process with frequent amendments allows the budget to be updated as new information becomes known.

Some of the major broader economic risks that could negatively impact the estimates included in the recommended budget include: uncertainty caused by foreign and domestic monetary policies; global military conflict; the risk of greater than expected future inflation; and other such events which could impact the entire state, nation, or world. Of significant concern and uncertainty is the impact on the local economy from possible trade wars spinning from recent Federal trade and tariff policies. The uncertainty includes whether the U.S. exits the North American Free Trade Agreement, whether the U.S. joins the Trans-Pacific Partnership, and the effect on industrial manufacturing from tariffs imposed on imported steel and aluminum. Southeast Michigan ranks as first in the country for exports to Canada and Mexico and within the top five for overall exports.

There is significant uncertainty regarding the potential downstream impact on the County's budget from State budgetary and policy issues.

These issues could have a significant impact on the County's future long-term budget, but due to the high degree of uncertainty, the specific budgetary impact is not quantifiable at this time. A brief summarized listing of issues follows.

Indigent Criminal Defense

The most immediate and largest budgetary uncertainty has to do with mandated costs imposed on local units of government because of the newly established Michigan Indigent Defense Commission (MIDC). The commission has been charged with setting minimum standards for indigent legal defense delivery systems. The MIDC was established as part of the Michigan Department of Licensing and Regulatory Affairs (LARA) with the passage of 2013 P.A. 93 as amended by 2016 P.A. 439 (the MIDC Act). Very recently, the MIDC Act was amended again on June 12, 2018, with the passage of House Bill (HB) 5985 (effective 180 days after passage), which increases the ongoing local share cost calculation imposed on local governments and other implications as discussed subsequently.

The MIDC has been charged with setting minimum standards for indigent legal defense delivery systems. The first four standards of an indigent defense system were developed by the MIDC and were approved by LARA on May 22, 2017. Every judicial funding unit was required to develop a compliance plan for the first four standards and submit the plan to the MIDC for approval. Oakland County is the funding unit for the 6th Circuit Court and the four election districts of the 52nd District Courts. The County delivered its first compliance plan submission on November 17, 2017, with a total cost of approximately \$10.7 million for the first four standards (the net additional incremental costs submitted were \$8.8 million after subtracting the current County local share match amount of approximately \$1.9 million). The first compliance plan submission was rejected by the MIDC on January 18, 2018. The County delivered a second

compliance plan submission on February 20, 2018, with a reduced total cost of approximately \$10.4 million (net cost of \$8.6 million). The second compliance plan submission was rejected on March 28, 2018. The third plan, with 146 pages of details, was submitted on May 21, 2018, further reducing costs for a total of approximately \$10.1 million (net cost of \$8.3 million). The County was informed that the MIDC staff would not recommend approval of the County's plan because it could not approve certain portions of the County's plan (the requested increase in magistrate hours at the 52nd District Courts and the increase in Prosecutor personnel required to appear at arraignments). Prior to the recent passage of HB 5985, the MIDC Act required the Commission to approve or reject a submitted local plan in its entirety and did not allow the MIDC to approve only a portion of the submitted plan. With the passage of HB 5985, the MIDC may now approve or disapprove all or any portion of a plan and/or cost analysis. The MIDC rejected the County's third compliance plan on June 14, 2018. The County is now required to enter into a statutorily mandated mediation process with the MIDC.

Of the first four new standards, Standard #4 imposes the most costly and largest operational impact for many County operations. Standard #4 creates a new critical stage for a contested hearing and requires defense counsel to be assigned for first appearance during the arraignment process. While the State has indicated that it will reimburse the County for additional defense attorneys as part of the costs associated with the new critical stage for a contested hearing, the State refuses to pay for the new additional costs required on the other side of the contested hearing for representatives of crime victims.

As required by the MIDC Act, MCL 780.993 Section 13(6), “. . . If the MIDC determines that funding in excess of the indigent criminal defense system's share is necessary in order to bring its system into compliance with the minimum standards established by the MIDC, **that excess funding shall be paid by the State . . .**” (emphasis added). Because it is foreseeable that the increased costs to implement all new and future standards will be sizeable, Oakland County has long believed that the State of Michigan will not honor the intent to provide the “**excess funding that shall be paid by the State**” as provided in the MIDC Act when it was initially enacted. Recent amendments to the MIDC Act is proving Oakland County's belief to be a well-founded concern.

If the County's compliance plan is approved, the State is required to provide funds in the form of a grant for the increased costs to meet the first four standards between the County's “local share” (defined in the Act as the County's average indigent defense costs for the fiscal years 2010, 2011, and 2012) and the actual costs as approved by the MIDC before the County will be required to make the changes necessary to meet the new standards. HB 5985 included two amendments to the MIDC Act that increases the local share requirement: 1) the local share amount will increase every year by the rate of inflation or 3%, whichever is less; and 2) the local units of government must give the State 20% of collections from “partially” indigent defendants. The collections were included in the original local share calculation as 100% retained by the local units. This redefinition of “local share” is a violation of unfunded mandate limitations in the Headlee Amendment, Article 9, §29 of the Michigan Constitution. The Headlee Amendment requires that before the state imposes a new or increased activity or service on a local unit of government, it must appropriate sufficient funds to cover the increased costs.

Beyond these first four standards, the costs will become even more substantial for anticipated subsequent standards that are already being considered and likely to be approved. If the County is ultimately required to establish and staff a Public Defender office, preliminary estimates are in the range of \$18 million - \$20 million or more annually for ongoing operating expenses for such an office. Additionally, there would be one-time construction and start-up costs for office space, furnishings, computers, etc., which could be in the range of \$25 million - \$30 million or more. Given the significant budgetary pressures at the State, it is unknown how the State will be able to fund the costs for the local units of government for this new initiative.

Additional State Related Issues:

- As has been the case for over 100 years, under Michigan law 17-year-old offenders are tried and sentenced as adults in criminal matters. Recently, there have been ongoing efforts by certain advocacy groups to increase the age limit to 18 before criminal defendants would be considered as adults. If there is a change to Michigan's law with respect to the age of adult criminal responsibility, it could have a significant impact on the County's juvenile justice system and particularly for Children's Village operations. Unfortunately, any potential budgetary, operational, and capital impacts are not quantifiable at this time.

- Statewide infrastructure needs for transportation, water and sewer, and communications require additional new governmental funding of \$4 billion **per year**. This financial need for new additional funding does not include necessary energy infrastructure new investment provided by the private sector (primarily the gas, electric, and petroleum industries) which are estimated to be \$3 billion per year and will need to be funded by ratepayers, who are also taxpayers. Further, the State of Michigan recently enacted new lead and copper standards which are more stringent than the Federal standards, which will increase the operating and capital costs of public water systems with those costs ultimately borne by the same ratepayers/taxpayers.
- In 2015, a State road funding plan was approved. The plan assumes additional statewide road funding will be provided over several years with planned incremental annual increases, so that by FY 2022 a total of \$1.2 billion will be appropriated annually. Half of that amount, \$600 million, is expected to be appropriated in the State's General Fund. The other half, another \$600 million, is expected to come from a combination of increased taxes and fees, largely dependent on an assumed continued improving economy. A recent study opines that the \$1.2 billion amount, when and if fully implemented by FY 2022, will not be enough because Michigan's roads are in such poor condition now and deteriorating at an accelerated rate. A future economic downturn would undermine the State's ability to provide the higher level of road funding.
- The combined unfunded liability for State and school pension systems and retiree healthcare plans exceeds \$51.8 billion according to the actuarial valuation reports as of September 30, 2016. The principal unfunded liabilities are related to the schools because contributions for pension and retiree health care have been substantially less than the amounts recommended by the actuary.

Managing Limited Resources and Intergovernmental Efforts

As previously discussed, property tax growth limitations embodied in Michigan law serves to constrain the largest single revenue source that is typically available to local units of government. Tax revenue limitations present a funding challenge for all local governmental units, and Oakland County's approach has been to share government resources through intergovernmental cooperative programs. Oakland County has long been a leader in collaborative initiatives, not just among local units of government within our County's borders but also regionally beyond our borders.

One prime example of collaboration is our Courts and Law Enforcement Management Information System (CLEMIS) program. CLEMIS provides data sharing and low-cost access to criminal information through cutting-edge computer technology. Over the past 40 years it has evolved from its roots as a service provider to Oakland County local police agencies to an award-winning program that is one of the largest law enforcement consortiums in the nation. The CLEMIS membership includes over 250 public safety agencies across eight Southeastern Michigan counties: Oakland, Macomb, Washtenaw, Wayne, St. Clair, Lapeer, Genesee and Lenawee. CLEMIS products, which are developed and managed by Oakland County, include: computer aided dispatch, records management, digital mug shots and fingerprints, crime analysis mapping, mobile data computing in vehicles, and numerous other applications.

Many local communities contract with Oakland County for service operations, such as road patrol, animal control, real property assessing and personal property appraisals, Information Technology systems and products, water and sewer services, and collection of delinquent taxes, just to name a few. Oakland County also provides free support to its local communities, such as community planning services and support of the Main Street program with 25 participating communities.

The Cyber Security Assessment for Everyone (CySAFE) was created through a collaborative effort between Oakland County, four other Michigan counties, and the State of Michigan. CySAFE is a free information technology security tool to help businesses and local governments assess, understand and prioritize their security needs.

There is another element of innovation in Oakland County that is improving the delivery of services and reducing costs called cloud computing. G2G Cloud Solutions was developed by Oakland County to improve government services by sharing technology with other government agencies at little or no cost, thereby reducing the cost of government. G2G Cloud Solutions provides the opportunity for all government agencies, regardless of their size, budget or geographic limitations, to have access to advanced technology to best serve citizens' needs. In 2012, this cloud initiative was recognized by President Obama and The White House with the Champions of Change Award. Numerous government agencies throughout the State are currently utilizing G2G Cloud Solutions and the G2G Marketplace.

Currently, over 700 public entities are members of the G2G marketplace and represent 49 out of the 50 USA states, one USA territory, and two countries outside the USA.

CONCLUSION

We in Oakland County have much to be proud of. Tough decisions have been made over the past several years to ensure long-term financial sustainability for the services that we provide to our citizens. Our history of diligent long-term financial planning and demonstrated ability to manage our budget underscores the talent and leadership of Oakland County's elected officials and the ability to work as a team. With the economy now stable, the County's annual operating budget has become more stable. The recommended budget includes modest increases in employee salaries. Over the next five years, a significant investment in capital projects is planned to maintain and improve technology systems, enhance building security, and assist our local communities by providing matching funds for road improvements.

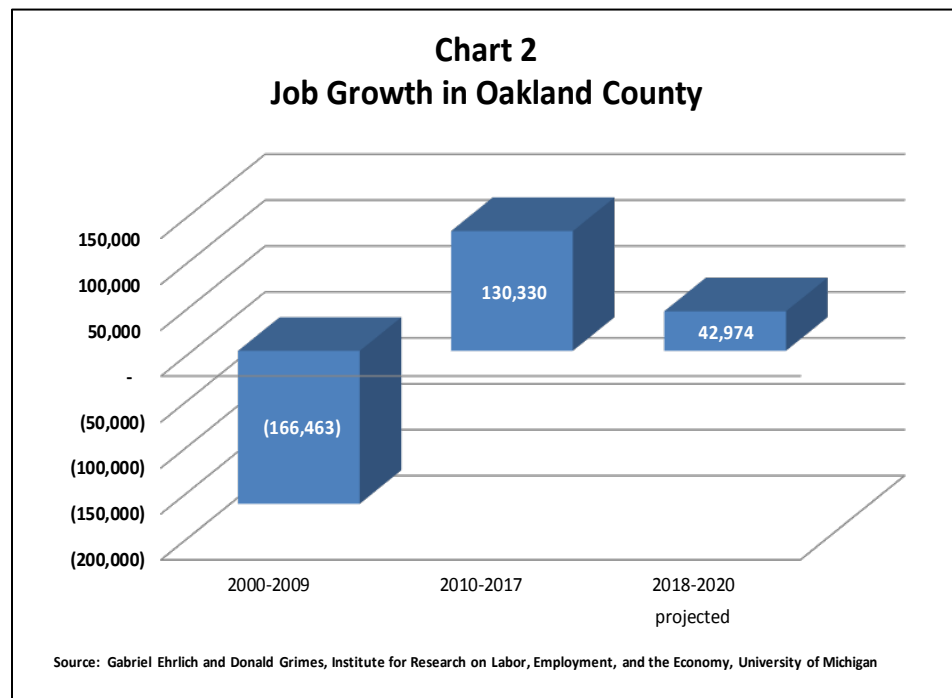
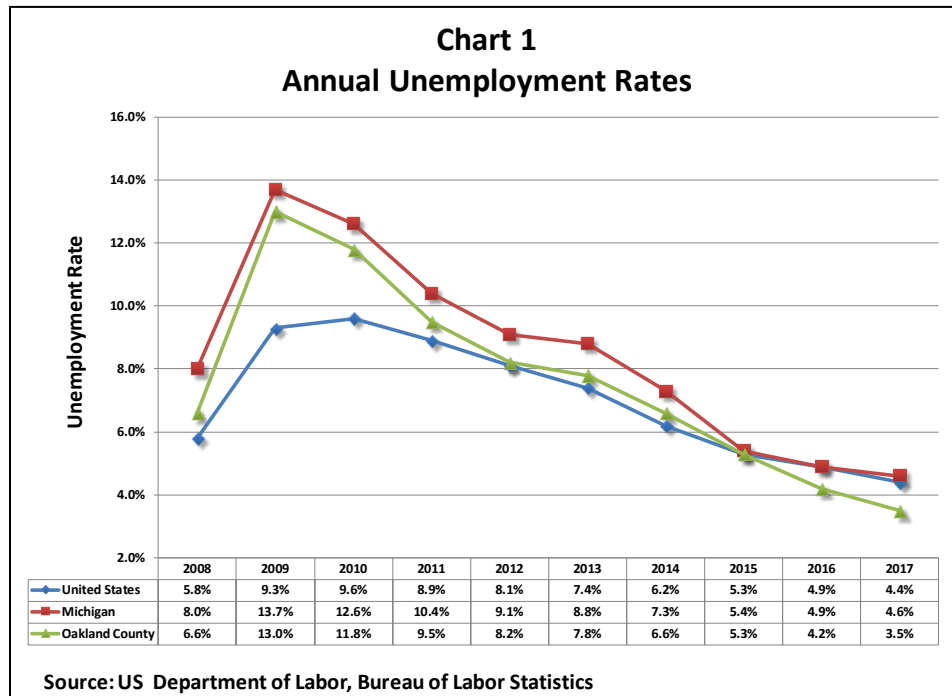
This budget recommendation embodies the principles that are important to Oakland County and have long been followed by those of us who are elected to serve its citizens. This budget recommendation was accomplished through a partnership of all Oakland County elected officials. I also want to take this opportunity to thank the Oakland County employees for their dedication and hard work. I am confident that Oakland County will continue to rank as a premier County, both financially and programmatically because of our efforts. Wall Street shares this confidence, having affirmed the County's AAA bond rating for the past 21 years.

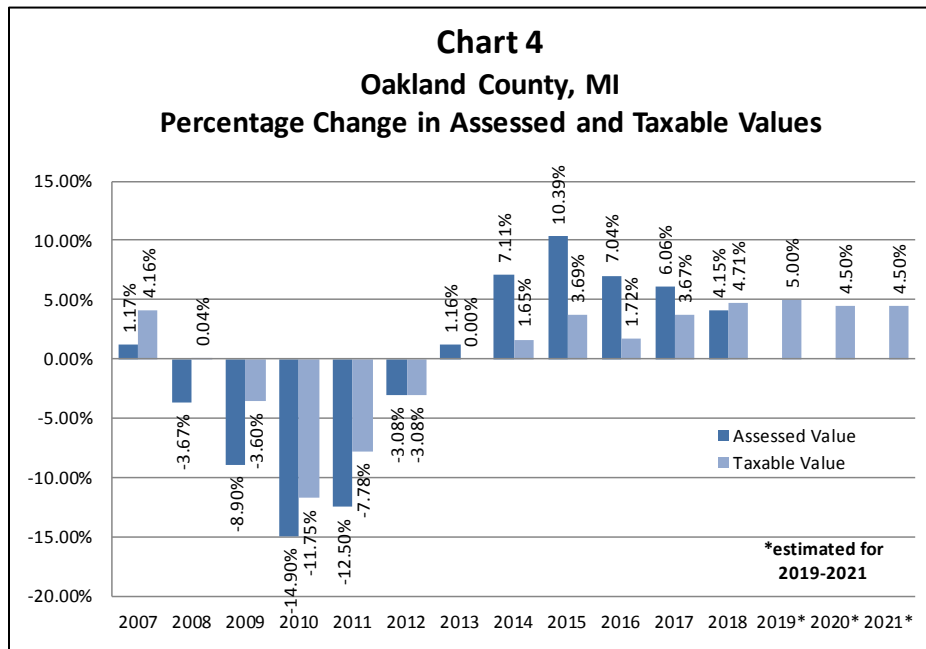
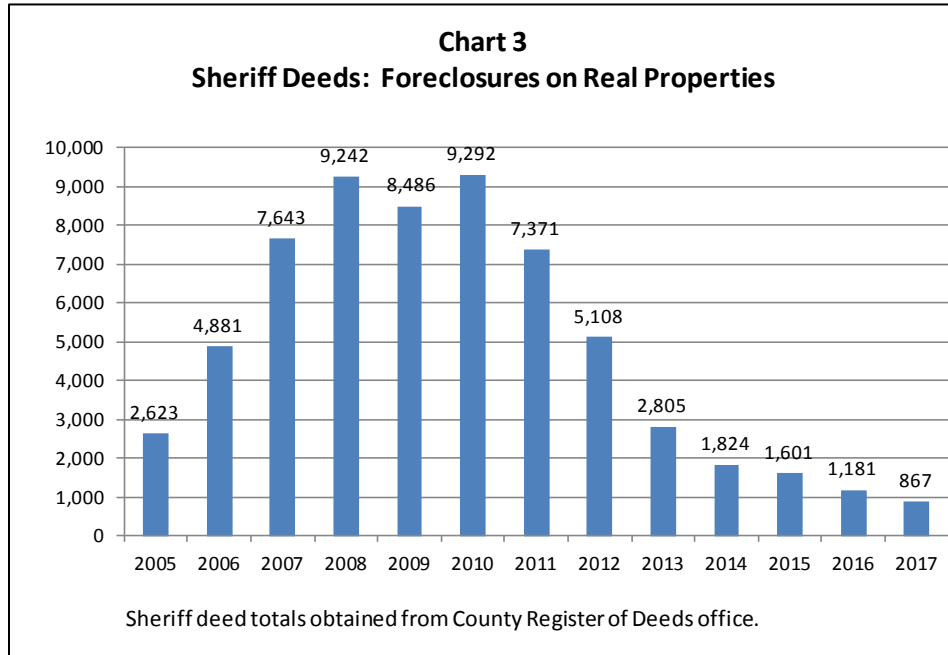


L. Brooks Patterson, Oakland County Executive

APPENDIX TO BUDGET MESSAGE

SUPPLEMENTAL REFERENCED DATA





Property Tax Limitations

Since adoption of the Headlee Constitutional Tax Limitation Amendment in 1978, Oakland County has been in the position of being able to consistently levy a millage rate well within the maximum allowable tax rate. If property values increase above the inflationary rate, the impact from the Headlee Amendment usually results in a required rollback in the maximum authorized rate.

Despite Oakland County’s past ability to levy a rate well within the maximum allowable tax rate, it is not immune to future millage roll-backs. Without a vote of the people, that rate can never be rolled up, even with deflation or when property values decline. If property values do not increase above the rate of inflation, the rollback may be temporarily halted, which is what occurred from 2005 through 2014 as shown in Chart 5.

The calculation of the roll-back depends on several factors, including:

- Inflation as measured by the Consumer’s Price Index
- Increase in taxable value of existing property
- Additions and deletions to the County’s assessment roll

Now that property values are once again increasing above the rate of inflation, the

Headlee Amendment requires the County to roll back the maximum allowable tax rate. Ultimately in the next two to three years, the maximum allowable tax rate likely will be rolled back to a rate that is below the current millage rate levied by Oakland County.

It is prudent for the County to continue its past practice of maintaining a millage rate which will continue to remain below the maximum authorized rate. Also, maintaining a low tax rate helps to attract new property development as well as encourage economic development, which ultimately increases the overall tax base for the County. Most recently, the County’s general property tax rate for has been reduced twice from 4.19 mills to 4.04 mills. Translated into property tax dollars that otherwise could have been levied since 1998, Oakland County taxpayers were spared \$89.5 million in tax collection because County government opted to levy a reduced millage rate instead of the maximum rate allowed by law.

Chart 5 – History of Taxable Values and Authorized vs. Levied Millage Rates

| <u>Year</u> | <u>Taxable Value</u> | <u>Maximum Authorized Millage</u> | <u>Millage Levied</u> | <u>Millage Differential</u> | <u>Taxes Saved</u> |
|-------------|----------------------|-----------------------------------|-----------------------|-----------------------------|----------------------|
| 1998 | \$39,011,931,708 | 4.4630 | 4.19 | 0.2730 | \$ 10,650,257 |
| 1999 | 41,756,021,276 | 4.4188 | 4.19 | 0.2288 | 9,553,778 |
| 2000 | 44,370,760,909 | 4.3688 | 4.19 | 0.1788 | 7,933,492 |
| 2001 | 47,656,729,878 | 4.3259 | 4.19 | 0.1359 | 6,476,550 |
| 2002 | 50,688,809,599 | 4.2886 | 4.19 | 0.0986 | 4,997,917 |
| 2003 | 53,179,886,010 | 4.2602 | 4.19 | 0.0702 | 3,733,228 |
| 2004 | 55,986,490,872 | 4.2359 | 4.19 | 0.0459 | 2,569,780 |
| 2005 | 58,862,840,140 | 4.2240 | 4.19 | 0.0340 | 2,001,337 |
| 2006 | 62,133,415,235 | 4.2240 | 4.19 | 0.0340 | 2,112,536 |
| 2007 | 64,720,016,857 | 4.2240 | 4.19 | 0.0340 | 2,200,481 |
| 2008 | 64,745,976,336 | 4.2240 | 4.19 | 0.0340 | 2,201,363 |
| 2009 | 62,416,676,895 | 4.2240 | 4.19 | 0.0340 | 2,122,167 |
| 2010 | 55,081,707,586 | 4.2240 | 4.19 | 0.0340 | 1,872,778 |
| 2011 | 50,798,540,257 | 4.2240 | 4.19 | 0.0340 | 1,727,150 |
| 2012 | 49,235,953,993 | 4.2240 | 4.19 | 0.0340 | 1,674,022 |
| 2013 | 49,235,110,306 | 4.2240 | 4.19 | 0.0340 | 1,673,994 |
| 2014 | 50,048,650,087 | 4.2240 | 4.19 | 0.0340 | 1,701,654 |
| 2015 | 51,895,341,437 | 4.2168 | 4.09 | 0.1268 | 6,580,329 |
| 2016 | 52,786,202,473 | 4.1868 | 4.04 | 0.1468 | 7,749,015 |
| 2017 | 54,723,743,027 | 4.1457 | 4.04 | 0.1057 | 5,784,300 |
| 2018 | 57,302,006,431 | 4.1125 | 4.04 | 0.0725 | 4,154,395 |
| | | | | | <u>\$ 89,470,522</u> |

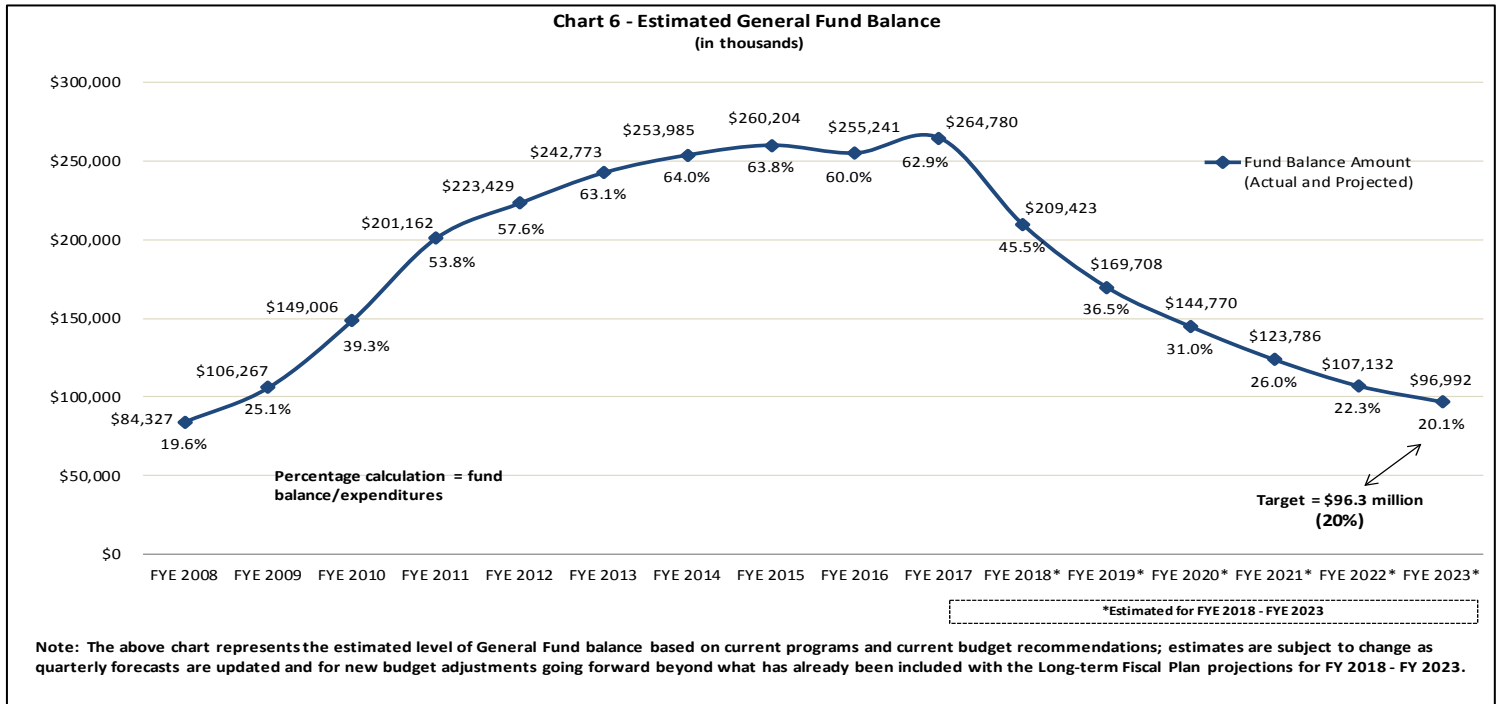


Chart 6 represents the historical (including restricted amounts) and projected level of total General Fund balance based on the County Executive Recommended Budget for FY 2019 – FY 2021. Oakland County actively managed its General Fund equity in order to protect stable service delivery for our residents throughout the recessions of the 2000’s, and this chart reflects the successful planned build-up and subsequent planned spend-down of general fund equity. The estimated amounts are adjusted to: deduct \$15.6 million of restricted fund balance not available for discretionary use; deduct recommended planned use of fund balance to support annual operations; and add assumed savings from personnel turnover (estimated at \$8.0 million annually beginning in FY 2019). Also, estimates include presumed one-time use of fund balance for capital projects: approximately \$20.6 million in FY 2018 and \$28.3 million over the next five-year period of FY 2019 – FY 2023. The actual future use of fund balance will be dependent, however, upon maintaining the minimum targeted amount of fund equity, which is no less than 20% of total annual operating expenditures.

Table 1

| OAKLAND COUNTY, MICHIGAN | | | | | |
|--|------------------------------|------------------------------|------------------------------|------------------------|------------------------|
| Five Year Adopted Budget Forecast - General Fund / General Purpose | | | | | |
| Controllable Account Category | FY 2019 Adopted Budget | FY 2020 Adopted Budget | FY 2021 Adopted Budget | FY 2022 Forecast | FY 2023 Forecast |
| Resources | | | | | |
| Property Taxes | \$ 236,900,029 | \$ 244,710,900 | \$ 255,379,995 | \$ 255,379,995 | \$ 255,379,995 |
| Federal Grants | 801,683 | 801,683 | 801,683 | 801,683 | 801,683 |
| State Grants | 20,457,332 | 20,531,936 | 20,537,145 | 20,537,145 | 20,537,145 |
| Other Intergovern. Revenues | 44,783,937 | 44,795,368 | 44,795,368 | 44,795,368 | 44,795,368 |
| Charges for Services | 113,474,426 | 113,697,953 | 113,383,711 | 113,383,711 | 113,383,711 |
| Indirect Cost Recovery | 8,134,737 | 8,134,737 | 8,134,737 | 8,134,737 | 8,134,737 |
| Contributions | 29,240 | 29,240 | 29,240 | 29,240 | 29,240 |
| Investment Income | 1,954,700 | 1,954,700 | 1,954,700 | 1,954,700 | 1,954,700 |
| Planned Use of Fund Balance | 33,814,444 | 26,858,875 | 25,479,228 | 25,479,228 | 25,479,228 |
| Other Revenues | 429,100 | 429,100 | 429,100 | 429,100 | 429,100 |
| Revenue - Subtotal | \$ 460,779,628 | \$ 461,944,492 | \$ 470,924,907 | \$ 470,924,907 | \$ 470,924,907 |
| Transfers In | \$ 5,602,500 | \$ 5,500,000 | \$ 5,300,000 | \$ 5,300,000 | \$ 5,300,000 |
| Total Available Resources Budgeted | \$ 466,382,128 | \$ 467,444,492 | \$ 476,224,907 | \$ 476,224,907 | \$ 476,224,907 |
| Adjustments Impacting FY 2022 and FY 2023 | | | | | |
| Estimated Increase in Property Tax Base | | | | \$ 7,648,835 | \$ 15,582,619 |
| Deduct: Planned Use of Fund Balance | | | | (25,479,228) | (25,479,228) |
| Total Adjustments | | | | \$ (17,830,393) | \$ (9,896,609) |
| Revised Available Resource Estimates | | | | \$ 458,394,514 | \$ 466,328,298 |
| Use of Resources | | | | | |
| Personnel | | | | | |
| Salaries | \$ 186,244,831 | \$ 186,343,968 | \$ 186,343,968 | \$ 186,343,968 | \$ 186,343,968 |
| Fringe Benefits | 108,206,295 | 108,217,567 | 108,217,567 | 108,217,567 | 108,217,567 |
| | 294,451,126 | 294,561,535 | 294,561,535 | 294,561,535 | 294,561,535 |
| Operating Expenses | | | | | |
| Contractual Services | 54,688,425 | 54,625,564 | 54,654,208 | 54,654,208 | 54,654,208 |
| Non-Departmental | 22,757,760 | 23,277,447 | 28,236,847 | 28,236,847 | 28,236,847 |
| Commodities | 8,795,562 | 9,019,362 | 8,794,362 | 8,794,362 | 8,794,362 |
| Capital Outlay | 353,235 | 319,235 | 319,235 | 319,235 | 319,235 |
| | 86,594,982 | 87,241,608 | 92,004,652 | 92,004,652 | 92,004,652 |
| Internal Support | | | | | |
| Internal Services | 62,498,011 | 64,341,584 | 68,410,889 | 68,410,889 | 68,410,889 |
| | 62,498,011 | 64,341,584 | 68,410,889 | 68,410,889 | 68,410,889 |
| Transfers/Other Sources (Uses) | | | | | |
| Transfers Out | 22,838,009 | 21,299,765 | 21,247,831 | 21,247,831 | 21,247,831 |
| | 22,838,009 | 21,299,765 | 21,247,831 | 21,247,831 | 21,247,831 |
| Total Use of Resources - Budgeted | \$ 466,382,128 | \$ 467,444,492 | \$ 476,224,907 | \$ 476,224,907 | \$ 476,224,907 |
| Adjustments Impacting FY 2022 and FY 2023 | | | | | |
| Employee Compensation (Salaries and Benefits) | | | | \$ 2,529,992 | \$ 5,059,984 |
| Fringe Benefit Fund Rate Adjustment | | | | 1,000,000 | 2,000,000 |
| Debt Service Payment for Building Renovations Adjustment | | | | 1,050,000 | (1,050,000) |
| Total Adjustments | | | | \$ 4,579,992 | \$ 6,009,984 |
| Revised Use of Resources - Estimate | | | | \$ 480,804,899 | \$ 482,234,891 |
| OPERATING SURPLUS / (SHORTFALL) | | | | \$ (22,410,385) | \$ (15,906,593) |



FINANCIAL OVERVIEW

FY2019-FY2021 Triennial Budget & Appropriations Act
AS ADOPTED & AMENDED ON SEPTEMBER 27, 2018

**FY 2019 - FY 2021 BUDGET
FINANCIAL / BUDGETARY INFORMATION**

I. FORM OF GOVERNMENT

Oakland County is organized under the authority of Michigan Public Act 139 of 1973 (as amended by Public Act 493 of 2000) the optional Unified Form of County Government Act. Policy formulation is a function of the twenty-one member Board of Commissioners, a partisan elected-body representing equally populated districts and serving a two-year term. Administrative responsibilities are a function of the County Executive, an elected official serving a four-year term. The Executive has veto authority over Board action, which requires a two-thirds majority vote to override.

II. ORGANIZATION AND FINANCIAL STRUCTURE

The County Budget is prepared in such a way as to maintain accountability both by programmatic cost center and by source of funds. Organizationally, the budget parallels the service delivery structure of Oakland County government including the following programs and departments:

Administration of Justice

Circuit Court
District Court
Probate Court

Law Enforcement

Sheriff
Prosecutor

General Government

Clerk/Register of Deeds
Treasurer
Water Resources Commissioner
Board of Commissioners
Parks and Recreation

County Executive

Administration
Management & Budget
Central Services
Facilities Management
Human Resources
Health and Human Services
Public Services
Information Technology
Economic Development and Community Affairs

Non-Departmental Appropriations

The County's financial resources are budgeted by two major categories: General Fund/General Purpose and Special Revenue & Proprietary Funds. The former includes:

General Fund
Child Care Fund
Social Welfare Foster Care Fund

Special Revenue & Proprietary Funds include all Grant Funds, Internal Service Funds, and Enterprise Funds.

Revenues are further categorized by Taxes, Federal Grants, State Grants, Other Intergovernmental Revenues, Charges for Services, Investment Income, Contributions, Indirect Cost, Other Revenues and Transfers In.

Expenditures are controlled at the Department level by three appropriation categories:

Personnel Expenditures
Operating Expenditures
Internal Support Expenditures (Internal Service Funds)

III. BASIS OF ACCOUNTING

The accounting records of the County are maintained according to Generally Accepted Accounting Procedures (GAAP) as pronounced by the Government Accounting Standards Board (GASB) and its predecessors. Specifically, the County uses a modified accrual basis of accounting for the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds. A full accrual basis of accounting is used for Enterprise Funds, Internal Service Funds, Agency Funds, and Pension Trust Funds.

In general, under the modified accrual accounting, revenues are recognized when they are available to pay obligations of the fiscal period, and expenditures are recognized when they are due and able to be paid from available resources. The budget is prepared in conjunction with the modified accrual accounting policies practiced by Oakland County.

IV. FUND DESCRIPTIONS

Following Generally Accepted Accounting Principles (GAAP), Oakland County budgets and accounts for financial activities by fund. A fund is a self-balancing set of accounts, recording cash and other financial resources together with all related liabilities and balances, which are segregated for the purpose of carrying out specific activities. All County financial activity is recorded in one of nine fund types: General Fund/General Purpose, Special Revenue, Debt Service, Capital Project, Enterprise, Internal Service, Investment Trust, Pension Trust and Agency.

County financial activity is recorded in one of these fund types, but not all fund types are included in the budget, e.g., authorized for expenditure. However, those funds which are included in the Oakland County Budget fall into two main categories. The first category is General Fund/General Purpose, which includes the General Fund as well as two (2) Special Revenue Funds: Child Care Fund and Social Welfare/Foster Care Fund. These two (2) particular Special Revenue Funds are titled "General Purpose" because it is the County's intention to make up any revenue shortfall with General Fund monies. The second category includes all the other Special Revenue Funds as well as the Proprietary Funds. The fund types whereby County financial activity is recorded, but not budgeted are Capital Projects Fund, Debt Service Fund, and Fiduciary Funds.

GENERAL FUND/GENERAL PURPOSE FUNDS

The General Fund/General Purpose operations are those supported by the County property tax levy and fees generated by activities supported by the property tax levy. Included in this category is the General Fund, which covers all activity not specifically assigned to any other fund, and those Special Revenue Funds where the General Fund has pledged to cover all expenditures not covered by individual fund revenue. The Board of Commissioners exercises their greatest level of discretion over the level of appropriation and activity within these funds.

General Fund is used to account for all County financial activity that is not specifically assigned to any other fund. It is the primary vehicle by which the property tax levy is used to provide services. Unless otherwise noted, the General Fund is the sole resource for all governmental funded activity.

Child Care Fund is used to account for activity related to the placement of children in foster care homes and for the detention of children at Children's Village as ordered by Circuit/Family Court. The existence of this separate fund is required by the Michigan Social Welfare Act and assists in obtaining Child Care reimbursement from the Michigan Department of Human Services. The organizations supported by this fund include portions of the Health and Human Services Administration Division, Children's Village, and the Circuit Court's Family Division.

Social Welfare Foster Care Fund is used to reimburse agencies and individuals for board and care expenditures of foster care children awaiting adoption, under the supervision of the State Department of Human Services. Partial reimbursement of these expenditures is received from the State of Michigan. A portion of the Health and Human Services Administration Division is supported by this fund.

SPECIAL REVENUE AND PROPRIETARY FUNDS

Special Revenue and Proprietary Funds form a composite category which includes all fund types not primarily supported by the County property tax levy. Included in this designation are Special Revenue Funds, including Grants, as well as Proprietary Funds defined as Internal Service or Enterprise.

SPECIAL REVENUE FUNDS

Special Revenue funds are used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes such as special assessment revenues, non-capital grants, and other earmarked revenues not included within other fund categories.

Special Revenue - Grants

The County has multiple separate grants budgeted in FY 2019 - FY 2021. Obviously, such a large number precludes listing and describing all the applicable funds. Below please find the list of grants by category.

The Multi-Organizational Grants Fund - accounts for costs in the following grants:

- Community Corrections, which uses State funds to increase utilization of community-based sanctions and services for nonviolent offenders.
- Justice Assistance Grant (JAG) provides state and local governments funding to support a broad range of activities to prevent and control crime, and to improve the criminal justice system.

The Workforce Development Grants Fund - accounts for costs to provide employment services to individuals who are unemployed, physically or economically disadvantaged, or transitioning from school to employment. Costs include training, education, and transportation, funded through state and federal grants.

The Law Enforcement Grants Fund - consists of grants used to record costs of various law enforcement programs utilizing federal, state, and local funds.

The Housing and Community Development Fund - accounts for block grants received from the U.S. Department of Housing and Urban Development for the use of low to moderate-income home improvement loans, municipal projects, and homeless-assistance projects, including counseling. The Neighborhood Stabilization Program is also included.

The Human Service Grants Fund - accounts for the cost of various health-related/grant-funded programs.

The Other Grants Fund - consist of grants whereby the function does not relate specifically to one of the other areas. They include:

- Grant for Clerk/Register of Deeds' Survey/Remonumentation consisting of state funds to locate, verify, replace, or reposition government sector corners and quarter corners within the County, per Public Act 345 of 1990.
- Grants for programs such as Arts, Culture and Film, Animal Control, Domestic Preparedness Equipment, Homeland Security grants and Economic Development grants.

The Judicial Grants Fund - accounts for drug court programs through Oakland County Circuit and 52nd District Courts.

The Oakland Brownfield Initiative Fund - is used to account for grant revenue and administration/management costs incurred in assisting the redevelopment of tax reverted properties through Brownfield Cleanup Revolving Loan Fund programs.

Special Revenue – Other

The Register of Deeds Automation Fund - is used to account for revenues from additional fees as authorized by the State of Michigan to allow for technology improvements in Clerk/Register of Deeds offices.

The County Veterans' Trust Fund - is used to account for revenue earmarked for aid to needy veterans.

The Waste Resource Management Fund - is used to account for administrative costs associated with Brownfield plans.

Oakland Enhancement Fund – is used to account for revenue received from various sources for the purpose of coordinating economic development within the County.

The Water and Sewer Act 342 Fund - is used to account for the construction, under contractual arrangement, of water and sewer systems under Public Act 342 of 1939. Upon completion of the projects, these systems are turned over to the respective municipalities for operations and maintenance. This fund is not included in the County's budget.

The Lake Levels Act 146 Fund - is used to account for funds from special assessments to finance the cost of maintaining County lake levels created under Public Act 146 of 1961. This fund is not included in the County's budget.

The Drains Act 40 Chapters 4 & 18 Maintenance Fund - is used to record expenditures for the operations and maintenance of drainage districts created under Chapters 4 and 18 of Public Act 40 of 1956. Revenue is provided from special assessments against the benefiting properties within the district. This fund is not included in the County's budget.

The Lake Improvements Act 345 Fund - is used to account for funds held for lake improvement boards remaining from a phase out begun in 2004, awaiting action by the improvement boards to transfer responsibility to the respective local municipality. This fund is not included in the County's budget.

The Friend of the Court Fund - is used to account for costs of the operation of this division of the Circuit Court, responsible for providing services to individuals involved in court actions relating to case initiation, establishment, collections, and enforcement of child support orders as directed by the State of Michigan Child Support Enforcement System. Revenue sources include federal and state funding and charges for services. The fund also includes the activity for the Cooperative Reimbursement Program and Access and Visitation Grant.

Concealed Pistol Licensing Fund – This fund was created under State of Michigan Public Act 3 of 2015, accounts for the deposit of concealed pistol licensing fees collected by the County Clerk/Register of Deeds and the allowable expenditures related to the cost of administering this act.

PROPRIETARY FUNDS

Proprietary Funds operate as private businesses whose purpose is to provide services either to customers within the County government (Internal Services) or to customers outside the County government (Enterprise). Revenue to operate the fund is generated by charges for the services provided.

Proprietary – Internal Service Funds

Internal Service funds account for the financing of goods or services provided by one County department to other departments or agencies on a cost-reimbursed basis.

Facilities Maintenance and Operations Fund accumulates the costs of operating and maintaining the County's buildings, grounds, and utilities. The fund recovers costs by developing rates and billing user departments.

Information Technology Fund accounts for the operations of the Department of Information Technology, a service bureau that provides services to other County departments and divisions, local governmental units, private sector and @access Oakland customers. Costs include the program and system support, maintenance, enhancements and new development for all major systems applications. Effective FY 2011, the Printing portion of Mailing, Copying, and Printing Fund is included in this fund. Effective FY 2012, the Office Equipment Fund is included in this fund also.

Drain Equipment Fund accounts for the cost of vehicles and other equipment used for the construction and maintenance of various drain, water, and sewer systems. The fund is reimbursed as the accumulated costs are distributed to specific projects or funds.

Motor Pool Fund accumulates the costs of purchasing, servicing, and operating County-owned vehicles. The fund recovers these costs by developing rates and billing user departments.

Telephone Communications Fund accumulates the costs of operating the County telephone system. The fund is reimbursed for the accumulated costs by distributing the charges to the specific fund or department.

Building and Liability Insurance Fund was established to accumulate monies which are available to settle claims against the County when no insurance coverage exists and to make insurance premium payments. The fund is reimbursed by the user departments for insurance premiums paid and monies accumulated for self-insurance.

Fringe Benefits Fund is used to account for the County's employee fringe benefits. Monies are accumulated in this fund as a result of payroll allocations made on a departmental and/or bargaining unit basis. This fund also accumulates and disburses monies related to workers' compensation and unemployment compensation claims, and performs as the debt service fund for the County's Retiree Health Care Refunding bonds.

Proprietary – Enterprise Funds

Enterprise funds account for operations and services provided for County residents and are financed primarily through user charges.

County Airports Fund was established to account for operations of the Oakland County International Airport, Oakland/Troy, and Oakland/Southwest airports. Revenues are primarily derived from leases, hangar rentals, landing fees and other rentals or service charges.

The Delinquent Personal Property Tax Administration Fund - is used to account for the collection of delinquent personal property taxes and their subsequent disbursement to various municipalities, school districts, and other governmental units. Cost-related activities involving the collection of taxes are also recorded in this fund. Per State of Michigan statutes, money collected in excess of costs shall be intermittently transferred to the County General Fund.

Delinquent Tax Revolving Fund is used to account for money advanced by the County to cities, villages, townships, and County funds for unpaid property taxes and the subsequent collections of delinquencies from taxpayers. Short-term notes are sold to fund the advances necessary.

Parks and Recreation Fund is used to account for revenue earmarked for the operation of the County Parks (currently 13). Principal revenues are from a voter-approved millage and user charges.

Fire Records Management Fund was established to accumulate revenues and costs associated with providing a centralized Fire Records Management System (FRMS). The system will aid in uniform reporting and data sharing for participating local fire departments.

Sewage Disposal System Funds were established to record operations and maintenance of the systems, which are used to move sewage to the Great Lakes Water Authority (GLWA) for treatment. These systems include the Clinton-Oakland S.D.S., Huron-Rouge S.D.S., Evergreen-Farmington S.D.S., and Southeastern Oakland County S.D.S (George W. Kuhn Drain). Costs are recovered by developing rates and billing the municipalities being serviced.

Water and Sewer Trust Fund is used to account for monies received from those County residents whose water and sewer systems are maintained for their respective cities, villages, or townships by Oakland County Water Resources Commissioner.

CLEMIS (Courts and Law Enforcement Management Information System) Fund was established to accumulate revenues and costs associated with providing law enforcement units with immediate access to criminal and vehicle information throughout the United States and Canada. This includes costs of purchasing, servicing, and operating mobile data computers and base stations.

Radio Communications Fund accumulates the costs of purchasing, servicing, and operating the County-owned radio system. The fund recovers costs by developing rates and billing users, and also receives revenue from the 911 surcharge.

V. BUDGET POLICY AND PROCEDURES

Budgeting policies and procedures are delineated in the General Appropriations Act adopted annually by the Board of Commissioners which complies with Public Act 621 of 1978, the Uniform Budgeting, and Accounting Act for Local Units of Government in Michigan. This act mandates a balanced budget, designates the County Executive as the Chief Administrative Officer and the Director of Management & Budget as the Chief Fiscal Officer. The act further spells out the fiduciary responsibilities of all County employees, elected and appointed, specifies the minimum required contents of the budget document and prescribes appropriate actions in the event of violation.

VI. BUDGET PROCESS

The Oakland County Budget Process is typically divided into four (4) phases and functions on a Triennial basis, which began in 2009 for processing the FY 2010-2013 budget.

As a result of the recent recession, the County recognizes the importance to plan further into the future, and will continue with a “triennial budget”, projecting out three fiscal years (FY 2019, FY 2020, and FY 2021). By preparing a three-year budget we hope to gain more advanced notice, better long term planning, and greater opportunities to react before a crisis arises, thereby easing the fear of the unknown.

Phase I - Development of Budget Preparation Materials

This first phase begins with Fiscal Services Division staff, working with the operating departments, developing preliminary General Fund/ General Purpose revenue estimates. This work is undertaken during January and early February. The staff members involved will use a number of techniques in developing these revenue estimates. Some of the techniques include reviewing historical revenue patterns; analyzing economic information such as the local consumer price index, construction activity, land sale activity, etc; reviewing property value information provided by the County's Equalization Division; and reviewing revenue estimates provided by the Michigan Department of Treasury. The result of this activity is the compilation of Estimated County General Fund/General Purpose Revenue for the upcoming triennial period. This information is shared with the Board of Commissioners' Finance Committee, as well as County Administration.

The primary purpose of estimating revenues is the development of the budget parameters for the next triennial period. The level of projected revenue growth will determine whether an inflation factor will be allowed for existing programs, what level of salary and wage increases will be proposed by the Executive, and the level of resources which will be available for program expansion. The budget parameters are communicated through a letter signed by the Director of Management and Budget and the Director of Human Resources. The letter is included and discussed during the Budget Orientation Sessions.

Upon completion of the revenue estimation function, Fiscal Services Division staff develops materials for the departments to use in requesting a budget for the next triennial period. This includes gathering historical expenditure information so the departments have some rational basis to make their requests, preparing the financial system to enter budget data, and developing the salary forecast, which provides the detailed costs of salaries and fringe benefits for each authorized position within the County departments. Aside from revenue estimates, generating an accurate salary forecast is perhaps the most crucial part of the budget process, as personnel costs account for nearly half of the County's entire budget.

The final step in Phase I is the Budget Orientation session. These sessions, attended by all operating departments and administered by Fiscal Services and Human Resource Department staff, are designed to emphasize the budget parameters, go over the budget calendar and instructions, and provide departments with information useful to the development of their budget requests including current and historical expenditure information and an annualized salary and fringe benefit forecast.

Phase II - Development of Department Budget Requests

At this stage, the normal process would be for departments to develop their budget allocation requests and submit them to the Fiscal Services Division and Human Resources Department by end of April, for each of the following categories:

1. Current Programs - Departments may request inflation adjustments or other known increases in allocations to operate at their current program levels.
2. Program Change – Departments may request an allocation to fund any new program, innovation, requirement, or other substantial change in their operation.

However, during the past several fiscal years (beginning FY 2008), the County, as most governmental entities, encountered economic recessive factors that resulted in a significant shortfall in revenue and the need to reduce personnel and operating expenses. This required a more rigorous approach to meet the challenge of developing a balanced budget. As a result, a Budget Task was assigned to each Elected Official of the County as a means to reduce expenditures in order to balance the budget for each future fiscal period. These tasks were assigned based upon the individual percentage of the General Fund/General Purpose budget for the fiscal period, as well as any carried forward credit and remaining structural budget issues from the previous fiscal period.

When Budget Tasks are assigned, each Elected Official is required to develop a structural plan to resolve the Budget Task assigned to them by producing NEW revenue and not merely increasing revenue based upon activity levels, and/or by specific structural reductions in expenditures. It is at the discretion of the Elected Official as to how the task will be distributed among the departments he or she oversees. In the event no budget tasks are assigned to the Elected Officials, the normal process for developing the budget would be followed as indicated in bullets 1 and 2 of Phase II. In either event, the plans are to be submitted to the County Executive's Budget Task Force by late April. The Budget Task Force consists of the five (5) Deputy County Executives, with staff support provided by the Directors of Management and Budget and Human Resources. Please note there were no budget tasks assigned to any Elected Official for FY 2019, FY 2020, or FY 2021.

Phase III - Development of the County Executive's Recommended Budget

The initial activity during this phase is the analysis of the Elected Officials' budget request, as well as plans to meet the budget tasks if assigned. There may be a meeting between the Elected Officials and the Budget Task Force for questioning, clarification, and possible negotiation if needed. Analysts from Fiscal Services and Human Resources are usually on hand and called upon to

assist with the analysis process in order for the Budget Task Force to make a decision about budget plans submitted. Once the Budget Task Force has reviewed the plans and given approval for its recommendation, the Fiscal Services and Human Resources staff begins developing the County Executive's Recommended Budget, which usually occurs during the months of May and June. It is important to note that since 2012 there have been no budget reduction tasks required. The County Executive Recommended Budget is produced in line-item document form and must be submitted to the Board of Commissioners by July 1, or ninety days before the start of the triennial period. State law and the County General Appropriations Act require that this Recommended Budget be "balanced" with revenues equaling expenditures.

Phase IV - Board of Commissioners' Process for Budget Adoption

Upon receipt of the County Executive Recommended Budget, the Board of Commissioners reviews the recommendation. The Board has the authority to accept the County Executive Recommendation in total, reject it in total, or to modify the Recommendation. In almost all situations, the latter option is implemented.

Although not required by any statute, typically the Board of Commissioners will utilize its Finance Committee (lead committee on the budget) and Human Resources Committee (support committee) to conduct budget hearings on the County Executive Recommendation. The committees have options as to how they conduct the hearings and who is requested to be present to defend the recommendation. Generally, Fiscal Services staff and Human Resources staff appear at each hearing as well as specific departments as requested by the committees.

During the budget hearing process a number of amendments to the County Executive Recommendation may be introduced. Some of the recommended amendments may be initiated by the Administration as a result of continued negotiations with the operating departments. The Commissioners recommend other amendments. The recommended amendments are not voted on during the hearing process. Rather they are placed on an "amendment list". At their last meeting in August, the Finance Committee will vote on each item on the list, and any other proposed amendments brought during that meeting. The result of these actions will produce a Finance Committee Recommended Budget. State law and the County General Appropriations Act also require that this Recommended Budget be "balanced" with revenues equaling expenditures.

The Finance Committee Recommended Budget is then moved to the full Board of Commissioners for action before the end of September. A public hearing on the Finance Committee Recommended Budget is also scheduled for that day. Public Notice regarding the Finance Committee Recommended Budget (including a brief summary of the recommended budget) and the budget hearing is placed in one general circulation newspaper throughout the County at least seven (7) days prior to the hearing date. A copy of the Finance Committee Recommended Budget is placed with the County Clerk for public inspection.

At the meeting in September, the full Board of Commissioners will first conduct a public hearing on the Finance Committee Recommended Budget. After the hearing, the Board may entertain any amendments from Commissioners. Each amendment is voted on separately. After consideration of any amendments, the Board adopts the Triennial Budget, which again must be balanced.

VII. CALENDAR FOR PREPARATION OF THE BUDGET DOCUMENT

BUDGET CALENDAR FOR FISCAL YEAR 2018 (some dates are subject to change)

| <u>Date</u> | <u>Activity/Action</u> | <u>Area(s) Responsible</u> |
|----------------|---|--|
| Jan - Feb 2018 | Verify Human Resources information regarding Positions and classifications | Human Resources Fiscal Services |
| Jan - Feb 2018 | Prepare FY 2019 – FY 2021 General Fund/General Purpose Preliminary Revenue Estimates | Fiscal Services/ Departments |
| February 2018 | Submit FY 2019 – FY 2021 Preliminary Revenue Estimates to County Executive | Fiscal Services |
| March 12, 2018 | Run <u>Draft</u> of Salary and Fringe Benefit Forecast Report | Fiscal Services |
| March 15, 2018 | Submit Preliminary FY 2019 – FY 2021 General Fund/General Purpose Revenue Estimates to Finance Committee | Fiscal Services |
| March 15, 2018 | Submit FY 2018 1 st Quarter Financial Forecast and Related Budget Amendments to the Finance Committee | Fiscal Services |
| March 20 & 21 | FY 2019 – FY 2021 Budget Overview Sessions with Elected Officials, Department Directors and Division Managers | County Exec Fiscal Service Human Resources |
| April 19, 2018 | Submit 2019 Equalization Report to Finance Committee | Equalization Division |
| April 26, 2018 | Enter updated parameters for fringe benefits into Salary and Fringe Benefit Forecast Report | Fiscal Services |
| April 27, 2018 | Departments to submit proposed Budget Adjustments to Fiscal Services and Human Resources Departments | Departments |
| May 3, 2018 | Download Salary & Fringe Benefit Forecast | Fiscal Services |
| May 25, 2018 | Finalize preliminary County Executive Recommendation | Fiscal Services Human Resources |
| June 7, 2018 | Submit FY 2018 2 nd Quarter Financial Forecast and Related Budget Amendments to the Finance Committee | Fiscal Services |
| June 18, 2018 | Complete County Executive’s Budget Message, General Appropriations Act, and Budget Reports for budget document and submit to Printing | Fiscal Services |

| | | |
|---------------|---|-------------------|
| June 25, 2018 | Complete “Categorical/Variance” document and submit to Printing | Fiscal Services |
| July 1, 2018 | Submit County Executive’s FY 2019 - FY 2021 Recommended Budget to the Board of Commissioners and Clerk’s Office - Administration | Fiscal Services |
| July 19, 2018 | County Executive – Budget Presentation to the Board of Commissioners | County Executive |
| Aug 1, 2018 | Human Resources Committee Meeting - Budget Hearing for Affected Operating Departments General Salary Recommendation for FY 2019 Additional Hearing Dates to be scheduled as needed | Human Resources |
| Aug 2, 2018 | Finance Committee Meeting – Present County Executive’s Recommended Budget and Overview of Revenue and Non-Departmental budgets | Fiscal Services |
| Aug 2, 2018 | Finance Committee Meeting – Begin Budget Hearings for Affected Operating Departments – Additional Hearing Dates to be scheduled as needed | Fiscal Services |
| Aug 30, 2018 | Finance Committee Meeting <ul style="list-style-type: none"> 1. Complete Budget Hearings, finalize Finance Committee Recommended Budget, (including consideration of Human Resources Committee Recommendation) 2. Forward recommendation to Board of Commissioners to set Public Hearing on Proposed Budget and authorize Public Notice | Finance Committee |
| Aug 30, 2018 | Set Public Hearing on FY 2019 Budget and General Appropriations Act | Board of Comm. |
| Sept 6, 2018 | Submit Finance Committee Recommended Budget Document to Printing | Fiscal Services |
| Sept 20, 2018 | Submit FY 2018 3rd Quarter Financial Forecast and Related Budget Amendments to Finance Committee | Fiscal Services |
| Sept 20, 2018 | Issue Public Notice for both FY 2019 Budget and General Appropriations Act (<i>notice must be posted seven (7) days prior to Public Hearings for the adoption of the Budget and General Appropriations Act</i>) | Fiscal Services |
| Sept 20, 2018 | Finance Committee Recommended Budget available in Clerk’s Office - Administration | Fiscal Services |
| Sept 27, 2018 | Hold Public Hearing - Adopt FY 2019 Budget and General Appropriations Act (<i>Board of Commissioners required to pass General Appropriations Act no later than September 30</i>) | Board of Comm. |
| Oct 18, 2018 | Update FY 2019 – FY 2021 Budgets to include adjustments from Finance Committee Recommendation and other budget adjustments approved at the Sept. 27, 2018 Board meeting | Fiscal Services |
| Nov 29, 2018 | Submit FY 2018 Year End Resolution to Finance Committee | Fiscal Services |

| | | |
|--------------|--|-----------------|
| Dec 10, 2018 | Submit Board of Commissioners FY 2019 – FY 2021 and General Appropriations Act document to Printing | Fiscal Services |
| Dec 18, 2018 | Deliver Board of Commissioners FY 2019 – FY 2021 Budget and General Appropriations Act document to the Board of Commissioners | Fiscal Services |
| Dec 19, 2018 | Submit FY 2019 – FY 2021 Program Budget Book to Government Finance Officers Association (GFOA) for Distinguished Budget Presentation Award | Fiscal Services |

VIII. BUDGET AMENDMENT PROCESS

In Oakland County, the budget is a living document which can be adjusted to meet the changing demand for services during the fiscal year. Accordingly, the budget amendment process is part of a larger on-going budget monitoring process. Rather than hold budget changes to one or two specific times in the fiscal year, the County’s Administration and policy makers prefer to deal with issues as they arise, making appropriate budget adjustments.

Oakland County operates with a three-year “rolling budget”. This means that unless an adjustment is a one-time circumstance, all budget amendments modify the current fiscal year budget and the two subsequent fiscal year budgets. This practice allows the County to not only anticipate but to allocate the impact of adjustments over a multi-year time frame.

With few exceptions, a resolution adopted by the Board of Commissioners is required to amend the budget. All requests for budget amendments must be approved by the Board of Commissioner’s Finance Committee prior to full Board approval. Any operating department or elected official may request a budget amendment. All requested amendments are reviewed by Management and Budget which, in turn, recommends (in the name of the County Executive) approval or disapproval of the requested amendment.

The exceptions, as listed in the General Appropriations Act, allows the Chief Fiscal Officer (Director of Management and Budget) to transfer funds from budgeted reserve accounts into a departmental budget to cover overtime needs, capital outlay requests, and maintenance department charges.

In addition, the Department of Management and Budget prepares quarterly financial forecasts that project budget performance through the end of the fiscal year.

Section 24 of the General Appropriations Act provides that:

Whenever it appears to the County Executive or the Board of Commissioners that actual and probable revenues in any fund will be less than the estimated revenues upon which appropriations from such fund were based, the County Executive shall present to the Board of Commissioners recommendations which, if adopted, will prevent expenditures from exceeding available revenues for the current fiscal year. Such recommendations shall include proposals for reducing appropriations, increasing revenues, or both. After receiving the recommendations of the County Executive for bringing appropriations into balance with estimated revenues, the Board of Commissioners shall amend the general appropriations measure to reduce appropriations or shall approve such measures necessary to provide revenues sufficient to equal appropriations, or both.

Section 23 of the General Appropriations Act provides that:

The Board of Commissioners may make supplemental appropriations by amending this general appropriations measure as provided by this resolution, provided that revenues in excess of those anticipated in the original general appropriations measure become available due to:

- (a) An unobligated surplus from prior years becoming available; or
- (b) Current year revenue exceeding original estimate in amounts sufficient enough to finance increased appropriations.

The Board of Commissioners may make a supplemental appropriation by increasing the dollar amount of an appropriation item in the original general appropriations measure or by adding additional items. At the same time, the estimated amount from the source of revenue to which the increase in revenue may be attributed shall be increased, or other source and amount added in a sum sufficient to equal the supplemental expenditure amount. In no case, may such an appropriation cause total estimated expenditures, including an accrued deficit, to exceed total estimated revenue, including an unappropriated surplus.

Section 22 of the General Appropriations Act provides that:

Direct expenditure and/or transfers of any unencumbered balance or any portion thereof in any appropriation for transfer account to any other appropriation account may not be made without amendment of the general appropriations measure as provided for in this resolution, except that transfers within and between budgeted funds and departments may be made by the Fiscal Officer in certain specified instances.

IX. USE OF FUND BALANCES

It is Oakland County's sustainable practice to maintain a General Fund balance equating to approximately 20% of annual General Fund / General Purpose expenditures. This figure is calculated based upon two criteria. The first criterion is the Government Finance Officers' Association (GFOA) recommendation to retain at least two months of annual expenditures (approximately 17%) in fund balance. Such a practice provides a cushion against sudden fiscal crises, allowing the County to meet emergency demands without severely disrupting ongoing operations and services.

The second criterion is the need for an additional cash flow cushion based upon the fact that Michigan Public Act 357 of 2004 requires the County to collect property taxes in arrears. Under this State Act, counties levy property taxes in July of each calendar year, which is ten months AFTER the beginning of Oakland County's fiscal year. Prior to enacting P.A. 357, the County levied property taxes in December only three months after the beginning of the fiscal year. This shift to a later levy date results in the need for short-term borrowing to augment General Fund cash balances around April of each fiscal year.

Maintaining a General Fund balance of approximately 20% of annual General Fund / General Purpose (GF/GP) expenditures is sufficient to maintain services, without disruptive financial swings. Any amount in excess of that 20% can be used to cover one-time expenditures, or to provide time and flexibility to decision makers to implement thoughtful structural reductions required to meet shrinking revenues. Although this has been a working practice at the County for many years, the County formalized the policy in July 2015. The Board of Commissioners approved M.R. #15175 which established a formal Fund Balance Policy for the General Fund.

Through accelerated budget reductions, Oakland County's General Fund balance has increased over the past several years. The fund balance for FY 2017 was \$264.7 million and included an assignment for "Budget Transition". A portion of this balance will be used to support County General Fund /General Purpose operations for FY 2019 (\$33.8 million), FY 2020 (\$26.9 million), and FY 2021 (\$25.5 million). Additional structural reductions, as well other favorable variances, will provide structural balance and maintain the 20% of expenditure target.

I. COUNTY'S DEBT POLICY

A. Purpose

The County recognizes the foundation of any well-managed debt program is a comprehensive debt management policy. A debt management policy sets forth the parameters for issuing debt and managing the outstanding debt portfolio and provides guidance to decision makers regarding the purposes for which debt may be issued, types and amounts of permissible debt, timing and method of sale that may be used, and structural features that may be incorporated. Adherence to a debt management policy helps to ensure that the government maintains a sound debt position and that credit quality is protected.

It is the intent of the County to establish a debt management policy to:

- Ensure high quality debt management decisions;
- Impose order and discipline in the debt issuance process;
- Promote consistency and continuity in the decision making process;
- Demonstrate a commitment to long-term financial planning objectives, and
- Ensure that the debt management decisions are viewed positively by rating agencies, investment community and taxpayers.

B. Implementation

The County's debt policy shall be implemented by the County Treasurer and provide the following guidelines:

- Full and timely payment of principal and interest on all outstanding debt;
- Debt shall be incurred only for those purposes as provided by State Statute;
- Capital improvements should be developed with the capital improvement budgeting process;
- Originally the payment of debt shall be secured by the limit tax, full faith, credit and taxing power of the County, in the case of General Obligation Bonds, and by the pledge of specified, limited revenues in the case of revenue bonds.
- The County shall not pledge any County revenues to its conduit bond (EDC) financing. Furthermore, the County has no moral obligation to repay bondholders of conduit (EDC) financing issued
- Principal and interest retirement schedules shall be structured to: (1) achieve a low borrowing cost for the County, (2) accommodate the debt service payments of existing debt and (3) respond to perceptions of market demand. Shorter maturities shall always be encouraged to demonstrate to rating agencies that debt is being retired at a sufficiently rapid pace;
- Debt incurred shall be limited to obligations with serial and term maturities;
- The average life of the debt incurred may not be greater than the projected average life of the assets being financed;
- The County shall select a method of sale that shall maximize the financial benefit to the County. So long as the County remains a credit rating of A or better sales shall be competitive. All methods of sale shall be subject to County Treasurer approval.
- The County shall maintain good communications with bond rating agencies to ensure complete and clear understanding of the credit worthiness of the County; and
- Every financial report, bond prospectus and Annual Information Statement ("AIS") shall follow a policy of full, complete and accurate disclosure of financial conditions and operating results. All reports shall conform to guidelines established by the Debt Policy, the Securities and Exchange Commission ("SEC") and the Internal Revenue Service (IRS) to meet the disclosure needs of rating agencies, underwriters, investors and taxpayers.

II. FINANCING ALTERNATIVES

The County shall assess all financial alternatives for funding capital improvements prior to issuing debt. Pay-as-you-go financing should be considered before issuing any debt. Pay-as-you-go financing may include: Inter-governmental grants from federal, state and other sources; current revenues and fund balances; private sector contributions; public/private partnerships; and leasing payments.

Once the County has determined that "pay-as-you-go" is not a feasible financing option, the County may use Short-term or Long-term debt to finance capital projects.

A. Short Term Debt and Interim Financing - Maturity of one (1) year or less

Bond Anticipation Notes may be issued to finance portions of projects or portions of projects for which the County ultimately intends to issue long term debt; i.e., it shall be used to provide interim financing which shall eventually be refunded with the proceeds of long term obligations.

Short-term obligations are backed by the proceeds of the long-term bonds or other revenue sources.

Delinquent Tax Anticipation Notes may be issued to finance all or a portion of the Delinquent Tax Rolls of County governmental units. That financing may be in the form of GOLT Notes or Variable rate Commercial Paper.

B. Long Term Debt (Bonds) - Maturity over one (1) year.

Long-term limited tax general obligations shall be issued to finance significant capital improvements. Additionally, revenue bonds may be issued in response to usual situations. Long-term debt may be incurred for only those purposes as provided by State Statute.

III. ISSUANCE OF LONG TERM DEBT OBLIGATIONS

A. Issuance Policies:

All County debt shall be issued in accordance with the following policies:

1. Conditions of Sale

Unless otherwise justified, the issuance and sale of all County bonds, notes, loans and other evidences of indebtedness shall be subject to the following conditions:

- Principal and interest on all outstanding debt shall be paid in a full and timely manner;
- Debt shall be incurred only for those purposes as provided by State Statute;
- The payment of debt shall be secured by the full faith, credit and taxing power of the County, in the case of General Obligation Bonds, and by the pledge of specified, limited revenues in the case of revenue bonds. The County shall not pledge any County revenues to its conduit (EDC) bond financing. Furthermore, the County has no moral obligation to repay bondholders of conduit (EDC) financing issued under its authority;
- Principal and interest retirement schedules shall be structured to: (1) achieve a low borrowing cost for the County, (2) accommodate the debt service payments of existing debt and (3) respond to perceptions of market demand. Shorter maturities shall always be encouraged to demonstrate to rating agencies that debt is being retired at a sufficiently rapid pace;
- Debt incurred shall be limited to obligations with serial and term maturities;
- The average life of the debt incurred must be no greater than the projected average life of the assets being financed;

2. Methods of Sale

Debt obligations of the County shall be sold by competitive sale methods. The Treasurer shall select the method of sale based on the method which is expected to result in the lowest cost and most favorable terms given the financial structure used, market conditions, and prior experience.

a) Competitive Sale

All County debt shall be sold through a competitive bid process.

(1) Bid Verification

All bond prices shall be computed based on True Interest Cost (TIC). TIC is defined as the rate at which, as of the date of the bonds, discounts semi-annually all future payments on account of principal and interest on the bonds to the price bid, not including interest accrued to the date of delivery of the bonds.

(2) Award of Competitive Bids

County debt priced by competitive bid shall be sold to the bidder proposing the lowest true interest cost - TIC to the County, provided the bid conforms to the official request for proposal.

3. Method of Accepting Bids

- The County shall accept bids in person or by electronic means.
- The County shall not accept bids by telephone.
- The County reserves the right to reject bids that are late or include calculation errors

4. Good Faith deposits

All bids shall be accompanied by a good faith deposit of not less than two percent of the principal amount of the bonds. Payment of the deposit may be in the form of: a federal fund wire transfer to a County designated account, a financial surety bond, cash, cashier's check, treasurer's check or certified check drawn on, a solvent commercial bank or trust company in the United States.

The County will accept bids without a good faith deposit so long as it has received confirmation of a third party surety bond guaranteeing the receipt of a good faith deposit from the winning bidder at least 24 hours in advance of the receipt of bid.

5. Permissible Discounts

The County may permit discount bids not to exceed 2% of any given maturity.

6. Term Bonds with Mandatory Sinking Fund Requirements

The official Notice of Sale shall be designed to maximize the flexibility of the prospective purchasers and may include term bonds with mandatory sinking fund installments, and other features that may enhance the attractiveness of the offering consistent with the receipt of the lowest true interest cost possible.

7. Bidders

Financial advisors shall not be permitted to bid on competitive sales for bonds for which they serve as financial advisors.

IV. SELECTION OF BOND TYPES AND STRUCTURES

A. Bond Types

1. General obligation limited tax (GOLT) bonds

The following are general guidelines to be considered when issuing GOLT Bonds:

- a) General Obligation Limited Tax bonding should be used to finance only those assets which have been determined to be essential in the development of the County;
- b) General Obligation Limited Tax Bonding should be used only after considering alternative funding sources, such as federal and state grants and project revenues;
- c) The maturity of the County's GOLT bonds shall be, generally, limited to twenty year or less but may, depending and the scope of the project and or interest rates, could have maturities of thirty years;
- d) GOLT bonds shall be structured with level principal payments except in instances where projected debt service fund balances exceed the amount necessary to pay the next year's principal and interest, including the debt service on any additional bonds to be issued within that period. In that event, the first principal payment of any new series to be issued shall be increased to a level sufficient to reduce the projected fund balance, after the payment of the first year's principal and interest, to a level equal to one-twelfth of the average annual debt service for all outstanding GOLT bonds. The remaining principal payments for years two (2) through twenty (20) of the new series shall be correspondingly reduced, but maintained as a level principal retirement schedule for the remaining life of the new bonds;
- e) The County shall make every effort to maintain its GOLT bond ratings of "Aaa" - Moody's and "AAA" - Standard and Poor's;
- f) Capitalized Interest – Generally, no capitalized interest shall be funded with GOLT bond proceeds;
- g) Reserve Fund - No reserve funds shall be funded with GOLT bond proceeds;
- h) Limitation on GOLT Bonds:
 - (1) General Purpose GOLT Bonds - The Constitution of the State of Michigan limits the amount outstanding general-purpose bonds to 10% of the assessed value of taxable property within the County.
- i) GOLT debt shall not be issued to finance enterprise activity assets.

2. Limited Obligation Revenue Bonds

If, for some reason, the County wishes to not pledge its credit the use of revenue bonds is a means of insuring that the beneficiaries of a given improvement, where a direct benefit can be established, pay for a fair share of its amortized costs. Credit management policy, by source of pledged revenue, for each of the County's revenue bond series follows:

B. Permissible Bond Structures

1. Optional Redemption

Bonds shall be callable no later than eight years from the date of issuance. The County shall evaluate optional redemption provisions for each issue to assure that the County does not pay unacceptably higher interest rates to obtain such advantageous calls. If call premiums are to be paid to redeem, then those costs should be included in determining if the rules of refunding and advance refunding are met.

2. Prior Redemption

The County should consider prepaying or defeasing outstanding debt when resources are identified and available to reduce its outstanding debt.

4. Refunding Bonds

a) Purposes

The County shall consider refunding outstanding debt in order to:

- (1) Generate interest rate savings
- (2) Restructure principal and/or
- (3) Eliminate burdensome bond covenants

b) Current Refundings

- (1) Requires that the refunding escrow may not exceed 90 days; and
- (2) Unless otherwise justified, an advance refunding transaction shall require a present value savings of at least two (2) percent of the principal amount of the refunding debt being issued, have at least a savings of \$100,000 and shall incorporate all costs of issuance expenses.
- (3) Refunded maturities shall not extend beyond the final refunded maturity; each year's principal shall be equal to or greater than the refunded principal payment;
- (4) Surplus monies in debt service funds or debt service reserve funds associated with the refunded bond issue may be used as a source of funds for the refunding issue.

c) Advanced Refundings

- (1) Requires the refunding escrow duration to exceed 90 days;
- (2) Unless otherwise justified, an advance refunding transaction shall require a present value savings of at least two (2) percent have at least a savings of \$100,000 of the principal amount of the refunding debt being issued and shall incorporate all costs of issuance expenses.
- (3) Refunded maturities shall not extend beyond the final refunded maturity; each year's principal shall be equal to or greater than the refunded principal payment;
- (4) Surplus monies in debt service funds or debt service reserve funds associated with the refunded bond issue may be used as a source of funds for the refunding issue.

V. INVESTOR AND RATING AGENCY COMMUNICATIONS

A. Disclosure

It is the County's policy to provide primary and secondary disclosure to all its bond investors on a periodic basis as required by the Securities and Exchange Commission (SEC) Disclosure Rule 15c2-12 and SEC Antifraud Provision Rule 10b-5 and Municipal Securities Rulemaking Board (MSRB) Rule G-36 as stated below:

SEC Disclosure Rule 15c2-12 requires that issuers of municipal securities undertake in a written agreement or contract for the benefit of holders of such securities to provide certain annual financial information to various information repositories.

SEC Antifraud Provisions Rule 10b-5 requires that disclosure made by issuers of municipal securities be both accurate and complete in all material respects at the time the disclosure is provided.

MSRB Rule G-36 requires filing by the broker dealer of the Official Statement within 10 days of the Bond Purchase Agreement execution.

The County acknowledges the responsibilities of the underwriting community and shall assist underwriters in their efforts to comply with SEC Disclosure Rule 15c2-12, SEC Antifraud Rule 10b-5 and MSRB Rule G-36.

1. Official Statement Filing - Primary Disclosure

The County shall file its official statements with the MSRB and all nationally recognized municipal securities information repositories.

2. Comprehensive Annual Financial Report (CAFR)

The County shall provide upon request, within 180 days following the end of its fiscal year, a copy of its comprehensive annual financial report and shall disseminate other information that it deems pertinent to the market in a timely manner. The County shall file its CAFR with the MSRB and all nationally recognized municipal securities information repositories.

3. Annual Information Statement (AIS) - Secondary Disclosure

The County shall publish its Annual Information Statement (undertaking) within 210 days following the end of its fiscal year. The County shall file its AIS with the MSRB and all nationally recognized municipal securities information repositories, annually.

4. Securities disclosure policies and practices of the County

a) Purpose

In connection with the issuance of certain bonds, notes, and other municipal securities, the County is required to prepare and disseminate certain disclosure information in order to comply with Rule 15c2-12 promulgated by the Securities and Exchange Commission under the Securities Exchange Act of 1934, including a requirement for continuing disclosure of annual financial information and notices of certain material events. This policy shall centralize the information dissemination process, establish appropriate controls on disclosure statements made by the County and enable the County and its enterprises to comply with Rule 15c2-12, in order to assure the County's access to the capital markets as a source of funds for necessary and useful public undertakings of the County. This policy is not intended in any way to limit any person's access to public records or information, nor to infringe upon the normal political process, in particular the right of any elected official of the County to review, discuss, release, comment upon or criticize any information.

b) Policy

- (1) The Treasurer shall be responsible for reviewing and recommending, prior to release to the public, all official statements and disclosure statements relating to municipal securities as to which the County is the issuer or an obligated person for purposes of Rule 15c2-12.
- (2) No official statement relating to any municipal securities as to which the County is the issuer or an obligated person for purposes of Rule 15c2-12 shall be issued or released to the public until and unless approved in writing by the Treasurer.
- (3) No disclosure statement concerning municipal securities as to which the County is the issuer or an obligated person for purposes of Rule 15c2-12 shall be made, issued or released to the public by any employee, agent or official of the County until and unless such disclosure statement and the release thereof shall be approved in writing by the Treasurer.

(4) The County shall not bind itself pursuant to an undertaking relating to securities, such as certain types of private activity bonds, as to which is not an obligated person for purposes of Rule 15c2-12. No undertaking relating to municipal securities as to which the County is the issuer or an obligated person for purposes of Rule 15c2-12 shall be binding upon the County without the written approval of the Treasurer.

(5) No disclosure statement, official statement or undertaking in respect of any municipal securities as to which the County is the issuer or an obligated person for purposes of Rule 15c2-12 that is issued or released to the public by any employee, agent or official of the County without the express written approval of the Treasurer as required by this policy shall be deemed to be a statement or undertaking by or on behalf of the County.

c) Action

Unless otherwise required by law, prior to releasing to the public any official statement or disclosure statement intended to be made public, all non-elected employees, agents and officials of the County shall report to and file with the Treasurer any such proposed disclosure statement, together with such additional information requested by the Treasurer, including certificates as to the accuracy of such disclosure statement, and each such employee, agent and official of the County shall consult with the Treasurer concerning such proposed official statement or disclosure statement.

(1) Published disclosure statements

(a) All information and documentation requested by the Treasurer that may be required to support the preparation of a disclosure statement, official statement or undertaking shall be provided by the appropriate County departments, as identified by the Treasurer, on a timely, complete, and accurate basis.

(b) All disclosure statements, official statements and undertakings shall be compiled by the Treasurer and other counsel who are parties to the documentation.

(2) Rating agency, investor and media communications

(a) As previously required, all communications with rating agency personnel, including responses to their periodic questions, shall be managed through and approved by the Treasurer.

(b) In order to ensure uniform market access to information that may be relevant to the valuation of the County's securities, the release of any information, whether in response to an ad hoc question or self-initiated, that may be potentially relied upon by the market to impute the credit worthiness of the County's debt, whether intended for that purpose or not, shall be reviewed by the Treasurer to determine whether or not:

- (i) The information is already in the public domain;
- (ii) The information is a disclosure event as defined by the SEC, requiring prompt notification of the MSRB for NRMSIR filing; and
- (iii) The information is full, accurate, complete and not misleading.

5. Securities disclosure policies and practices with respect to the County

a) Background

In a January, 1996 Securities and Exchange Commission report in the Orange County, California bankruptcy case, the SEC expressed its views about the accountability of GOLT governing boards and commissions for the contents of official statements, which are the primary financial disclosure documents to accompany bond issues.

While GOLT governing boards are not responsible for assembling data included in the official statement, GOLT governing board members may not authorize disclosure that the official knows to be false nor may GOLT governing boards authorize disclosure while recklessly disregarding facts that indicate that there is a risk that the disclosure may be misleading.

In the Orange County case, the SEC determined that there were certain investment practices and financial matters which were known (or could have been known upon due inquiry) to the GOLT governing board members, which threatened the security of six separate bond issues and were not described in the official statements approved by the GOLT governing board. The SEC concluded that the GOLT governing board members had acted recklessly in approving the official statements without prior review in light of the omission of this information and ordered the GOLT governing board members to cease and desist from violations of the antifraud provisions of the federal securities laws.

This policy, therefore, is promulgated in order to direct that certain practices, which may be reasonably expected to facilitate the County's compliance with the antifraud provisions of the federal securities laws.

b) Policy

- (1) The County Treasurer shall review and approve, prior to release to the public, all official statements of sale relating to the initial offering of municipal securities as to which the County is the issuer or an obligated person for purposes of Rule 15c2-12;
- (2) All official statements relating to any municipal securities as to which the County is the issuer or an obligated person for purposes of Rule 15c2-12 shall be reviewed by the County Treasurer prior to its release to the public;
- (3) No undertaking relating to municipal securities as to which the County is the issuer or an obligated person for purposes of Rule 15c2-12 shall be binding upon the County without the formal approval of the County Treasurer;
- (4) Any official statement or undertaking in respect of any municipal securities as to which the County is the issuer or an obligated person for purposes of Rule 15c2-12 that is issued or released to the public by any employee, agent or official of the County without the express approval required by this policy shall be deemed as *not* a statement or undertaking by or on behalf of the County.

c) Action

Unless otherwise required by law, prior to releasing to the public any official statement intended to be made public, the Treasurer shall provide to other County personnel for its review.

B. Credit Ratings

1. The County shall make every reasonable effort to maintain or improve its underlying high quality credit ratings below;

a) General Obligation Bonds - AAA (Moody's) and AAA (Standard & Poor's);

2. The County shall seek a credit rating on all new bond issues, which are being sold in the public market. However, exceptions to this requirement, such as when privately placing a security with a sophisticated investor, are permissible, if warranted by the circumstances;

3. The County shall secure ratings for all outstanding bond issues that have been advance refunded or otherwise defeased materially in advance of their maturity at the time of defeasance;

4. The County may continue to apply for ratings on credits which have been rated by one or more of the rating agencies in the past;

5. The County shall maintain a line of communications with the bond rating agencies (Moody's and Standard & Poor's), informing them of major financial events in the County as they occur. All communications, both oral and written, in response to requests for information shall be made by the Treasurer or designee;

6. The County shall report annually all financial information, including its comprehensive annual financial report after been accepted by the County, to agencies which provide credit ratings or credit enhancement for the County's outstanding debt;

7. The County shall provide full disclosure of operations to the bond rating agencies. The County staff, with the assistance of counsel, bond counsel and tax counsel, shall prepare the necessary materials for presentations to the bond rating agencies; and

8. The County either shall notify the bond rating agencies by telephone or through written correspondence when the County begins preparation for a debt issuance. After the initial contact, a formal application shall be prepared and sent along with the draft of the Official Statement relating to the bond sale to the rating agencies. This application and related documentation should be sent several weeks prior to the bond sale to give the rating agencies sufficient time to perform their review. A personal meeting with the rating agencies shall be scheduled at least once every year or whenever a major project is initiated.

VI. INVESTMENT OF BOND PROCEEDS

A. All bond proceeds of debt issues shall be invested in accordance with Federal and State laws and the County's Investment Policy.

B. Escrow Accounts Funded with Treasury Securities - In the event that an escrow account is to be funded with open market securities, the Treasurer or designee shall competitively purchase those securities as provided for in the County's investment policy, soliciting bids from no less than three (3) independent broker/dealers.

VII. ARBITRAGE COMPLIANCE

It is the County's policy to minimize the cost of arbitrage rebate and yield restriction while strictly complying with the law.

A. The County shall maintain investment allocations by source of funds and record pro rata interest income of the bond funds monthly.

- B. Project cash flows shall be carefully planned to insure the applicability of rebate exceptions, if feasible.
- C. Rebate computations should be performed annually, but no less often than every five years until the bond proceeds are fully expended.
- D. It is the County's policy to segregate current arbitrage earnings for future payment or credit, and to enter the amount as a liability on the books.
- E. The County shall report to the IRS as required and shall make rebate payments as required by Federal law.
- F. The County shall structure its financing in such a way as to reduce or eliminate future arbitrage rebate liability, wherever feasible.

VIII. LEGAL AND REGULATORY REQUIREMENTS

- A. The Treasurer and Bond Counsel shall coordinate their activities to ensure that all securities are issued in the most efficient and cost-effective manner possible.
- B. The Treasurer and Bond Counsel shall coordinate their activities to ensure that in the opinion of the Bond Counsel all securities are issued in compliance with the applicable County, state, and federal statutes and regulations.
- C. The County's bond counsel shall review all documents related to the issuance of securities by the County.
- D. Other documents and opinions relating to the issuance of debt shall be prepared by nationally recognized bond counsel with extensive experience in public finance, securities regulation and tax issues.

Effective Date: January 2004

1.0 PURPOSE

In conformance with Michigan Public Act 20 of 1943, as amended, it is the policy of Oakland County to invest public funds in a manner which will ensure the preservation of principal while providing the highest investment return with maximum security, meeting the daily cash flow requirements of the county and conforming to all state statutes governing the investment of public funds.

2.0 SCOPE

This investment policy applies to all financial assets of the County, except for retirement and pension funds, under the control of the County Treasurer. These funds are accounted for in the County Treasurer's Annual Financial Report.

3.1 STANDARDS OF CARE

3.2 Prudence: Investments shall be made with judgement and care, under prevailing circumstances, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their principal and probable income to be derived.

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officials acting in accordance with written procedures, this investment policy, and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price change provided deviations from expectations are reported in a timely fashion and appropriate action is taken.

3.3 Ethics and Conflicts of Interest: Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution and management of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose any material financial interest in financial institutions that conduct business within the county, and they shall further disclose any large personal financial or investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the county.

4.1 OBJECTIVE

The primary objectives, in priority order, of the County Treasurer's investment activities shall be:

4.2 **Safety**: Safety of principal is the foremost objective in the investment of County funds. Investments shall be undertaken in a manner that seeks to ensure the preservation of principal in the overall portfolio. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

4.3 **Liquidity**: The investment portfolio shall remain sufficiently liquid to enable the County Treasurer to meet all operating requirements that might be reasonably anticipated.

4.3 Return on investments: The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow characteristics of the portfolio. Return on investment shall be of secondary importance compared to the safety and liquidity objectives above.

5.1 DELEGATION OF AUTHORITY

Authority and management responsibility for the investment program is hereby delegated to the County Treasurer as required by state statute (MCL 48.40). The County Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

5.2 Investment Procedures: The County Treasurer shall establish written investment procedures for the operation of the investment program consistent with this policy.

Procedures should include references to: safekeeping, delivery vs. payment, depository agreements, repurchase agreements, wire transfer agreements, and banking service agreements. Said procedures shall include explicit delegation of authority to those engaged in the investment transactions. No person shall engage in an investment transaction except as provided under the terms of this policy and the procedures established by the County Treasurer.

6.0 AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

A list will be maintained of financial institutions authorized to provide investment services. In addition, a list shall also be maintained of approved broker/dealers who have been selected based on credit worthiness and authorization to conduct business in the State of Michigan. These may include "primary" dealers or regional dealers that qualify under the Security & Exchange Commission Rule 15c3-1

(uniform net capital rule). Regional dealers must meet two times the uniform capital rule to be authorized for County business.

All financial institutions with which the County conducts business with shall certify that they have 1). Received the County's investment policy, 2). Have read the policy, and 3). Will comply with said terms of the policy.

All financial institutions wishing to become qualified bidders for investment transactions must supply the County Treasurer with the following documents: audited financial statements, proof of NASD certification, proof of Michigan registration and a signed investment policy certification.

An annual review of the financial condition and registrations of qualified bidders will be conducted by the County Treasurer.

A current audited financial statement is required to be on file for each financial institution and broker/dealer in which the County invests with.

7.1 AUTHORIZED INVESTMENTS

The county treasurer is authorized to invest in the following types of securities authorized by Public Act 20 of 1943, as amended:

7.1 Bonds, securities, and other obligations of the United States or an agency or instrumentality of the United States.

7.2 Certificates of deposit, savings accounts, deposit accounts, or depository receipts of Michigan financial institutions.

7.3 Commercial paper rated at the time of purchase at the highest classification established by not less than 2 standard rating services and that matures not more than 270 days after the date of purchase.

7.4 Repurchase agreements consisting of instruments in subdivision 7.1. The PSA Master Repurchase Agreement prototype agreement shall be employed with appropriate supplemental provisions regarding security delivery, security substitutions, and governing law. A signed Repurchase agreement must be on file before entering into a repurchase transaction.

7.5 Bankers' acceptances of United States banks.

7.6 Obligations of this state or any of its political subdivisions that at the time of purchase are rated as investment grade by not less than 1 standard rating service.

7.7 Obligations described in subdivisions 7.1 through 7.6 if purchased through an inter-local agreement under the urban cooperation act of 1967. 1967 (Ex Sess) PA 7, MCL 124.501 to 124.512.

7.8 Investment pools organized under the surplus funds investment pool act, PA 367 of 1982, MCL 129.111 to 129.118.

7.9 Investment pools organized under the local government investment pool act, PA 121 of 1985, MCL 129.141 to 129.150.

7.10 Mutual funds registered under the investment company act of 1940 with authority to only purchase investment vehicles that are legal for direct investment by a Michigan public corporation. Investment is limited to mutual funds that maintain a net asset value of \$1.00 per share.

8.1 INVESTMENT POOLS/MUTUAL FUNDS

A thorough investigation of each pool shall be required 1). Before investing, and 2). On a continual basis after investing. A questionnaire shall be developed to secure responses to a set of due diligence questions. Those questions shall, at minimum, include the following:

1. Does the pool have a written statement of investment policy and objectives? How are changes to the policy and objective statement communicated to participants?
2. Does the policy describe eligible investment securities?
3. A detailed description of interest calculations covering items such as: How are they distributed? What is the frequency of interest payments? How are gains and losses treated?
4. How are securities safeguarded? How often are the securities priced to market? What audit steps are employed in this process?
5. Who can invest in the pool? How often? Any deposit/withdrawal size limitations? How many deposits or withdrawals can be made in a monthly period? What is the cutoff time for deposits and withdrawals? Does the pool allow for multiple accounts and sub-accounts? Do we get a confirmation after each transaction?

6. What is the schedule for receiving account statements and portfolio listings?
7. Please attach a fee schedule and describe in great detail how and when these fees are assessed.
8. Does the pool retain any reserves? Please describe
9. Will the pool accept bond proceeds subject to arbitrage rebate? Will the pools accounting and record keeping system be suitable for arbitrage rebate? Is the pool's yield calculation acceptable to the IRS or will it need to be restated? Can a separate account be established for each bond offering?

9.0 SAFEKEEPING AND CUSTODY

All securities transactions (including collateral for repurchase agreements), except certificates of deposits as described below, shall be conducted on a delivery-versus- payment (DVP) basis. Securities will be held by a third party custodian, as designated by the County Treasurer, and shall be evidenced by a safekeeping receipt.

Non-collateral, non-negotiable certificates of deposits, as is allowed under State of Michigan law, shall be evidenced by a safekeeping receipt from the issuing bank.

10.0 DIVERSIFICATION

The County Treasurer shall diversify investments by security type and institution. With the exception of U.S. Treasury securities and authorized investment pools, no more than 60% of the total investment portfolio will be invested in a single security type and no more than 15% with a single financial institution.

11.0 MAXIMUM MATURITIES

To the extent possible, the County shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a particular cash flow need, the County will not directly invest in securities that mature more than 3 years from the date of purchase.

Funds with longer-term horizons may be invested in securities exceeding the 3-year limitation provided that maturity dates coincide, as near as possible, with the expected use of the funds.

12.0 INTERNAL CONTROL

The investment officer is responsible for establishing a system of internal control that will ensure that the investment assets, of the County, are protected from loss, theft or misuse. The internal control structure shall be designed in such away to provide reasonable assurance that these objectives are being met. The cost of control should not away the benefits received.

The internal control system shall be reviewed annually by an external audit group to ensure compliance with policies and procedures.

13.0 PERFORMANCE STANDARD

The investment portfolio will be managed in accordance with the standards established within this policy and should obtain a market rate of return during an economic and budgetary environment of stable rates. According the benchmark used to measure portfolio performance shall be the 30 and 90 day US Treasury bill. Performance measurement shall occur at least everyquarter.

14.0 REPORTING

The County Treasurer shall provide at least an annual report to the Board of Commissioners, which provides a clear picture of the status and types of investments of the current investment portfolio. This report shall be prepared in such a way that will allow the County to ascertain whether investment activities during the reporting period have conformed to the investment policy.

15.0 Adoption

The County's investment policy shall be adopted by a resolution of the Board of Commissioners. The policy shall be reviewed annually by the County Treasurer. Any revision to the policy shall be brought to the Board of Commissioners for adoption.

Effective Date: April, 2001



FY 2017 Combined Statement of Revenues, Expenditures and Changes in Fund Balance

| | General Fund | Special Revenue Funds | Debt Service Funds | Capital Projects Funds | Internal Service Funds | Enterprise Funds | TOTAL |
|---|------------------------|------------------------|-----------------------|------------------------|------------------------|------------------------|-------------------------|
| Beginning Balance | \$ 255,241,468 | \$ 15,875,518 | \$ 7,791,059 | \$ 51,570,460 | \$ 24,748,946 | \$ 742,691,605 | \$ 1,097,919,056 |
| Revenues: | | | | | | | |
| Taxes/Special Assessments | 216,562,738 | 3,673,082 | 6,248,084 | 98,891 | - | 12,664,929 | 239,247,724 |
| Intergovernmental Revenue | 51,999,900 | 61,877,394 | - | - | - | 182,894 | 114,060,188 |
| Charges for Services | 126,695,132 | 12,147,059 | 3,174 | 562,468 | 249,910,012 | 274,017,369 | 663,335,214 |
| Gain on Exchange of Asset | - | - | - | - | 490,324 | (127,802) | 362,522 |
| Investment Income | 1,763,738 | 190,300 | 79,329 | 197,036 | 1,186,661 | 4,191,446 | 7,608,510 |
| Other Revenue | 626,623 | 918,711 | - | - | 747,976 | 3,508,257 | 5,801,567 |
| Total Revenues | \$ 397,648,131 | \$ 78,806,546 | \$ 6,330,587 | \$ 858,395 | \$ 252,334,973 | \$ 294,437,093 | \$ 1,030,415,725 |
| Expenditures: | | | | | | | |
| Justice of Administration | 53,633,162 | 23,881,749 | - | - | - | - | 77,514,911 |
| Law Enforcement | 164,679,877 | 7,780,786 | - | - | 80,874 | - | 172,541,537 |
| General Government | 27,673,524 | 20,068,024 | 4,540,502 | 111,378 | 36,957,953 | 249,356,372 | 338,707,753 |
| County Executive | 90,383,793 | 64,090,580 | 9,784,629 | 24,458,667 | 78,143,985 | 26,708,873 | 293,570,527 |
| Non-Departmental | 21,568,122 | - | - | 2,072,865 | 103,269,733 | - | 126,910,720 |
| Capital Outlay | 1,206,153 | - | - | - | - | - | 1,206,153 |
| Total Expenditures | \$ 359,144,631 | \$ 115,821,139 | \$ 14,325,131 | \$ 26,642,910 | \$ 218,452,545 | \$ 276,065,245 | \$ 1,010,451,601 |
| Excess of Revenues Over/(Under) Expenditures | \$ 38,503,500 | \$ (37,014,593) | \$ (7,994,544) | \$ (25,784,515) | \$ 33,882,428 | \$ 18,371,848 | \$ 19,964,124 |
| Other Financing Sources (Uses) | | | | | | | |
| Capital Contributions | - | - | - | - | 2,158,419 | 15,959,739 | 18,118,158 |
| Transfers-In | 13,266,297 | 24,240,206 | 7,015,500 | 16,328,928 | 7,417,710 | 2,367,144 | 70,635,785 |
| Transfers-Out | (42,231,178) | (1,526,190) | - | (8,380,451) | (879,833) | (17,618,133) | (70,635,785) |
| Insurance Recoveries | - | 765,010 | - | - | - | - | 765,010 |
| Issuance of Refunding Bonds | - | 14,732,205 | - | - | - | - | 14,732,205 |
| Premiums on Bonds Sold | - | 18,510 | - | - | - | 248,750 | 267,260 |
| Discount on Bonds Sold | - | - | - | - | - | - | - |
| Proceeds from Issuance of Debt | - | - | - | - | - | - | - |
| Sale of Property/Equipment | - | - | - | - | - | (15,195,838) | (15,195,838) |
| Total Other Financing Sources (Uses) | \$ (28,964,881) | \$ 38,229,741 | \$ 7,015,500 | \$ 7,948,477 | \$ 8,696,296 | \$ (14,238,338) | \$ 18,686,795 |
| Total Ending Balance | \$ 264,780,087 | \$ 17,090,666 | \$ 6,812,015 | \$ 33,734,422 | \$ 67,327,670 | \$ 746,825,115 | \$ 1,136,569,975 |
| Nonspendable | \$ 353,124 | - | - | \$ 1,150,421 | - | - | \$ 1,503,545 |
| Restricted | \$ 10,401,084 | \$ 19,406,592 | \$ 6,812,015 | - | \$ 27,724,182 | \$ 395,107,166 | \$ 459,451,039 |
| Committed | - | - | - | \$ 33,562,352 | - | - | \$ 33,562,352 |
| Assigned | \$ 251,021,647 | - | - | - | - | - | \$ 251,021,647 |
| Unassigned | \$ 3,004,232 | \$ (2,315,926) | - | \$ (978,351) | - | - | \$ (290,045) |
| Unrestricted Balance | - | - | - | - | \$ 39,603,488 | \$ 351,717,949 | \$ 391,321,437 |



FY 2018 (est.) Combined Statement of Revenues, Expenditures and Changes in Fund

| | General Fund | Special Revenue Funds | Debt Service Funds | Capital Projects Funds | Internal Service Funds | Enterprise Funds | TOTAL |
|---|------------------------|------------------------|-----------------------|------------------------|------------------------|-----------------------|-------------------------|
| Beginning Balance | \$ 264,780,087 | \$ 17,090,666 | \$ 6,812,015 | \$ 33,734,422 | \$ 67,327,670 | \$ 746,825,115 | \$ 1,136,569,975 |
| Revenues: | | | | | | | |
| Taxes/Special Assessments | 228,013,169 | 1,147,925 | 6,856,782 | 123,483 | - | 12,707,412 | 248,848,771 |
| Intergovernmental Revenue | 53,310,750 | 66,124,224 | - | - | - | 323,212 | 119,758,186 |
| Charges for Services | 127,931,636 | 13,032,817 | 4,132 | 28,229 | 264,652,604 | 282,218,621 | 687,868,039 |
| Gain on Exchange of Asset | - | - | - | - | 478,887 | - | 478,887 |
| Investment Income | 2,284,957 | 335,700 | 96,436 | 85,925 | 1,529,337 | 5,225,602 | 9,557,957 |
| Other Revenue | 560,565 | 409,025 | 855 | 28,981 | 671,157 | 2,294,540 | 3,965,123 |
| Total Revenues | \$ 412,101,077 | \$ 81,049,691 | \$ 6,958,205 | \$ 266,618 | \$ 267,331,985 | \$ 302,769,387 | \$ 1,070,476,963 |
| Expenditures: | | | | | | | |
| Justice of Administration | 55,471,428 | 25,142,975 | - | - | - | - | 80,614,403 |
| Law Enforcement | 172,990,133 | 7,930,045 | - | - | 121,350 | - | 181,041,528 |
| General Government | 28,336,347 | 9,774,648 | 5,103,669 | 76,799 | 38,419,290 | 266,402,442 | 348,113,195 |
| County Executive | 94,389,462 | 67,716,587 | 9,778,779 | 19,695,766 | 84,979,172 | 24,973,709 | 301,533,475 |
| Non-Departmental | 21,825,031 | - | - | 3,866,836 | 54,814,471 | - | 80,506,338 |
| Capital Outlay | 504,176 | - | - | 79,281 | - | - | 583,457 |
| Total Expenditures | \$ 373,516,577 | \$ 110,564,255 | \$ 14,882,448 | \$ 23,718,682 | \$ 178,334,283 | \$ 291,376,151 | \$ 992,392,396 |
| Excess of Revenues Over/(Under) Expenditures | \$ 38,584,500 | \$ (29,514,564) | \$ (7,924,243) | \$ (23,452,064) | \$ 88,997,702 | \$ 11,393,236 | \$ 78,084,567 |
| Other Financing Sources (Uses) | | | | | | | |
| Capital Contributions | - | - | - | - | 2,210,805 | 9,650,897 | 11,861,702 |
| Transfers-In | 9,638,489 | 24,565,922 | 8,702,246 | 39,130,908 | 5,610,811 | 2,475,135 | 90,123,511 |
| Transfers-Out | (67,958,139) | (997,216) | (34,989) | (6,041,390) | (460,207) | (14,631,569) | (90,123,510) |
| Interest Recovery | - | - | - | - | - | 170,709 | 170,709 |
| Insurance Recoveries | - | 857,096 | - | - | - | - | 857,096 |
| Issuance of Refunding Bonds | - | 2,589,311 | - | - | - | - | 2,589,311 |
| Premiums on Bonds Sold | - | - | - | - | - | 57,144 | 57,144 |
| Discount on Bonds Sold | - | - | - | - | - | (121,723) | (121,723) |
| Proceeds from Issuance of Debt | - | - | - | - | - | - | - |
| Sale of Property/Equipment | - | - | - | - | - | 75,183 | 75,183 |
| Total Other Financing Sources (Uses) | \$ (58,319,650) | \$ 27,015,113 | \$ 8,667,257 | \$ 33,089,518 | \$ 7,361,409 | \$ (2,324,224) | \$ 15,489,423 |
| Total Ending Balance | \$ 245,044,937 | \$ 14,591,215 | \$ 7,555,029 | \$ 43,371,876 | \$ 163,686,781 | \$ 755,894,127 | \$ 1,230,143,965 |
| Nonspendable | \$ 306,104 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 306,104 |
| Restricted | \$ 12,860,936 | \$ 14,579,910 | \$ 7,555,030 | \$ - | \$ 28,912,171 | \$ 390,677,078 | \$ 454,585,125 |
| Committed | \$ - | \$ - | \$ - | \$ 43,371,876 | \$ - | \$ - | \$ 43,371,876 |
| Assigned | \$ 230,412,909 | \$ 11,304 | \$ - | \$ - | \$ - | \$ - | \$ 230,424,213 |
| Unassigned | \$ 1,464,988 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,464,988 |
| Unrestricted Balance | \$ - | \$ - | \$ - | \$ - | \$ 134,774,610 | \$ 365,217,049 | \$ 499,991,659 |



FY 2019 (est.) Combined Statement of Revenues, Expenditures and Changes in Fund

| | General Fund | Special Revenue Funds | Debt Service Funds | Capital Projects Funds | Internal Service Funds | Enterprise Funds | TOTAL |
|---|------------------------|------------------------|---------------------|------------------------|------------------------|------------------------|-------------------------|
| Beginning Balance | \$ 245,044,937 | \$ 14,591,215 | \$ 7,555,029 | \$ 43,371,876 | \$ 163,686,781 | \$ 755,894,127 | \$ 1,230,143,965 |
| Revenues: | | | | | | | |
| Taxes/Special Assessments | 236,900,029 | 1,808,181 | - | 3,177 | - | 13,350,000 | 252,061,387 |
| Intergovernmental Revenue | 50,099,052 | 63,775,237 | - | - | - | 130,000 | 114,004,289 |
| Charges for Services | 117,136,860 | 9,723,473 | - | - | 263,649,963 | 287,387,192 | 677,897,488 |
| Gain on Exchange of Asset | - | - | - | - | 414,500 | - | 414,500 |
| Investment Income | 1,954,700 | 1,000 | - | - | 907,899 | 3,935,500 | 6,799,099 |
| Planned Use of Fund Balance | 33,814,444 | 736,937 | - | - | 9,622,701 | 11,454,197 | 55,628,279 |
| Other Revenue | 458,340 | - | - | - | 9,900 | 66,950 | 535,190 |
| Total Revenues | \$ 440,363,425 | \$ 76,044,828 | \$ - | \$ 3,177 | \$ 274,604,963 | \$ 316,323,839 | \$ 1,107,340,232 |
| Expenditures: | | | | | | | |
| Justice of Administration | 60,171,421 | 28,111,194 | - | - | - | - | 88,282,615 |
| Law Enforcement | 175,483,876 | 7,936,482 | - | - | 100,000 | - | 183,520,358 |
| General Government | 31,393,474 | 4,448,001 | - | 3,177 | 46,141,566 | 276,051,514 | 358,037,732 |
| County Executive | 100,039,397 | 63,366,195 | - | - | 89,748,688 | 31,697,568 | 284,851,848 |
| Non-Departmental | 34,358,471 | 2,062,898 | - | - | 142,865,724 | - | 179,287,093 |
| Capital Outlay | - | - | - | - | - | - | - |
| Total Expenditures | \$ 401,446,639 | \$ 105,924,770 | \$ - | \$ 3,177 | \$ 278,855,978 | \$ 307,749,082 | \$ 1,093,979,646 |
| Excess of Revenues | | | | | | | |
| Over/(Under) Expenditures | \$ 38,916,786 | \$ (29,879,942) | \$ - | \$ - | \$ (4,251,015) | \$ 8,574,757 | \$ 13,360,586 |
| Other Financing Sources (Uses) | | | | | | | |
| Capital Contributions | - | - | - | - | - | 200,000 | 200,000 |
| Transfers-In | 5,602,500 | 29,962,368 | - | - | 4,469,462 | 2,182,591 | 42,216,921 |
| Transfers-Out | (44,519,286) | (82,426) | - | - | (218,437) | (11,047,448) | (55,867,597) |
| Interest Recovery | - | - | - | - | - | 90,100 | 90,100 |
| Insurance Recoveries | (33,814,444) | (736,937) | - | - | (9,622,701) | (11,454,197) | (55,628,279) |
| Issuance of Refunding Bonds | - | - | - | - | - | - | - |
| Premiums on Bonds Sold | - | - | - | - | - | - | - |
| Discount on Bonds Sold | - | - | - | - | - | - | - |
| Proceeds from Issuance of Debt | - | - | - | - | - | - | - |
| Sale of Property/Equipment | - | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | \$ (72,731,230) | \$ 29,143,005 | \$ - | \$ - | \$ - | \$ (22,411,545) | \$ (69,188,855) |
| Total Ending Balance | \$ 211,230,493 | \$ 13,854,278 | \$ 7,555,029 | \$ 43,371,876 | \$ 154,064,090 | \$ 744,439,930 | \$ 1,174,515,696 |
| Nonspendable | \$ 253,477 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 253,477 |
| Restricted | \$ 11,089,601 | \$ 13,843,195 | \$ 7,555,029 | \$ - | \$ 27,207,718 | \$ 384,726,556 | \$ 444,422,099 |
| Committed | \$ - | \$ - | \$ - | \$ 43,371,876 | \$ - | \$ - | \$ 43,371,876 |
| Assigned | \$ 198,620,032 | \$ 11,083 | \$ - | \$ - | \$ - | \$ - | \$ 198,631,115 |
| Unassigned | \$ 1,267,383 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,267,383 |
| Unrestricted Balance | \$ - | \$ - | \$ - | \$ - | \$ 126,856,372 | \$ 359,713,374 | \$ 486,569,746 |



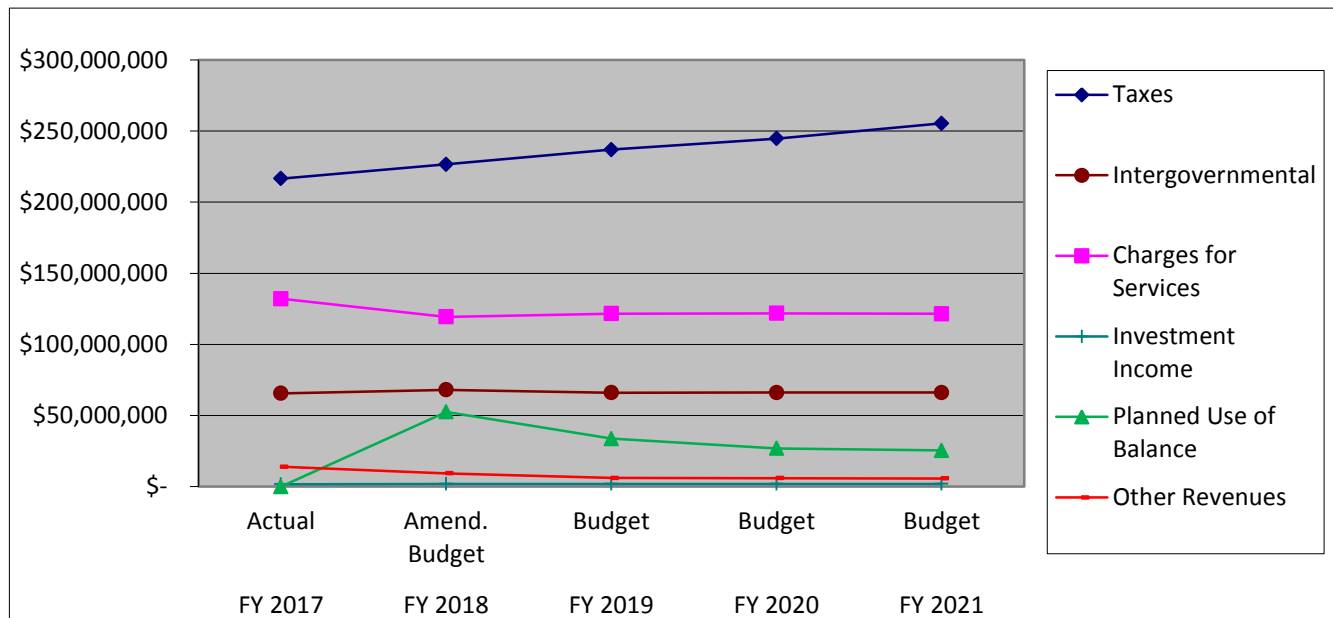
FY 2020 (est.) Combined Statement of Revenues, Expenditures and Changes in Fund

| | General Fund | Special Revenue Funds | Debt Service Funds | Capital Projects Funds | Internal Service Funds | Enterprise Funds | TOTAL |
|---|------------------------|------------------------|---------------------|------------------------|------------------------|------------------------|-------------------------|
| Beginning Balance | \$ 211,230,493 | \$ 13,854,278 | \$ 7,555,029 | \$ 43,371,876 | \$ 154,064,090 | \$ 744,439,930 | \$ 1,174,515,696 |
| Revenues: | | | | | | | |
| Taxes/Special Assessments | 244,710,900 | 1,823,106 | - | 3,205 | - | 13,607,500 | 260,144,711 |
| Intergovernmental Revenue | 50,110,483 | 63,676,548 | - | - | - | - | 113,787,031 |
| Charges for Services | 117,366,593 | 9,717,267 | - | - | 270,218,352 | 287,569,348 | 684,871,560 |
| Gain on Exchange of Asset | - | - | - | - | 414,500 | - | 414,500 |
| Investment Income | 1,954,700 | 1,000 | - | - | 919,059 | 3,875,500 | 6,750,259 |
| Planned Use of Fund Balance | 26,858,875 | 736,937 | - | - | 7,842,747 | 10,344,980 | 45,783,539 |
| Other Revenue | 458,340 | - | - | - | 9,900 | 66,950 | 535,190 |
| Total Revenues | \$ 441,459,891 | \$ 75,954,858 | \$ - | \$ 3,205 | \$ 279,404,558 | \$ 315,464,278 | \$ 1,112,286,790 |
| Expenditures: | | | | | | | |
| Justice of Administration | 60,394,810 | 28,120,367 | - | - | - | - | 88,515,177 |
| Law Enforcement | 176,113,736 | 7,936,482 | - | - | 100,000 | - | 184,150,218 |
| General Government | 31,657,025 | 4,462,926 | - | 3,205 | 46,724,415 | 275,934,603 | 358,782,174 |
| County Executive | 100,407,171 | 63,342,111 | - | - | 89,670,974 | 31,445,760 | 284,866,016 |
| Non-Departmental | 35,316,123 | 2,062,898 | - | - | 146,815,845 | - | 184,194,866 |
| Capital Outlay | - | - | - | - | - | - | - |
| Total Expenditures | \$ 403,888,865 | \$ 105,924,784 | \$ - | \$ 3,205 | \$ 283,311,234 | \$ 307,380,363 | \$ 1,100,508,451 |
| Excess of Revenues Over/(Under) Expenditures | \$ 37,571,026 | \$ (29,969,926) | \$ - | \$ - | \$ (3,906,676) | \$ 8,083,915 | \$ 11,778,339 |
| Other Financing Sources (Uses) | | | | | | | |
| Capital Contributions | - | - | - | - | - | 200,000 | 200,000 |
| Transfers-In | 5,500,000 | 30,046,146 | - | - | 3,906,676 | 2,151,885 | 41,604,707 |
| Transfers-Out | (43,071,026) | (76,220) | - | - | - | (10,521,100) | (53,668,346) |
| Interest Recovery | - | - | - | - | - | 85,300 | 85,300 |
| Insurance Recoveries | (26,858,875) | (736,937) | - | - | (7,842,747) | (10,344,980) | (45,783,539) |
| Issuance of Refunding Bonds | - | - | - | - | - | - | - |
| Premiums on Bonds Sold | - | - | - | - | - | - | - |
| Discount on Bonds Sold | - | - | - | - | - | - | - |
| Proceeds from Issuance of Debt | - | - | - | - | - | - | - |
| Sale of Property/Equipment | - | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | \$ (64,429,901) | \$ 29,232,989 | \$ - | \$ - | \$ - | \$ (20,780,780) | \$ (57,761,878) |
| Total Ending Balance | \$ 184,371,618 | \$ 13,117,341 | \$ 7,555,029 | \$ 43,371,876 | \$ 146,221,343 | \$ 734,094,950 | \$ 1,128,732,157 |
| Nonspendable | \$ 221,246 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 221,246 |
| Restricted | \$ 9,679,510 | \$ 13,106,847 | \$ 7,555,029 | \$ - | \$ 25,822,689 | \$ 379,380,270 | \$ 435,544,345 |
| Committed | \$ - | \$ - | \$ - | \$ 43,371,876 | \$ - | \$ - | \$ 43,371,876 |
| Assigned | \$ 173,364,632 | \$ 10,494 | \$ - | \$ - | \$ - | \$ - | \$ 173,375,126 |
| Unassigned | \$ 1,106,230 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,106,230 |
| Unrestricted Balance | \$ - | \$ - | \$ - | \$ - | \$ 120,398,654 | \$ 354,714,680 | \$ 475,113,334 |



FY 2021 (est.) Combined Statement of Revenues, Expenditures and Changes in Fund

| | General Fund | Special Revenue Funds | Debt Service Funds | Capital Projects Funds | Internal Service Funds | Enterprise Funds | TOTAL |
|---|------------------------|------------------------|---------------------|------------------------|------------------------|------------------------|-------------------------|
| Beginning Balance | \$ 184,371,618 | \$ 13,117,341 | \$ 7,555,029 | \$ 43,371,876 | \$ 146,221,343 | \$ 734,094,950 | \$ 1,128,732,157 |
| Revenues: | | | | | | | |
| Taxes/Special Assessments | 255,379,995 | 1,838,190 | - | 3,231 | - | 13,870,150 | 271,091,566 |
| Intergovernmental Revenue | 50,110,483 | 63,676,516 | - | - | - | - | 113,786,999 |
| Charges for Services | 117,052,351 | 9,717,267 | - | - | 274,473,822 | 287,581,379 | 688,824,819 |
| Gain on Exchange of Asset | - | - | - | - | 414,500 | - | 414,500 |
| Investment Income | 1,954,700 | 1,000 | - | - | 919,828 | 3,875,500 | 6,751,028 |
| Planned Use of Fund Balance | 25,479,228 | 736,937 | - | - | 7,714,310 | 8,573,446 | 42,503,921 |
| Other Revenue | 458,340 | - | - | - | 9,900 | 66,950 | 535,190 |
| Total Revenues | \$ 450,435,097 | \$ 75,969,910 | \$ - | \$ 3,231 | \$ 283,532,360 | \$ 313,967,425 | \$ 1,123,908,023 |
| Expenditures: | | | | | | | |
| Justice of Administration | 60,394,810 | 28,120,367 | - | - | - | - | 88,515,177 |
| Law Enforcement | 176,113,736 | 7,936,482 | - | - | 100,000 | - | 184,150,218 |
| General Government | 31,657,025 | 4,478,010 | - | 3,231 | 47,130,048 | 276,173,296 | 359,441,610 |
| County Executive | 100,407,171 | 63,345,287 | - | - | 91,259,923 | 29,896,214 | 284,908,595 |
| Non-Departmental | 35,316,123 | 2,062,898 | - | - | 148,949,065 | - | 186,328,086 |
| Capital Outlay | - | - | - | - | - | - | - |
| Total Expenditures | \$ 403,888,865 | \$ 105,943,044 | \$ - | \$ 3,231 | \$ 287,439,036 | \$ 306,069,510 | \$ 1,103,343,686 |
| Excess of Revenues Over/(Under) Expenditures | \$ 46,546,232 | \$ (29,973,134) | \$ - | \$ - | \$ (3,906,676) | \$ 7,897,915 | \$ 20,564,337 |
| Other Financing Sources (Uses) | | | | | | | |
| Capital Contributions | - | - | - | - | - | 200,000 | 200,000 |
| Transfers-In | 5,300,000 | 30,051,354 | - | - | 3,906,676 | 2,151,885 | 41,409,915 |
| Transfers-Out | (43,024,300) | (76,220) | - | - | - | (10,330,000) | (53,430,520) |
| Interest Recovery | - | - | - | - | - | 80,200 | 80,200 |
| Insurance Recoveries | (25,479,228) | (736,937) | - | - | (7,714,310) | (8,573,446) | (42,503,921) |
| Issuance of Refunding Bonds | - | - | - | - | - | - | - |
| Premiums on Bonds Sold | - | - | - | - | - | - | - |
| Discount on Bonds Sold | - | - | - | - | - | - | - |
| Proceeds from Issuance of Debt | - | - | - | - | - | - | - |
| Sale of Property/Equipment | - | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | \$ (63,203,528) | \$ 29,238,197 | \$ - | \$ - | \$ - | \$ (18,823,246) | \$ (54,444,326) |
| Total Ending Balance | \$ 167,714,322 | \$ 12,382,404 | \$ 7,555,029 | \$ 43,371,876 | \$ 138,507,033 | \$ 725,521,504 | \$ 1,095,052,168 |
| Nonspendable | \$ 201,257 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 201,257 |
| Restricted | \$ 8,805,002 | \$ 12,372,498 | \$ 7,555,029 | \$ - | \$ 24,460,342 | \$ 374,949,513 | \$ 428,142,384 |
| Committed | \$ - | \$ - | \$ - | \$ 43,371,876 | \$ - | \$ - | \$ 43,371,876 |
| Assigned | \$ 157,701,777 | \$ 9,906 | \$ - | \$ - | \$ - | \$ - | \$ 157,711,683 |
| Unassigned | \$ 1,006,286 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,006,286 |
| Unrestricted Balance | \$ - | \$ - | \$ - | \$ - | \$ 114,046,691 | \$ 350,571,991 | \$ 464,618,682 |



| GF/GP Revenue Summary | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Amend. Budget | Budget | Budget | Budget |
| Taxes | 216,562,738 | 226,626,698 | 236,900,029 | 244,710,900 | 255,379,995 |
| Intergovernmental | 65,651,161 | 68,093,764 | 66,042,952 | 66,128,987 | 66,134,196 |
| Charges for Services | 132,051,022 | 119,402,757 | 121,609,163 | 121,832,690 | 121,518,448 |
| Investment Income | 1,763,738 | 1,904,700 | 1,954,700 | 1,954,700 | 1,954,700 |
| Planned Use of Balance | 0 | 52,565,285 | 33,814,444 | 26,858,875 | 25,479,228 |
| Other Revenues | 13,946,526 | 9,353,143 | 6,060,840 | 5,958,340 | 5,758,340 |
| Total Revenues | \$429,975,185 | \$477,946,347 | \$466,382,128 | \$467,444,492 | \$476,224,907 |

| GF/GP Revenue Summary by Percentages | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|---|----------------|----------------|----------------|----------------|----------------|
| | Actual | Amend. Budget | Budget | Budget | Budget |
| Taxes | 50.36% | 47.42% | 50.80% | 52.35% | 53.62% |
| Other Intergovern. Revenues | 15.27% | 14.24% | 14.16% | 14.14% | 13.89% |
| Charges for Services | 30.71% | 24.98% | 26.07% | 26.06% | 25.52% |
| Investment Income | 0.41% | 0.40% | 0.42% | 0.42% | 0.41% |
| Planned Use of Balance | 0.00% | 11.00% | 7.25% | 5.75% | 5.35% |
| Other Revenues | 3.25% | 1.96% | 1.30% | 1.28% | 1.21% |
| Total Revenues | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |

Oakland County receives revenue from five (5) primary sources to support General Fund/General Purpose Operations. These five sources, in order of contribution, are: Taxes, Charges for Services, Intergovernmental Revenue (which includes federal and state grants), Investment Income and Other Revenue (including the planned use of fund balance). The following guided the development of General Fund/General Purpose Revenue budget:

1. Property Tax revenue is based upon the current State Taxable Value multiplied by the Board of Commissioners levy. The value estimation is provided by the Equalization Division. Revenue collections are less than the levy due to agreements for TIFA and DDAs. The FY 2019 budget anticipates 4.04 mills and the FY 2020 - FY 2021 budgets anticipate 4.00 mills.
2. Charge for the use of unique County services at fair and equitable rates. "Unique" services are those that provide a direct benefit to the individual or group seeking the service rather than county-wide benefit. This includes anything from copies of County Clerk records, to reimbursement of court costs from defendants, to contracting of Sheriff's Patrol Services by chartered townships. In general, charges to county residents reflect a reduced amount covering a portion of the cost of doing business (their tax dollars cover the rest), whereas the County will charge the full cost of service provision to non-residents and other legal entities. Charges for Services revenue is based upon approved rates multiplied by estimated customer base as provided by the operating departments.
3. Continue to pursue a "fair share" of State and Federal reimbursement for services and other Intergovernmental Revenues. Oakland is one of the few counties in the state that contributes more to Lansing than is returned in benefits. County officials will continue to work with the legislative delegation to make sure that County residents receive an appropriate share of state funds Pursuit of Intergovernmental Revenue proceeds with caution, however. Revenue appropriations granted by "higher" levels of government can also be taken away by actions of the legislative body. The Ad Valorem Property Tax and Charges for Services are a much more stable source of revenue. However, the receipt of any Intergovernmental Revenue will help lessen the burden on the County taxpayer. Intergovernmental revenue is based on estimates provided by the State of Michigan and/or the Federal Government, refined by Management and Budget based on trend information. Budgeted annual Intergovernmental Revenue primarily reflects revenue sharing payments from the State of \$26.4 million, Child Care Subsidy revenue of \$15.6 million, Convention Facility Tax revenue of \$9.6 million, State Court Equity revenue of \$4.5 million, Local Community Stabilization Share revenue of \$2.0 million and Reimbursement for Judges Compensation of \$1.9 million.
4. Continue the excellent work performed by the County Treasurer to invest County funds, in accordance with applicable state law and the County's investment policy, to maximize interest return. Investment Income is based on estimates provided by the Treasurer, anticipated rates of return and funds available for investment.
5. From 2002 to 2017, the general fund balance increased from \$94.6 million to \$264.7 million. The increase was primarily attributable to the County's effort to limit spending while maintaining services. The growth was planned as part of the County's approach to fiscal sustainability and balancing the budget for the long term. Fund balance is reviewed annually and available funds are assigned for technology projects, construction or remodeling of facilities and, if needed, budget transition. Over the next several years, the County plans to use fund balance of \$33.8 million in FY 2019, \$26.9 million in FY 2020, and \$25.5 million in FY 2021.

Oakland County receives revenue from five (5) primary sources to support General Fund/General Purpose Operations. These five sources, in order of contribution, are: Taxes, Charges for Services, Intergovernmental Revenue (which includes federal and state grants), Investment Income and Other Revenue (including the planned use of fund balance). The following guided the development of General Fund/General Purpose Revenue budget:

1. After many years with an Ad Valorem Property Tax Levy rate of 4.19 mills, the rate was reduced to 4.09 mills in 2015 making it the third lowest county operating millage in the State. This budget includes an additional reduction of .05 mills for a 2016 levy of 4.04 mills. In the FY 2016 – FY 2018 Budgets, Property Tax revenue is based upon the current State Taxable Value multiplied by the Board of Commissioners levy. The value estimation is provided by the Equalization Division. Revenue collections are less than the levy due to agreements for TIFA and DDAs.
2. Charge for the use of unique County services at fair and equitable rates. "Unique" services are those that provide a direct benefit to the individual or group seeking the service rather than county-wide benefit. This includes anything from copies of County Clerk records, to reimbursement of court costs from defendants, to contracting of Sheriff's Patrol Services by chartered townships. In general, charges to county residents reflect a reduced amount covering a portion of the cost of doing business (their tax dollars cover the rest), whereas the County will charge the full cost of service provision to non-residents and other legal entities. Charges for Services revenue is based upon approved rates multiplied by estimated customer base as provided by the operating departments.
3. Continue to pursue a "fair share" of State and Federal reimbursement for services and other Intergovernmental Revenues. Oakland is one of the few counties in the state that contributes more to Lansing than is returned in benefits. County officials will continue to work with the legislative delegation to make sure that County residents receive an appropriate share of state funds. In addition, efforts have begun to increase the share of Federal entitlement funds for corrections activities. Pursuit of Intergovernmental Revenue proceeds with caution, however. Revenue appropriations granted by "higher" levels of government can also be taken away by actions of the legislative body. The Ad Valorem Property Tax and Charges for Services are a much more stable source of revenue. However, the receipt of any Intergovernmental Revenue will help lessen the burden on the County taxpayer. Intergovernmental revenue is based on estimates provided by the State of Michigan and/or the Federal Government, refined by Management and Budget based upon historical patterns. Revenue sharing payments from the State of Michigan were restored in Fiscal Year 2015 and are anticipated to continue and included in the Fiscal Year 2016 – 2018 Budget.
4. Continue the excellent work performed by the County Treasurer to invest County funds, in accordance with applicable state law and the County's investment policy, to maximize interest return. Investment Income is based on estimates provided by the Treasurer, anticipated rates of return and funds available for investment.
5. From 2005 to 2014, the general fund balance increased by a total of \$188.6 million. The increase was primarily attributable to the County's effort to limit spending while maintaining services. A concentrated effort to build additional resources to cover anticipated revenue reductions has also contributed to the increase. Fund balance is reviewed annually and available funds are assigned for technology projects, construction or remodeling of facilities and, if needed, budget transition.

TAXES (NON-DEPARTMENTAL)

PROPERTY TAX LEVY: For Fiscal Year 2019, the Ad Valorem Tax Levy (levy) is based on the anticipated December 31, 2018 Taxable Value (TV) of **\$59,996,645,777** multiplied by the County's authorized millage rate of **4.06971** mills. For Fiscal Year 2020, the levy is based upon the estimated December 31, 2019, TV of **\$62,543,079,959** (4.5% increase on real property) by the County-authorized millage rate of **4.04536** mills. For Fiscal Year 2021, the levy is based upon the estimated December 31, 2020, TV of **\$65,204,103,679** (4.5% increase on real property) by the County-authorized millage rate of **4.01882** mills. The Property Tax levy conforms to the Headlee Constitutional Tax Limitation Amendment as well as P.A. 4 of 1982, Truth in Taxation requirements.

DELINQUENT TAXES PRIOR YEARS: Collection of previous years' delinquent property taxes previously treated as "uncollectible". Also, the "actual" column includes a payment from the Delinquent Tax Revolving Fund (DTRF) for property taxes listed as "delinquent" during that fiscal year. This payment is budgeted under "property taxes" for FY 2019, FY 2020, and FY 2021.

TREASURERS - Payments made in lieu of taxes and other specialized collections.

TRAILER TAX: Fifty cents (\$0.50) of each \$3.00 monthly fee collected on mobile homes in trailer parks.

LESS: TAX FINANCING OFFSETS TIFA/DDA/CIA: Amount expected to be lost from County property tax collections due to Tax Increment Finance Authority (TIFA) and Downtown Development Authority (DDA), and Corridor Improvement Authority (CIA) exemptions granted by local communities for redevelopment of deteriorated industrial areas. It is anticipated that by granting these exemptions and redeveloping these areas, it will encourage economic development, job creations and increased property tax valuations in future years. **BROWNFIELD DEVELOPMENT:** Amount expected to be lost from municipal implementation of Brownfield plans and promotions for the redevelopment and revitalization of environmentally distressed areas, per P.A. 381 of 1996.

LESS: DELINQUENT TAXES - CURRENT: Amount of delinquent property taxes written off as "uncollectible" during the fiscal year.

LESS: MILLAGE REDUCTION: The effect of reducing the County's authorized millage rate by **0.02971** mills, from 4.06971 mills to **4.04** mills.

FEDERAL GRANTS

HEALTH AND HUMAN SERVICES - Federal payment of school meals for children in the Children's Village School. Also, federal reimbursement for Health Division services related to Type II Public Water Supply operator certifications and capacity development and sexually transmitted disease services provided in Health clinics. Per M.R. #18323, the County receives federal funding as reimbursement for a portion of the Homeland Security Manager's salary.

PROSECUTING ATTORNEY - State of Michigan Department of Human Services (DHS) (federal portion) of Title IV-E contract revenues to the Prosecuting Attorney's Office to provide legal consultation regarding prosecution of abuse/neglect of children cases.

SHERIFF (CORRECTIVE SERVICES) – Federal payments for the housing of non-citizens in the Oakland County Jail.

STATE GRANTS

HEALTH AND HUMAN SERVICES (HEALTH DIVISION) – Granting of Local Public Health Operational (LPHO) funds from the state Department of Community Health, as established by the Public Health Code.

WATER RESOURCES COMMISSIONER – Stormwater, Asset Management and Wastewater (SAW) Grant funding.

NON-DEPARTMENTAL (CHILD CARE SUBSIDY) - 50% subsidy by the State for net child care costs. Net child care costs include all eligible County costs, with the exception of state institutions and adoptive subsidies that fall under the state approved budget. Adoptive subsidies are reimbursed 100%. The State invoices the County for 50% of state institution cost and therefore, state institution costs are not reimbursable from Child Care Subsidy.

INTERGOVERNMENTAL GENERAL REIMBURSEMENT REVENUE (NON-DEPARTMENTAL)

STATE COURT FUND: State reimbursement for trial court expenses, in addition to judges' salaries and jury fees, as approved through adoption of Public Act 374 of 1996. Funds are distributed to Counties based upon Circuit Court and Probate Court caseloads.

CONVENTION FACILITY/LIQUOR TAX: County share of distribution of revenue generated from Tri-County convention facilities tax levied under P.A. 106 and 4% liquor tax levied under P.A. 107 of 1985, when these revenues exceed the debt service requirements for convention facilities and the distribution of liquor tax receipts to the 80 "out-state" counties. One-half of these funds must be used for substance abuse treatment and prevention programs.

CIRCUIT COURT: State fees collected for drug case management.

DISTRICT COURT: State fees collected for drug case management.

HEALTH AND HUMAN SERVICES/HOMELAND SECURITY: Payment from communities for their share of new tornado sirens.

SHERIFF: Reimbursement from the Social Security Administration for the housing of SSI eligible inmates, as well as reimbursement from the State for the Marine Safety Program.

NON-DEPARTMENTAL: Reimbursement for Circuit, Probate, and 52nd District Court Judges salaries; first instituted in 1985 as a standardization payment with full reimbursement instituted, beginning in Fiscal Year 1997, with the adoption of Public Act 374 of 1996. Also, includes Revenue Sharing payments from the State that were restored in FY 2015 and Local Community Stabilization Share Appropriation revenue for personal property tax loss reimbursements from the State.

CHARGES FOR SERVICES

BOARD OF COMMISSIONERS: Per Diem reimbursement for serving on various boards and commissions, as well as Library Board charges for copies run on copier machines by law firm personnel, businesses, law students, and members of the general public.

CENTRAL SERVICES: Commission from vending machine sales and Oakland Room Cafeteria. Due to the closing of the Printing, Mailing and Copier Fund, the Mailing program is accounted for in the General Fund.

CIRCUIT COURT: Court costs, reimbursement for Court appointed attorneys, mediation fines, Jury Fees, and revenue generated by sale of marriage licenses utilized in provision of family counseling services.

COUNTY CLERK/REGISTER OF DEEDS: Fees and service charges collected by the County Clerk for County records such as births, deaths, marriages, business and professional registration, Circuit Court records, and Forfeiture of Bonds; fees and service charges collected by the Register of Deeds to record official County documents such as deeds, mortgages, surveys, land contracts, and other miscellaneous documents affecting real property, and collection of Land Transfer Tax (P.A. 134 of 1996) of \$0.55 for each \$500 of value of property transferred and fees charged for on-line access to specific public records; and fees and reimbursements for costs associated with elections.

COUNTY EXECUTIVE: Reimbursement for negotiated rebates on large, countywide purchasing contracts, for such items as office supplies and Purchasing Cards, through the Compliance Office Division.

DISTRICT COURT: County portion of fees and costs collected from Oakland County's four divisions of the 52nd District Courts. Includes collection of Probation Oversight Fees and fees under O.U.I.L Legislation (P.A. 309), ordinance fines and costs, State law costs, filing fees from civil cases, and reimbursement for court appointed attorneys.

ECONOMIC DEVELOPMENT AND COMMUNITY AFFAIRS: Reimbursement of costs from local communities participating in the North Oakland Household Hazardous Waste Consortium (NO HAZ) collection program; sale of map products from the One Stop Shop; and reimbursement for administrative and technical services from the Business Finance Corporation and the Economic Development Corporation.

HEALTH AND HUMAN SERVICES: Revenue for various inspection/permit fees, reimbursements from other governmental units, clients and third parties for services rendered by the Health Division; and State reimbursement for housing of State Wards in Children's Village as well as state aid for students enrolled in Children's Village School. Homeland Security receives Federal grant funding from Hazardous Material Transportation Uniform Safety Act (HMTUSA) for development of hazardous material response planning.

MANAGEMENT AND BUDGET: Reimbursement for assessment and appraisal services provided by the Equalization Division to local units of governments. Fiscal Services Reimbursement Unit receives 25% Administrative Fee for collections from guardians recovering Child Care Cost and Late Penalty Fees, which are one-time charges of 20% on defendant invoices (except restitutions) issued that are delinquent more than 56 days.

NON-DEPARTMENTAL: Commissions on public phone use by inmates in the Oakland County Jail.

PROBATE COURT: Fees collected for services rendered by Probate Court including gross estate fees, filing fees and reimbursement for court appointed attorneys.

PROSECUTING ATTORNEY: Reimbursement for tuition income from local police departments for training in legal procedures, partial reimbursement for costs associated with crime victims' witness and protection programs, fee charged for victim welfare fraud case reviews and forensic lab requests.

PUBLIC SERVICES: Fees generated by Community Corrections from participants in the Weekend Alternative for Misdemeanants (WAM) and STEP Forward programs; fees collected by the Animal Control Division while enforcing the Michigan State Dog Law. These fees include dog license fees, impound and board fees, adoption fees, and medical fees. MSU Extension receives fees from participants in the Natural Science Program. Medical Examiner reflects charges for autopsies, cremations, court testimony, depositions, body storage and miscellaneous reports.

SHERIFF: Charges for Civil Action and Processing services in the Civil Division, local municipal deputy contracts for law enforcement, court security, and dispatch services, reimbursement for overtime, housing of state prisoners diverted to the county jail, board and care charged to inmates, drug testing, commission contract revenue, as well as other miscellaneous revenues.

TREASURER'S OFFICE: Miscellaneous refunds and charges for services performed by the Treasurer. Also, County portion of inheritance taxes, collection fees from delinquent taxes, collection of Industrial and Commercial Facilities Taxes, and Investment fees.

WATER RESOURCES COMMISSIONER: Reimbursement from drainage projects and water and sewer systems for services rendered by budgeted personnel. Also includes Soil Erosion fees and Plat review fees.

INVESTMENT INCOME

Interest income earned by the County's General Fund from investments by the County Treasurer, as well as smaller accounts in the Clerk and 52nd District Court.

PLANNED USE OF FUND BALANCE

Non-Departmental: The FY 2019 budget assumes the use of fund balance of \$33.8 million, FY 2020 assumes \$26.9 million and FY 2021 assumes \$25.5 million.

OTHER REVENUES

CENTRAL SERVICES: Anticipated revenue from the sale of equipment during the County's public auction and internet auctions.

NON-DEPARTMENTAL: Sundry receipts and refunds, generally small in amount and non-recurring, therefore not warranting separate classification.

SHERIFF: Anticipated revenue from the sale of equipment during the County's auction.

CONTRIBUTIONS

ECONOMIC DEVELOPMENT: Donations to sponsor annual events.

INDIRECT COST RECOVERY (NON-DEPARTMENTAL)

Third party reimbursement for the overhead incurred by the County in the administration of grants, contractual programs, as well as the County's Internal Services and Enterprise funds. The level of reimbursement is based upon a calculated rate that is submitted to the United States Department of Housing and Urban Development as the cognizant agency.

TRANSFERS IN

NON-DEPARTMENTAL:

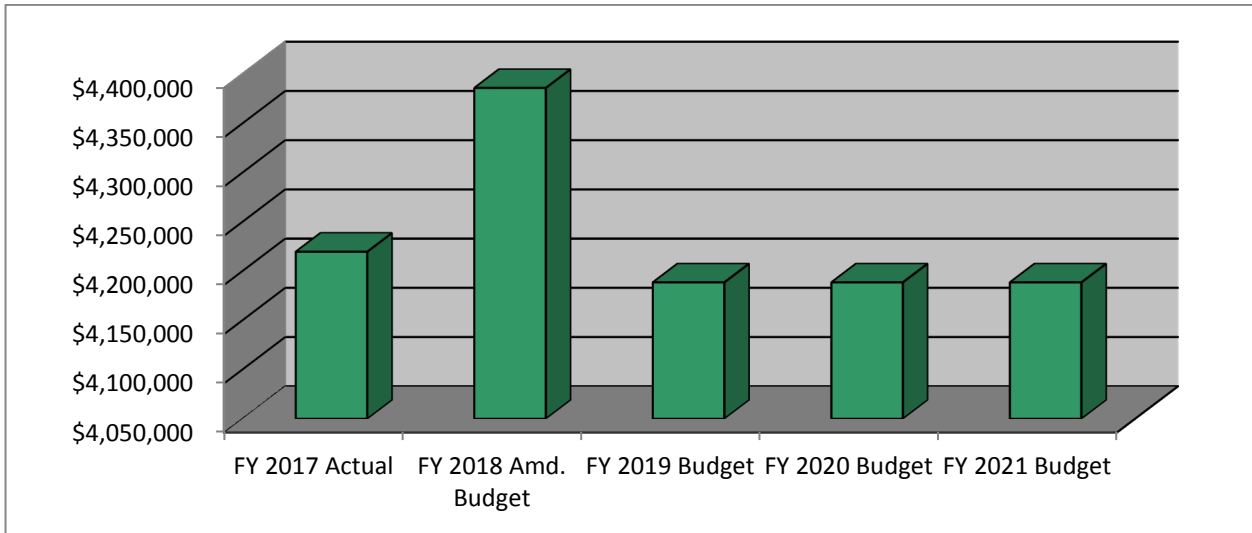
DELINQUENT TAX REVOLVING FUND – GENERAL OPERATIONS – To support General Fund operations, an annual transfer of \$3.0 million annually for FY 2019, FY 2020, and FY 2021.

SHERIFF: Transfer of monies from various restricted funds for eligible forensic lab, dispatch, and training costs.

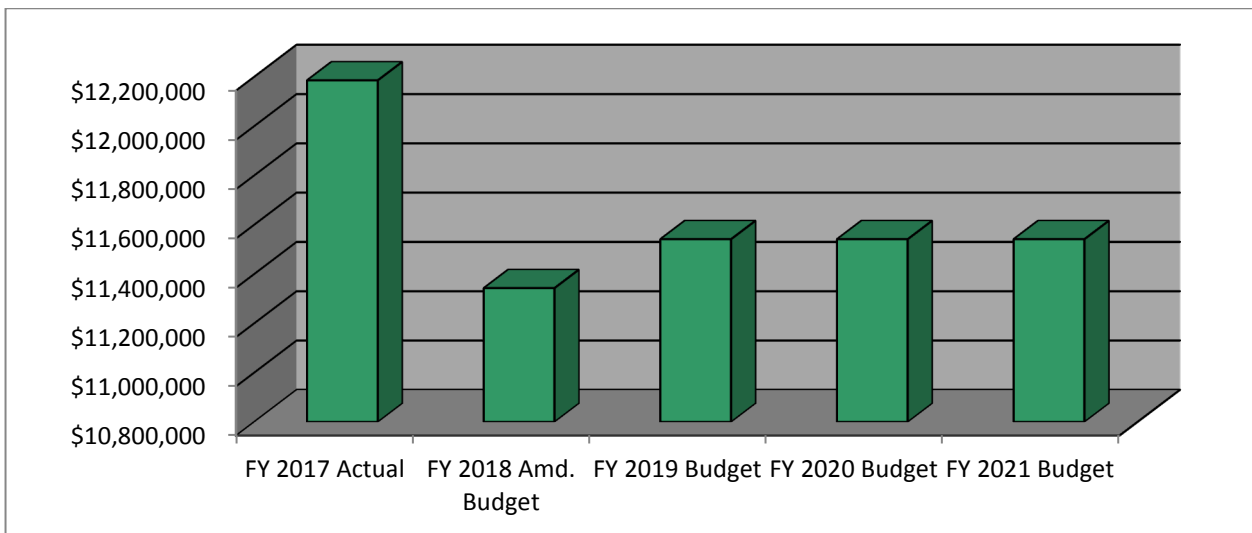
TREASURER: Transfer of interest and penalties earned from the Delinquent Tax Revolving Fund.

Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

CIRCUIT COURT: Court costs, reimbursement for court appointed attorneys, civil mediation payments and mediation fines, jury fees, reimbursement for out-of-home care expenditures, probation fees, and other participation and convenience fees like judge-on-line and e-filing fees.

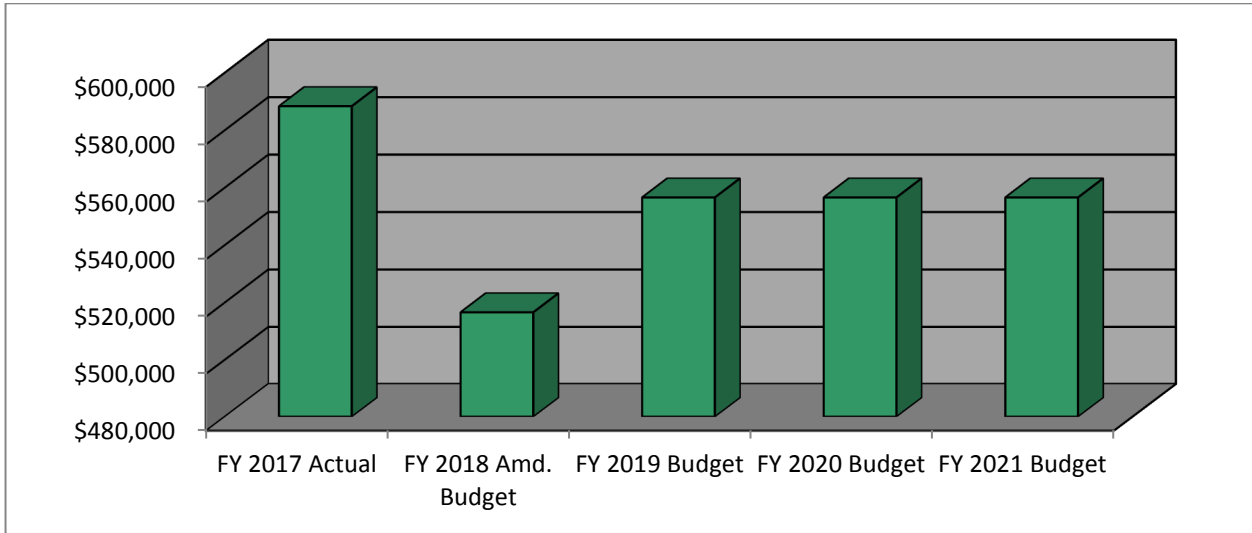


DISTRICT COURT: County portion of District Court Fees and Assessments authorized by statute. In addition, the collection of the following fees: Refund of Court Appointed Attorney, Refund of Language Interpreters, Specialty Court Programs, Probation Oversight, Drug Case Management Fund, Drunk Driving Caseflow Assistance Fund, Cost to Compel Appearance and OUIL PA 309.

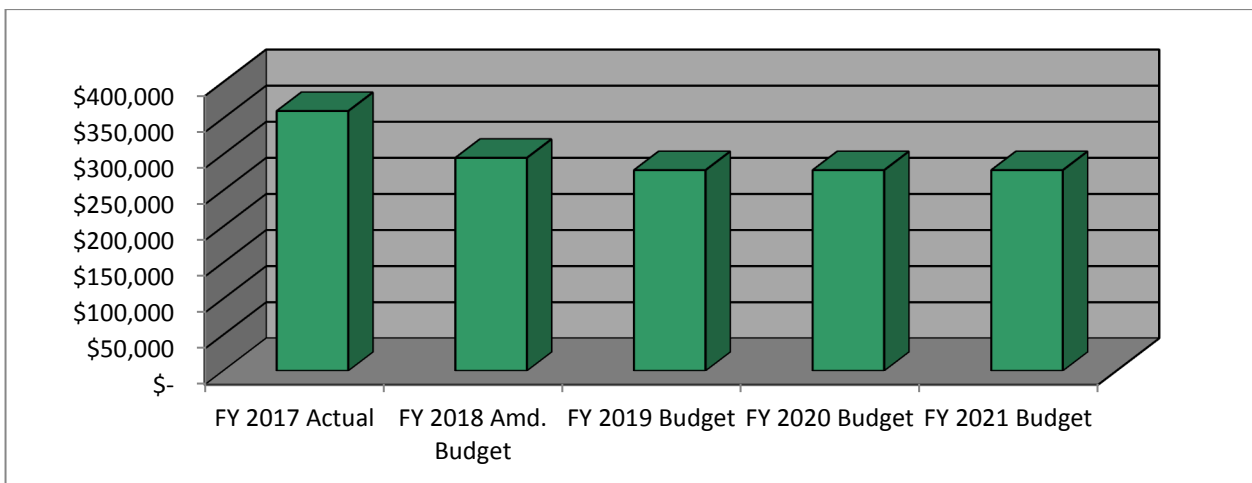


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

PROBATE COURT: Fees collected for services rendered by Probate Court including gross estate fees, reimbursement for court appointed attorney fees, certified copies and other copy fees, and other statutory filing fees such as, motions, objections, petitions, and account filings.

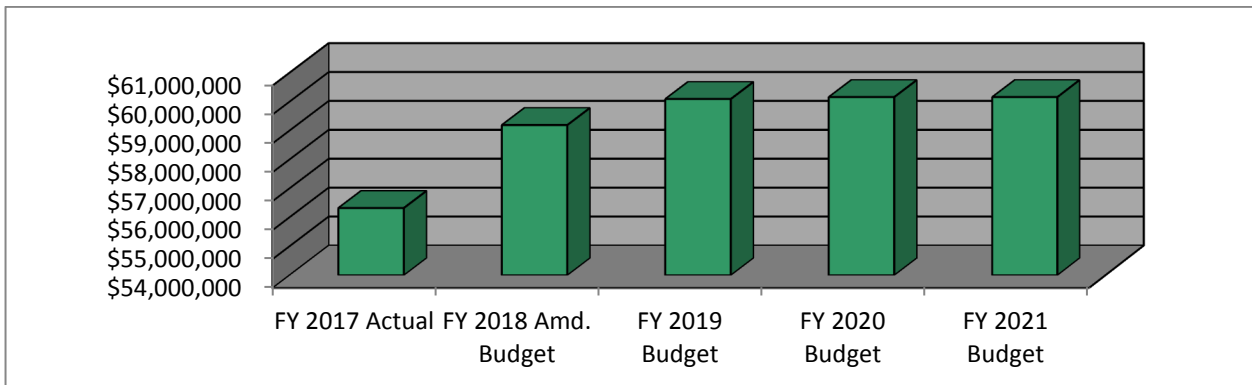


PROSECUTING ATTORNEY: Reimbursement for tuition income from local police departments for training in legal procedures fees from bad check restitution and State Appropriate Victim Witness Program.

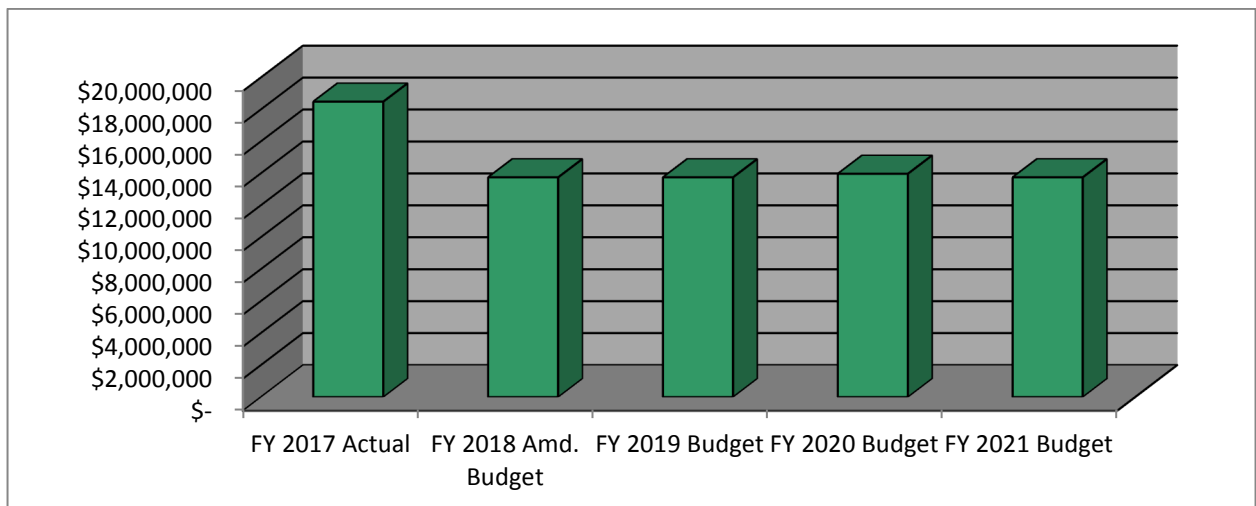


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

SHERIFF: Charges for Service receipts for Civil Action Service Fees; Cities Villages and Townships (CVT) patrol contracts; Dispatch Services contracted receipts; Reimbursement of Salaries for special events law enforcement contracts; Housing of State Prisoners in the County Jail; Drug Testing; and Inmate Board and Care charged to work release and main jail inmates.

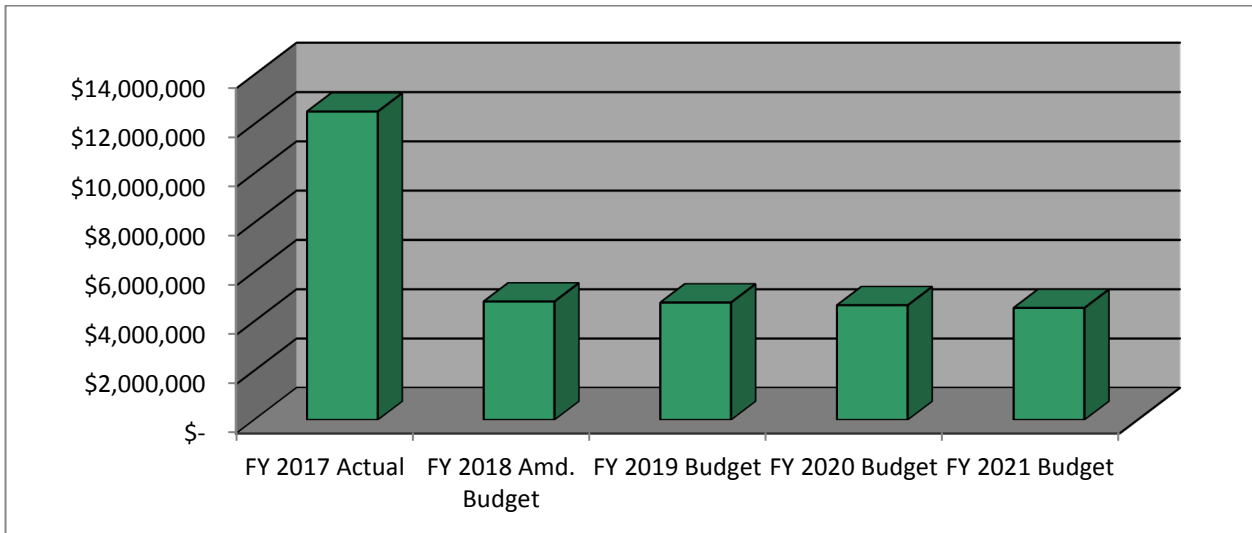


COUNTY CLERK/REGISTER OF DEEDS: Fees and service charges collected by the County Clerk for County records such as births, deaths, marriages, business and professional registration, Circuit Court records, and Forfeiture of Bonds; fees and service charges collected by the Register of Deeds to record official County documents such as deeds, mortgages, surveys, land contracts, and other miscellaneous documents affecting real property, and collection of Land Transfer Tax (P.A. 134 of 1996) of \$0.55 for each \$500 of value of property transferred and fees charged for on-line access to specific public records; and fees and reimbursements for costs associated with elections.

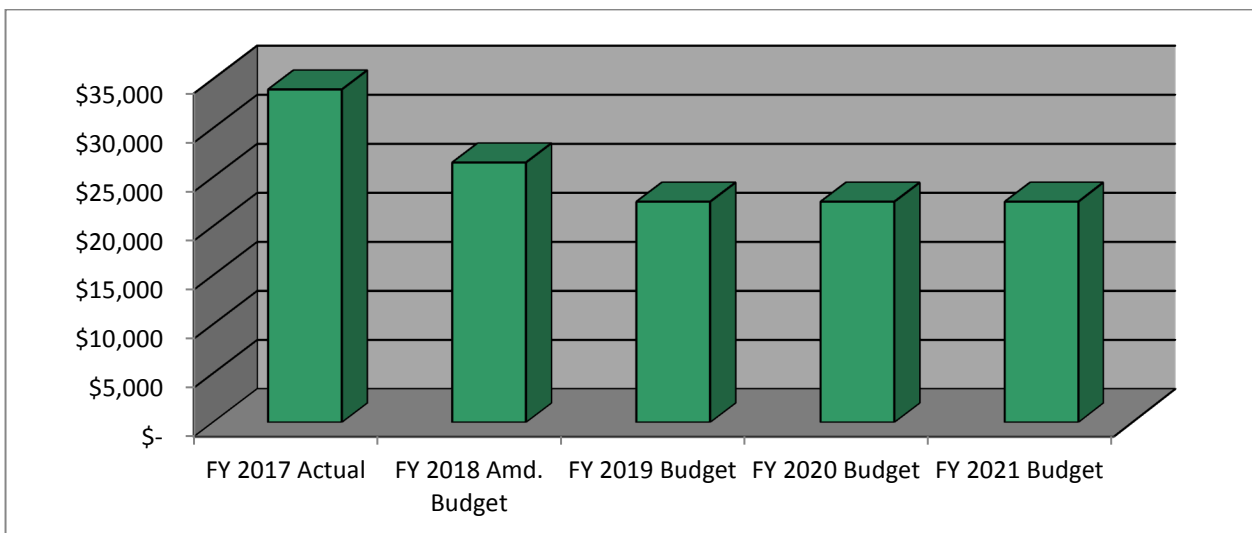


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

TREASURER’S OFFICE: Charges for services performed by the Treasurer’s Office including fees collected as part of the tax foreclosure process, management fees paid by Local Government Investment Pool participants, fees for document reproduction and revenue from the sale of tax reverted properties.

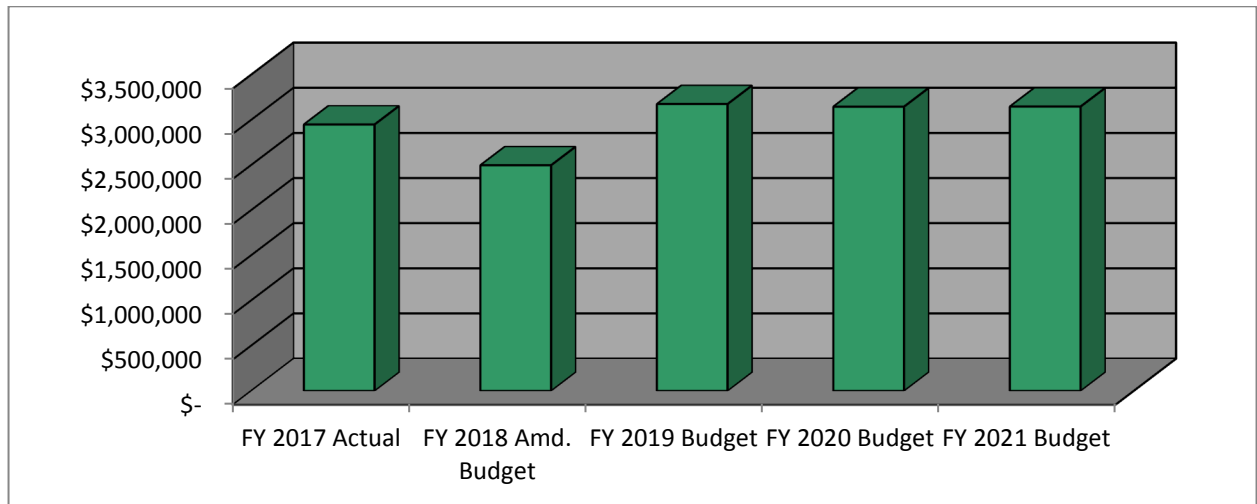


BOARD OF COMMISSIONERS: Fee income for prescription royalties from the County’s free prescription discount card program, as well as Library Board charges for copies run on copier machines and computer printing by law firm personnel, businesses, and law students and members of the general public.

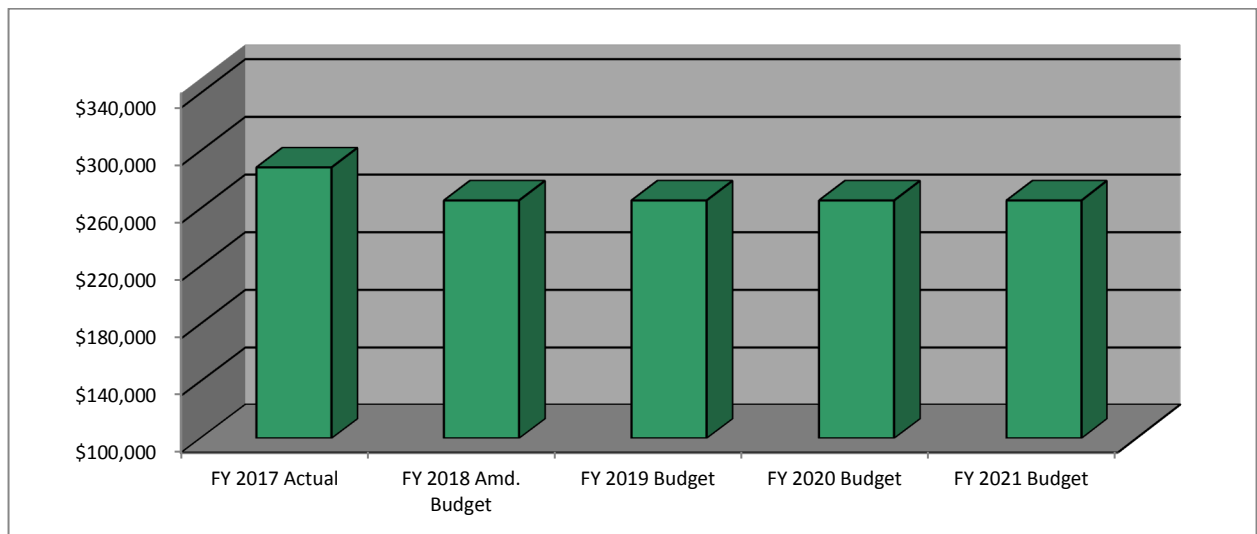


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

WATER RESOURCES COMMISSIONER: Reimbursement from drainage projects and water and sewer systems for services rendered by budgeted personnel. Also includes Soil Erosion fees and Plat review fees.

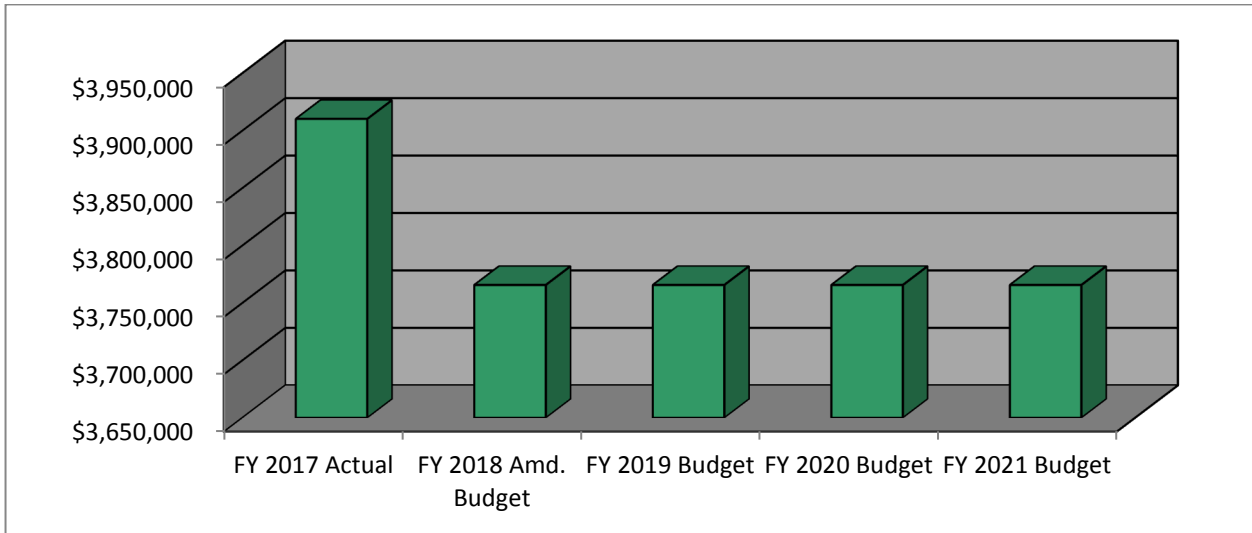


COUNTY EXECUTIVE: Rebates negotiated on large countywide purchasing contracts for such items as office supplies and Purchasing Cards through the Compliance Office/Purchasing.

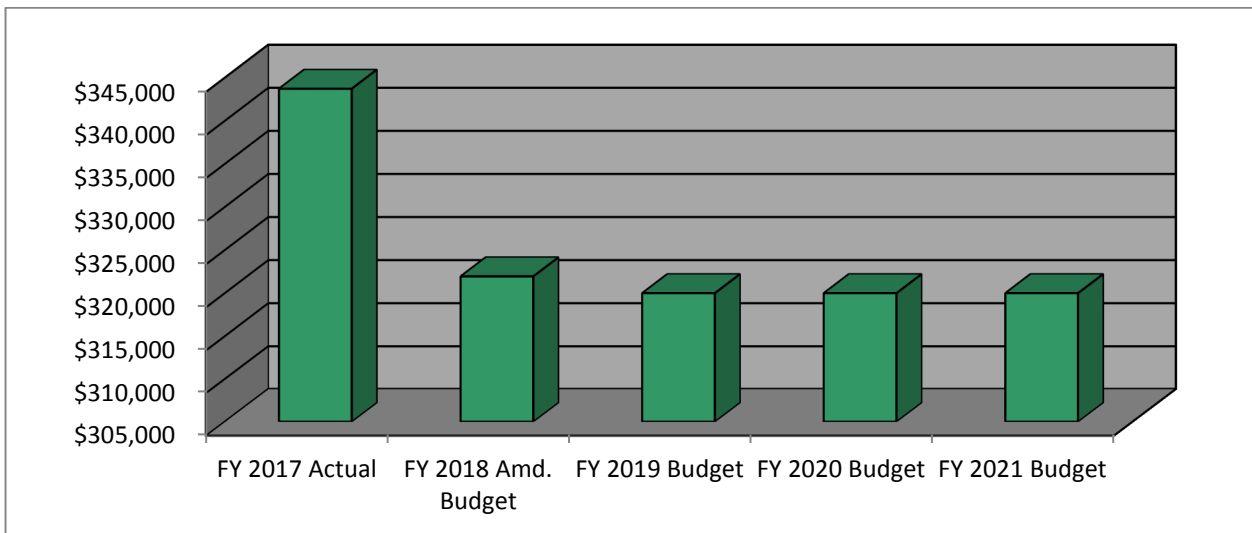


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

MANAGEMENT AND BUDGET: Reimbursement for assessment and appraisal services provided by the Equalization Division to local units of governments; Fiscal Services Reimbursement Unit receives 25% Administrative Fee for collections from guardians recovering Child Care Cost and Late Penalty Fees, which are one-time charges of 20% on inmate invoices (except restitutions) issued that are delinquent more than 56 days.

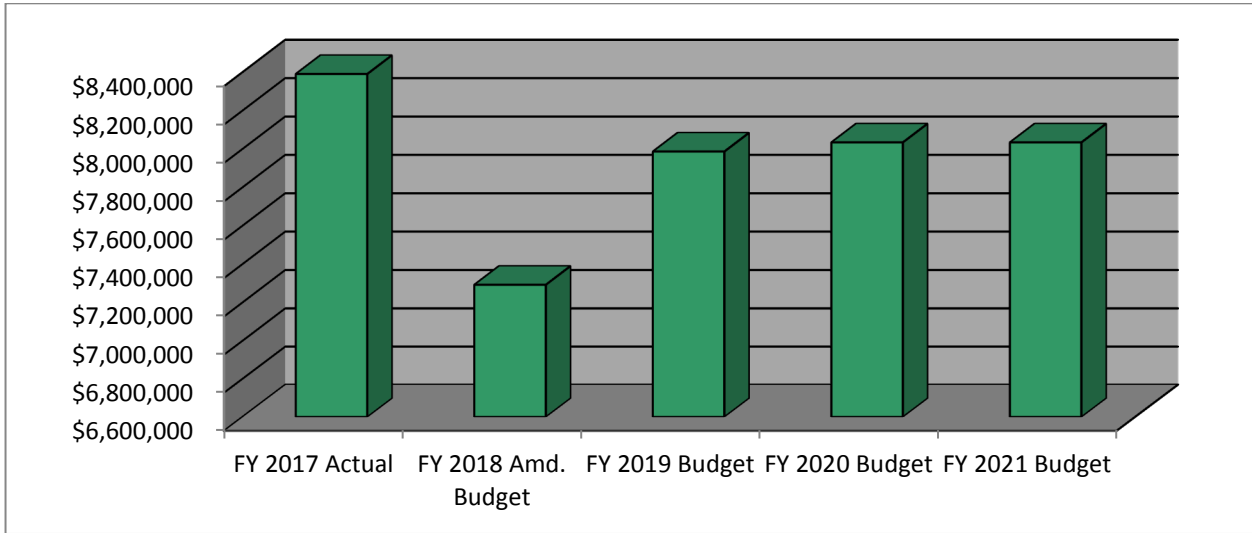


CENTRAL SERVICES: Commission from vending machine sales, Oakland Room Cafeteria, along with Standard Mail and Metered Postage.

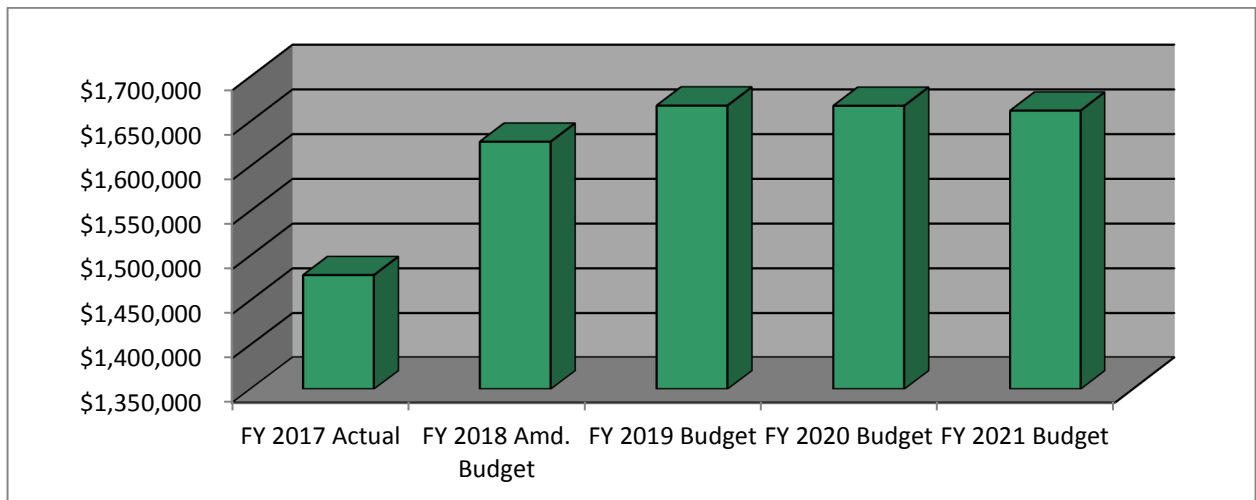


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

HEALTH AND HUMAN SERVICES: Revenue for various inspection/license/permit fees, reimbursements from other governmental units, clients and third parties for services rendered by the Health Division; and State reimbursement for housing of State Wards in Children’s Village as well as state aid for students enrolled in Children’s Village School.

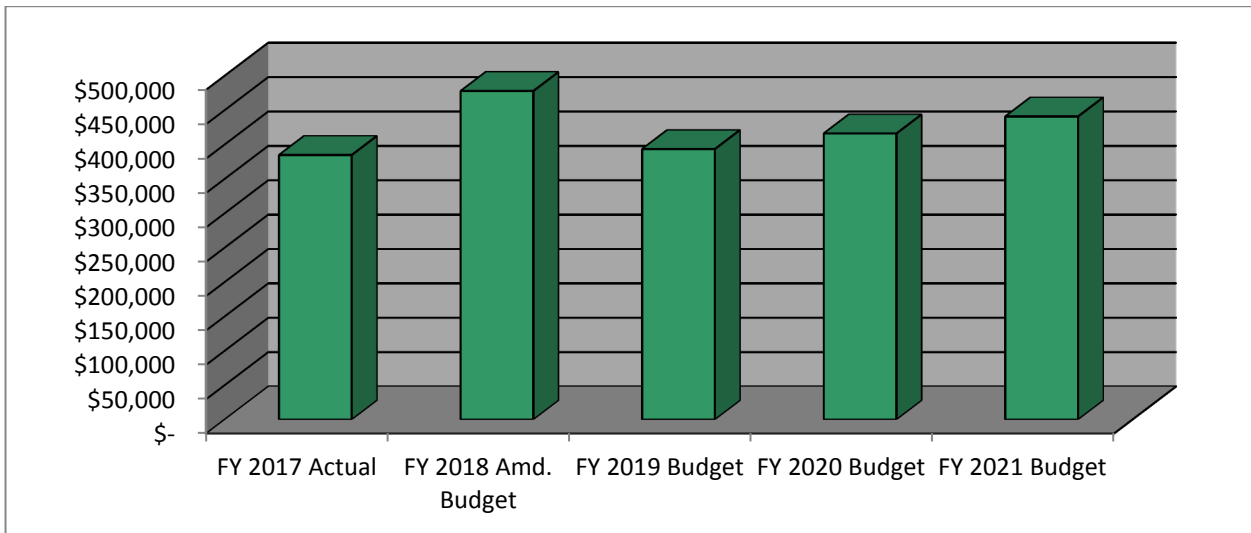


PUBLIC SERVICES: Fees generated by Community Corrections from participants in the Weekend and Weekday Alternative for Misdemeanants (WWAM) and STEP Forward Results, Drug and Alcohol Testing Units; Animal Control sale of licenses, fees for adoptions, shots, sterilizations and other services, and charges for animal pick up in unincorporated areas of the County as well as 100% reimbursement to provide services under contract with the Cities of Berkley, Birmingham, Bloomfield Township, Hazel Park, Huntington Woods, Lathrup Village, Madison Heights, Oak Park, Rochester, Royal Oak City and Southfield Township; MSU Extension receives fees for events such as Master Gardening Classes and annual Master Gardener’s Dinner; Medical Examiner includes charges for autopsies, cremations, and medical services court testimony.

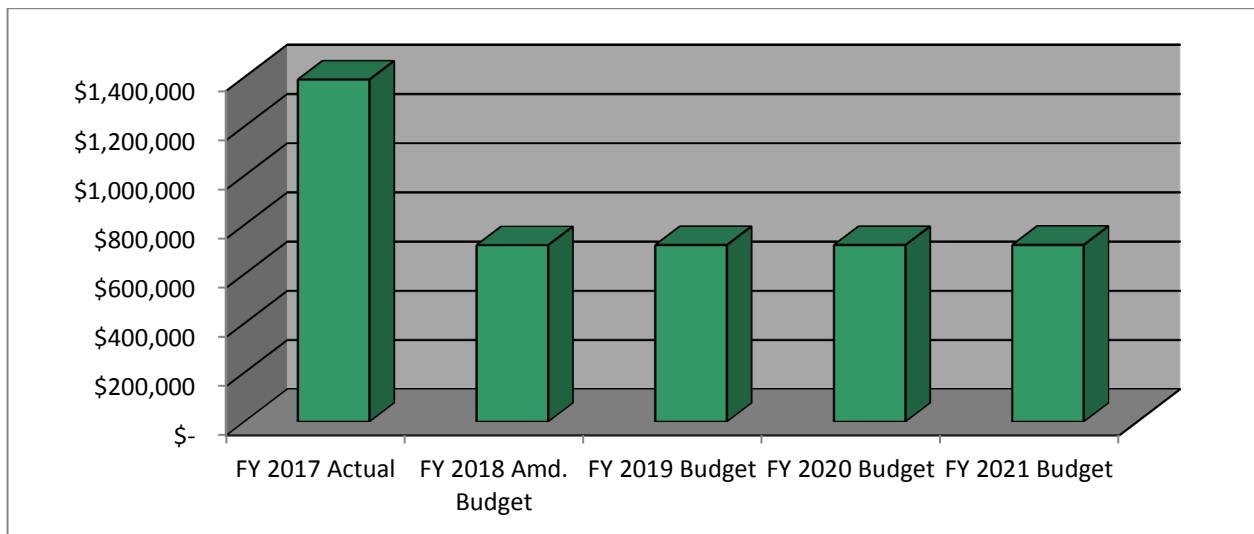


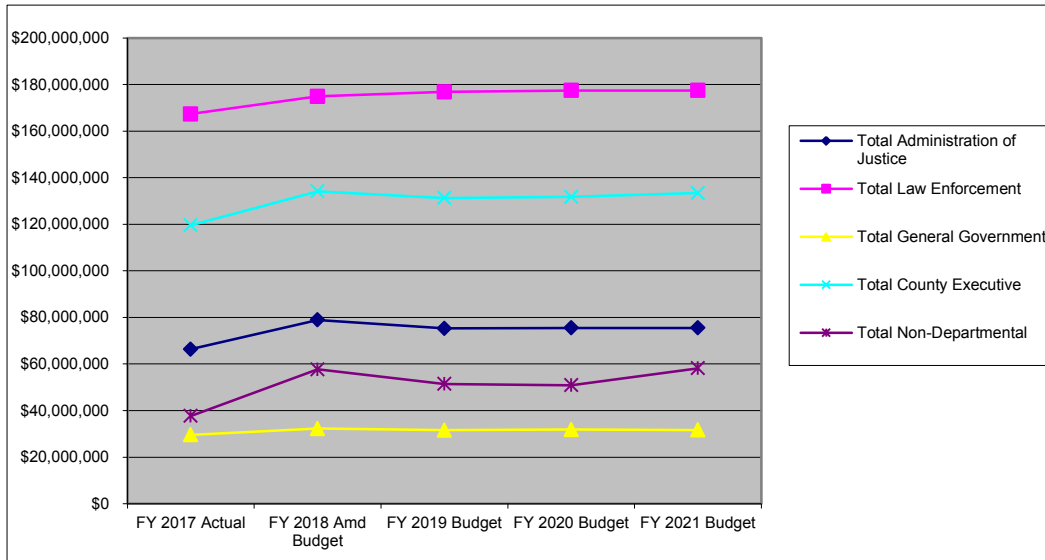
Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

ECONOMIC DEVELOPMENT AND COMMUNITY AFFAIRS: Reimbursement of costs from local communities and residents participating in the North Oakland County Household Hazardous Waste Consortium (NO HAZ) collection program; sale of property description maps, aerial enlargements, street index maps, and technical bulletins and publications; reimbursement for administrative and technical services from the Business Finance Corporation the Economic Development Corporation, and fees charged for participation in educational workshops, seminars and training such as the Oakland County Economic Forecast and various small business and planning workshops.



NON-DEPARTMENTAL: Commissions on public phone use by inmates in the Oakland County Jail.





| GF/GP Expenditure Summary | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|----------------------|--------------------------|----------------------|----------------------|----------------------|
| Administration of Justice | | | | | |
| Circuit Court | 43,950,058 | 54,858,899 | 51,008,109 | 51,171,273 | 51,183,793 |
| District Court | 16,340,955 | 17,592,688 | 17,728,039 | 17,774,848 | 17,793,824 |
| Probate Court | 6,028,434 | 6,460,033 | 6,521,046 | 6,543,635 | 6,545,195 |
| Total Administration of Justice | \$66,319,447 | \$78,911,620 | \$75,257,194 | \$75,489,756 | \$75,522,812 |
| Law Enforcement | | | | | |
| Prosecuting Attorney | 18,929,872 | 20,841,198 | 20,631,274 | 20,721,482 | 20,725,731 |
| Sheriff | 148,392,049 | 154,043,688 | 156,187,003 | 156,702,155 | 156,733,513 |
| Total Law Enforcement | \$167,321,920 | \$174,884,886 | \$176,818,277 | \$177,423,637 | \$177,459,244 |
| General Government | | | | | |
| County Clerk | 9,112,140 | 11,023,060 | 10,656,912 | 10,930,729 | 10,709,098 |
| Board of Commissioners | 4,177,767 | 5,134,071 | 4,677,010 | 4,567,536 | 4,574,250 |
| Water Resources Commissioner | 7,972,468 | 7,027,983 | 7,396,607 | 7,470,527 | 7,515,978 |
| Treasurers Office | 8,313,043 | 9,088,384 | 8,849,110 | 8,864,398 | 8,865,452 |
| Total General Government | \$29,575,418 | \$32,273,498 | \$31,579,639 | \$31,833,190 | \$31,664,778 |
| County Executive | | | | | |
| County Executive | 7,452,026 | 7,964,476 | 8,128,987 | 8,160,664 | 8,696,485 |
| Management and Budget | 18,186,095 | 20,905,864 | 20,244,621 | 20,286,120 | 20,823,618 |
| Central Services | 2,535,738 | 2,925,935 | 2,634,640 | 2,678,015 | 2,681,012 |
| Facilities Management | 1,258,400 | 1,403,860 | 1,458,283 | 1,421,831 | 1,421,972 |
| Human Resources | 4,194,687 | 4,487,361 | 4,166,861 | 4,176,525 | 4,710,826 |
| Health and Human Services | 61,555,535 | 68,660,986 | 67,417,531 | 67,645,127 | 67,661,357 |
| Public Services | 16,892,846 | 18,501,207 | 18,326,423 | 18,495,024 | 18,513,036 |
| Econ Dev and Comm Affairs | 7,486,424 | 9,321,767 | 8,896,520 | 8,921,337 | 8,923,050 |
| Total County Executive | \$119,561,752 | \$134,171,457 | \$131,273,866 | \$131,784,643 | \$133,431,356 |
| Non Departmental | 37,695,230 | 51,081,767 | 37,341,807 | 35,531,388 | 35,490,158 |
| Non Departmental Transfers | 0 | 6,623,119 | 14,111,345 | 15,381,878 | 22,656,559 |
| Total Non-Departmental | \$37,695,230 | \$57,704,886 | \$51,453,152 | \$50,913,266 | \$58,146,717 |
| Total GF/GP Expenditures | \$420,473,767 | \$477,946,347 | \$466,382,128 | \$467,444,492 | \$476,224,907 |

General Fund/General Purpose Budget Expenditure Summary by Percentages

| GF/GP Expenditure Summary | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|--|----------------|----------------|----------------|----------------|----------------|
| | Actual | Amend. Budget | Budget | Budget | Budget |
| Administration of Justice | | | | | |
| Circuit Court | 66.27% | 69.52% | 67.78% | 67.79% | 67.77% |
| District Court | 24.64% | 22.29% | 23.56% | 23.55% | 23.56% |
| Probate Court | 9.09% | 8.19% | 8.67% | 8.67% | 8.67% |
| Total Administration of Justice | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| Law Enforcement | | | | | |
| Prosecuting Attorney | 11.31% | 11.92% | 11.67% | 11.68% | 11.68% |
| Sheriff | 88.69% | 88.08% | 88.33% | 88.32% | 88.32% |
| Total Law Enforcement | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| General Government | | | | | |
| County Clerk | 30.81% | 34.16% | 33.75% | 34.34% | 33.82% |
| Board of Commissioners | 14.13% | 15.91% | 14.81% | 14.35% | 14.45% |
| Water Resources | | | | | |
| Commissioner | 26.96% | 21.78% | 23.42% | 23.47% | 23.74% |
| Treasurers Office | 28.11% | 28.16% | 28.02% | 27.85% | 28.00% |
| Total General Government | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| County Executive | | | | | |
| County Executive | 6.23% | 5.94% | 6.19% | 6.19% | 6.52% |
| Management and Budget | 15.21% | 15.58% | 15.42% | 15.39% | 15.61% |
| Central Services | 2.12% | 2.18% | 2.01% | 2.03% | 2.01% |
| Facilities Management | 1.05% | 1.05% | 1.11% | 1.08% | 1.07% |
| Human Resources | 3.51% | 3.34% | 3.17% | 3.17% | 3.53% |
| Health and Human Services | 51.48% | 51.17% | 51.36% | 51.33% | 50.71% |
| Public Services | 14.13% | 13.79% | 13.96% | 14.03% | 13.87% |
| Econ Dev and Comm Affairs | 6.26% | 6.95% | 6.78% | 6.77% | 6.69% |
| Total County Executive | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| Non Departmental | 100.00% | 88.52% | 72.57% | 69.79% | 61.04% |
| Non Departmental Transfers | 0.00% | 11.48% | 27.43% | 30.21% | 38.96% |
| Total Non-Departmental | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |

FY 2019 Fund Summary

| Department / Fund | Fund Groups | | | | | | Total Revenues | Total Expenditures |
|--|--------------------------------|--------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| | GENERAL FUND / GENERAL PURPOSE | | SPECIAL REVENUE FUNDS | | PROPRIETARY FUNDS | | | |
| | Revenues | Expenditures | Revenues | Expenditures | Revenues | Expenditures | | |
| Circuit Court | | | | | | | | |
| General | 3,043,000 | 41,706,772 | 0 | 0 | 0 | 0 | 3,043,000 | 41,706,772 |
| Child Care Fund | 1,150,000 | 9,301,337 | 0 | 0 | 0 | 0 | 1,150,000 | 9,301,337 |
| Friend of the Court | 0 | 0 | 18,150,207 | 18,111,637 | 0 | 0 | 18,150,207 | 18,111,637 |
| FOC Access Visitation | 0 | 0 | 17,500 | 17,500 | 0 | 0 | 17,500 | 17,500 |
| Drug Court Circuit Adult SCAO | 0 | 0 | 247,600 | 247,600 | 0 | 0 | 247,600 | 247,600 |
| Drug Court Circuit Juveni SCAO | 0 | 0 | 49,000 | 49,000 | 0 | 0 | 49,000 | 49,000 |
| Mich Mental Health SCAO | 0 | 0 | 75,120 | 75,120 | 0 | 0 | 75,120 | 75,120 |
| Juvenile Acct Block Grant | 0 | 0 | 2,000 | 0 | 0 | 0 | 2,000 | 0 |
| Total Circuit Court | 4,193,000 | 51,008,109 | 18,541,427 | 18,500,857 | 0 | 0 | 22,734,427 | 69,508,966 |
| District Court | | | | | | | | |
| General | 11,545,237 | 17,728,039 | 0 | 0 | 0 | 0 | 11,545,237 | 17,728,039 |
| Drug Court Dist 52 1 Probation | 0 | 0 | 100,000 | 100,000 | 0 | 0 | 100,000 | 100,000 |
| Drug Court District 52 2 SCAO | 0 | 0 | 11,000 | 11,000 | 0 | 0 | 11,000 | 11,000 |
| Drug Court 52 3 Dist SCAO | 0 | 0 | 95,000 | 95,000 | 0 | 0 | 95,000 | 95,000 |
| Drug Court District 52 4 SCAO | 0 | 0 | 103,000 | 103,000 | 0 | 0 | 103,000 | 103,000 |
| Total District Court | 11,545,237 | 17,728,039 | 309,000 | 309,000 | 0 | 0 | 11,854,237 | 18,037,039 |
| Probate Court | | | | | | | | |
| General | 556,600 | 6,521,046 | 0 | 0 | 0 | 0 | 556,600 | 6,521,046 |
| Total Probate Court | 556,600 | 6,521,046 | 0 | 0 | 0 | 0 | 556,600 | 6,521,046 |
| Prosecuting Attorney | | | | | | | | |
| General | 483,000 | 20,631,274 | 0 | 0 | 0 | 0 | 483,000 | 20,631,274 |
| Prosecutor Co Op Reimbursement | 0 | 0 | 3,160,508 | 3,160,508 | 0 | 0 | 3,160,508 | 3,160,508 |
| Drug Policy Grant | 0 | 0 | 0 | 138,990 | 0 | 0 | 0 | 138,990 |
| Juvenile Acct Block Grant | 0 | 0 | (15,245) | 0 | 0 | 0 | (15,245) | 0 |
| Total Prosecuting Attorney | 483,000 | 20,631,274 | 3,145,263 | 3,299,498 | 0 | 0 | 3,628,263 | 23,930,772 |
| Sheriff | | | | | | | | |
| General | 60,371,551 | 156,187,003 | 0 | 0 | 0 | 0 | 60,371,551 | 156,187,003 |
| Friend of the Court | 0 | 0 | 1,359,282 | 1,397,852 | 0 | 0 | 1,359,282 | 1,397,852 |
| ATPA Grants | 0 | 0 | 1,481,020 | 1,481,020 | 0 | 0 | 1,481,020 | 1,481,020 |
| Drug Policy Grant | 0 | 0 | 443,096 | 304,106 | 0 | 0 | 443,096 | 304,106 |
| Criminal Justice Training Grnt | 0 | 0 | 150,000 | 150,000 | 0 | 0 | 150,000 | 150,000 |
| Sheriff Road Patrol | 0 | 0 | 702,096 | 702,096 | 0 | 0 | 702,096 | 702,096 |
| Paul Coverdell Grant | 0 | 0 | 103,446 | 103,446 | 0 | 0 | 103,446 | 103,446 |
| Community Corrections | 0 | 0 | 400,463 | 400,464 | 0 | 0 | 400,463 | 400,464 |
| Domestic Preparedness Equipmen | 0 | 0 | 98,000 | 98,000 | 0 | 0 | 98,000 | 98,000 |
| Total Sheriff | 60,371,551 | 156,187,003 | 4,737,403 | 4,636,984 | 0 | 0 | 65,108,954 | 160,823,987 |
| Board of Commissioners Dept | | | | | | | | |
| General | 22,500 | 4,677,010 | 0 | 0 | 0 | 0 | 22,500 | 4,677,010 |
| Parks and Recreation | 0 | 0 | 0 | 0 | 26,164,421 | 25,625,004 | 26,164,421 | 25,625,004 |
| Total Board of Commissioners Dept | 22,500 | 4,677,010 | 0 | 0 | 26,164,421 | 25,625,004 | 26,186,921 | 30,302,014 |

FY 2019 Fund Summary (Continued)

| Department / Fund | Fund Groups | | | | | | Total Revenues | Total Expenditures |
|---|--------------------------------|-------------------|-----------------------|------------------|--------------------|--------------------|--------------------|--------------------|
| | GENERAL FUND / GENERAL PURPOSE | | SPECIAL REVENUE FUNDS | | PROPRIETARY FUNDS | | | |
| | Revenues | Expenditures | Revenues | Expenditures | Revenues | Expenditures | | |
| Water Resources Commissioner | | | | | | | | |
| General | 3,175,631 | 7,396,607 | 0 | 0 | 0 | 0 | 3,175,631 | 7,396,607 |
| Water Sewer and Trust Funds | 0 | 0 | 0 | 0 | 98,979,397 | 98,979,397 | 98,979,397 | 98,979,397 |
| Evergreen Farmington SDS | 0 | 0 | 0 | 0 | 46,216,951 | 46,216,951 | 46,216,951 | 46,216,951 |
| SOCSDS Sewage Disposal | 0 | 0 | 0 | 0 | 34,764 | 46,646 | 34,764 | 46,646 |
| SOCSDS Pollution Control | 0 | 0 | 0 | 0 | 1,000 | 17,285 | 1,000 | 17,285 |
| Twelve Towns Drain | 0 | 0 | 0 | 0 | 54,787,003 | 54,758,836 | 54,787,003 | 54,758,836 |
| Clinton Oakland SDS | 0 | 0 | 0 | 0 | 40,146,777 | 40,146,777 | 40,146,777 | 40,146,777 |
| Huron Rouge SDS | 0 | 0 | 0 | 0 | 7,441,262 | 7,441,262 | 7,441,262 | 7,441,262 |
| Drain Equipment | 0 | 0 | 0 | 0 | 46,212,954 | 46,212,954 | 46,212,954 | 46,212,954 |
| Total Water Resources Commissioner | 3,175,631 | 7,396,607 | 0 | 0 | 293,820,108 | 293,820,108 | 296,995,739 | 301,216,715 |
| County Clerk/Register of Deeds | | | | | | | | |
| General | 13,744,800 | 10,656,912 | 0 | 0 | 0 | 0 | 13,744,800 | 10,656,912 |
| Concealed Pistol Licensing | 0 | 0 | 400,000 | 400,000 | 0 | 0 | 400,000 | 400,000 |
| Register of Deeds Automation | 0 | 0 | 1,962,055 | 1,962,055 | 0 | 0 | 1,962,055 | 1,962,055 |
| Clerk Survey Remonumentation | 0 | 0 | 277,765 | 277,765 | 0 | 0 | 277,765 | 277,765 |
| Total County Clerk/Register of Deeds | 13,744,800 | 10,656,912 | 2,639,820 | 2,639,820 | 0 | 0 | 16,384,620 | 13,296,732 |
| Treasurers Dept | | | | | | | | |
| General | 8,829,600 | 8,849,110 | 0 | 0 | 0 | 0 | 8,829,600 | 8,849,110 |
| Delinquent Tax Revolving | 0 | 0 | 0 | 0 | 13,100,000 | 13,100,000 | 13,100,000 | 13,100,000 |
| Delinqt Personal Prop Tax Adm | 0 | 0 | 0 | 0 | 480,804 | 480,804 | 480,804 | 480,804 |
| Total Treasurers Dept | 8,829,600 | 8,849,110 | 0 | 0 | 13,580,804 | 13,580,804 | 22,410,404 | 22,429,914 |
| County Executive | | | | | | | | |
| General | 265,690 | 8,128,987 | 0 | 0 | 0 | 0 | 265,690 | 8,128,987 |
| Parks and Recreation | 0 | 0 | 0 | 0 | 0 | 36,875 | 0 | 36,875 |
| Total County Executive | 265,690 | 8,128,987 | 0 | 0 | 0 | 36,875 | 265,690 | 8,165,862 |
| Management and Budget | | | | | | | | |
| General | 3,765,600 | 20,244,621 | 0 | 0 | 0 | 0 | 3,765,600 | 20,244,621 |
| Community Develop Block Grants | 0 | 0 | 57,254 | 57,254 | 0 | 0 | 57,254 | 57,254 |
| Workforce Dev Undistributed | 0 | 0 | 0 | 92,330 | 0 | 0 | 0 | 92,330 |
| Parks and Recreation | 0 | 0 | 0 | 0 | 0 | 502,542 | 0 | 502,542 |
| Water and Sewer General Admin | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Management and Budget | 3,765,600 | 20,244,621 | 57,254 | 149,584 | 0 | 502,542 | 3,822,854 | 20,896,747 |
| Central Services | | | | | | | | |
| General | 320,600 | 2,634,640 | 0 | 0 | 0 | 0 | 320,600 | 2,634,640 |
| County Airports | 0 | 0 | 0 | 0 | 6,585,554 | 6,585,554 | 6,585,554 | 6,585,554 |
| Total Central Services | 320,600 | 2,634,640 | 0 | 0 | 6,585,554 | 6,585,554 | 6,906,154 | 9,220,194 |
| Facilities Management Dept | | | | | | | | |
| General | 0 | 1,458,283 | 0 | 0 | 0 | 0 | 0 | 1,458,283 |
| Total Facilities Management Dept | 0 | 1,458,283 | 0 | 0 | 0 | 0 | 0 | 1,458,283 |
| Human Resources | | | | | | | | |
| General | 0 | 4,166,861 | 0 | 0 | 0 | 0 | 0 | 4,166,861 |
| Total Human Resources | 0 | 4,166,861 | 0 | 0 | 0 | 0 | 0 | 4,166,861 |

| Department / Fund | Fund Groups | | | | | | Total Revenues | Total Expenditures |
|--|--------------------------------|-------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| | GENERAL FUND / GENERAL PURPOSE | | SPECIAL REVENUE FUNDS | | PROPRIETARY FUNDS | | | |
| | Revenues | Expenditures | Revenues | Expenditures | Revenues | Expenditures | | |
| Health and Human Svc Dept | | | | | | | | |
| General | 9,783,572 | 36,678,080 | 0 | 0 | 0 | 0 | 9,783,572 | 36,678,080 |
| Child Care Fund | 3,622,303 | 30,737,451 | 0 | 0 | 0 | 0 | 3,622,303 | 30,737,451 |
| Social Welfare Foster Care | 0 | 2,000 | 0 | 0 | 0 | 0 | 0 | 2,000 |
| Juvenile Acct Block Grant | 0 | 0 | 13,245 | 0 | 0 | 0 | 13,245 | 0 |
| Health MDPH OSAS | 0 | 0 | 195,910 | 195,910 | 0 | 0 | 195,910 | 195,910 |
| Hlth Adolescent Screening CPBC | 0 | 0 | 121,667 | 121,667 | 0 | 0 | 121,667 | 121,667 |
| Health Tobacco Reduction | 0 | 0 | 20,000 | 20,000 | 0 | 0 | 20,000 | 20,000 |
| Health Communities Planning | 0 | 0 | 50,000 | 50,000 | 0 | 0 | 50,000 | 50,000 |
| Hlth Immunization Action Plan | 0 | 0 | 531,105 | 531,105 | 0 | 0 | 531,105 | 531,105 |
| Health WIC | 0 | 0 | 2,545,779 | 2,545,779 | 0 | 0 | 2,545,779 | 2,545,779 |
| Health TB Outreach | 0 | 0 | 48,678 | 48,678 | 0 | 0 | 48,678 | 48,678 |
| Health AIDS Counseling | 0 | 0 | 450,325 | 450,325 | 0 | 0 | 450,325 | 450,325 |
| Health HIV Surveillance | 0 | 0 | 46,572 | 46,572 | 0 | 0 | 46,572 | 46,572 |
| Health Vaccines for Children | 0 | 0 | 105,231 | 105,231 | 0 | 0 | 105,231 | 105,231 |
| Health MCH Block | 0 | 0 | 856,440 | 856,440 | 0 | 0 | 856,440 | 856,440 |
| Health Bioterrorism | 0 | 0 | 17,500 | 17,500 | 0 | 0 | 17,500 | 17,500 |
| Hlth Nurse Family Partnership | 0 | 0 | 621,040 | 621,040 | 0 | 0 | 621,040 | 621,040 |
| Hlth Great Parents Great Start | 0 | 0 | 31,500 | 31,500 | 0 | 0 | 31,500 | 31,500 |
| Hlth qPCR Methods-OC Beaches | 0 | 0 | 59,905 | 59,905 | 0 | 0 | 59,905 | 59,905 |
| Health PHEP | 0 | 0 | 369,709 | 369,709 | 0 | 0 | 369,709 | 369,709 |
| Suicide Prevention | 0 | 0 | 120,629 | 120,629 | 0 | 0 | 120,629 | 120,629 |
| HIV Data to Care | 0 | 0 | 128,800 | 128,800 | 0 | 0 | 128,800 | 128,800 |
| Hep A Response | 0 | 0 | 5,000 | 5,000 | 0 | 0 | 5,000 | 5,000 |
| Health West Nile Virus | 0 | 0 | 8,000 | 8,000 | 0 | 0 | 8,000 | 8,000 |
| Domestic Preparedness Equipmen | 0 | 0 | 619,765 | 619,765 | 0 | 0 | 619,765 | 619,765 |
| Total Health and Human Svc Dept | 13,405,875 | 67,417,531 | 6,966,800 | 6,953,555 | 0 | 0 | 20,372,675 | 74,371,086 |
| Public Services | | | | | | | | |
| General | 1,667,764 | 18,326,423 | 0 | 0 | 0 | 0 | 1,667,764 | 18,326,423 |
| County Veterans Trust | 0 | 0 | 63,460 | 63,460 | 0 | 0 | 63,460 | 63,460 |
| Community Corrections | 0 | 0 | 1,278,794 | 1,278,793 | 0 | 0 | 1,278,794 | 1,278,793 |
| Total Public Services | 1,667,764 | 18,326,423 | 1,342,254 | 1,342,253 | 0 | 0 | 3,010,018 | 19,668,676 |
| Information Technology | | | | | | | | |
| Fire Records Management | 0 | 0 | 0 | 0 | 1,017,901 | 1,017,901 | 1,017,901 | 1,017,901 |
| CLEMIS | 0 | 0 | 0 | 0 | 10,826,138 | 10,826,138 | 10,826,138 | 10,826,138 |
| Radio Communications | 0 | 0 | 0 | 0 | 13,014,558 | 13,014,558 | 13,014,558 | 13,014,558 |
| Total Information Technology | 0 | 0 | 0 | 0 | 24,858,597 | 24,858,597 | 24,858,597 | 24,858,597 |
| Economic Develop/Comm Affairs | | | | | | | | |
| General | 422,615 | 8,896,520 | 0 | 0 | 0 | 0 | 422,615 | 8,896,520 |
| Economic Development Corp | 0 | 0 | 23,000 | 23,000 | 0 | 0 | 23,000 | 23,000 |
| BFC Personnel | 0 | 0 | 634,166 | 634,166 | 0 | 0 | 634,166 | 634,166 |
| Community Develop Block Grants | 0 | 0 | 5,641,832 | 5,641,832 | 0 | 0 | 5,641,832 | 5,641,832 |
| Emergency Solutions Grants | 0 | 0 | 328,673 | 328,673 | 0 | 0 | 328,673 | 328,673 |
| Housing Counseling Grants | 0 | 0 | 31,771 | 31,771 | 0 | 0 | 31,771 | 31,771 |
| Home Investment Partner Grants | 0 | 0 | 3,495,097 | 3,495,097 | 0 | 0 | 3,495,097 | 3,495,097 |
| MSHDA HEPA Grant | 0 | 0 | 29,500 | 29,500 | 0 | 0 | 29,500 | 29,500 |
| Neighborhood Stbltzn Program | 0 | 0 | 50,000 | 50,000 | 0 | 0 | 50,000 | 50,000 |
| Workforce Dev Undistributed | 0 | 0 | 14,045,849 | 13,953,519 | 0 | 0 | 14,045,849 | 13,953,519 |
| Total Economic Develop/Comm Affairs | 422,615 | 8,896,520 | 24,279,888 | 24,187,558 | 0 | 0 | 24,702,503 | 33,084,078 |

| Department / Fund | Fund Groups | | | | | | Total Revenues | Total Expenditures |
|---|--------------------------------|--------------------|-----------------------|-------------------|--------------------|--------------------|--------------------|--------------------|
| | GENERAL FUND / GENERAL PURPOSE | | SPECIAL REVENUE FUNDS | | PROPRIETARY FUNDS | | | |
| | Revenues | Expenditures | Revenues | Expenditures | Revenues | Expenditures | | |
| Non-Departmental Dept | | | | | | | | |
| General | 327,968,165 | 37,341,807 | 0 | 0 | 0 | 0 | 327,968,165 | 37,341,807 |
| Child Care Fund | 15,642,900 | 0 | 0 | 0 | 0 | 0 | 15,642,900 | 0 |
| Social Welfare Foster Care | 1,000 | 0 | 0 | 0 | 0 | 0 | 1,000 | 0 |
| Total Non-Departmental Dept | 343,612,065 | 37,341,807 | 0 | 0 | 0 | 0 | 343,612,065 | 37,341,807 |
| Non-Departmental Transfers | | | | | | | | |
| General | 0 | 12,048,447 | 0 | 0 | 0 | 0 | 0 | 12,048,447 |
| Child Care Fund | 0 | 2,062,898 | 0 | 0 | 0 | 0 | 0 | 2,062,898 |
| Total Non-Departmental Transfers | 0 | 14,111,345 | 0 | 0 | 0 | 0 | 0 | 14,111,345 |
| Grand Total | 466,382,128 | 466,382,128 | 62,019,109 | 62,019,109 | 365,009,484 | 365,009,484 | 893,410,721 | 893,410,721 |

FY 2020 Fund Summary

| Department / Fund | Fund Groups | | | | | | Total Revenues | Total Expenditures |
|--|--------------------------------|--------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| | GENERAL FUND / GENERAL PURPOSE | | SPECIAL REVENUE FUNDS | | PROPRIETARY FUNDS | | | |
| | Revenues | Expenditures | Revenues | Expenditures | Revenues | Expenditures | | |
| Circuit Court | | | | | | | | |
| General | 3,043,000 | 41,860,763 | 0 | 0 | 0 | 0 | 3,043,000 | 41,860,763 |
| Child Care Fund | 1,150,000 | 9,310,510 | 0 | 0 | 0 | 0 | 1,150,000 | 9,310,510 |
| Friend of the Court | 0 | 0 | 18,150,207 | 18,111,637 | 0 | 0 | 18,150,207 | 18,111,637 |
| FOC Access Visitation | 0 | 0 | 17,500 | 17,500 | 0 | 0 | 17,500 | 17,500 |
| Drug Court Circuit Adult SCAO | 0 | 0 | 247,600 | 247,600 | 0 | 0 | 247,600 | 247,600 |
| Drug Court Circuit Juveni SCAO | 0 | 0 | 49,000 | 49,000 | 0 | 0 | 49,000 | 49,000 |
| Mich Mental Health SCAO | 0 | 0 | 75,120 | 75,120 | 0 | 0 | 75,120 | 75,120 |
| Juvenile Acct Block Grant | 0 | 0 | 2,000 | 0 | 0 | 0 | 2,000 | 0 |
| Total Circuit Court | 4,193,000 | 51,171,273 | 18,541,427 | 18,500,857 | 0 | 0 | 22,734,427 | 69,672,130 |
| District Court | | | | | | | | |
| General | 11,545,237 | 17,774,848 | 0 | 0 | 0 | 0 | 11,545,237 | 17,774,848 |
| Drug Court Dist 52 1 Probation | 0 | 0 | 100,000 | 100,000 | 0 | 0 | 100,000 | 100,000 |
| Drug Court District 52 2 SCAO | 0 | 0 | 11,000 | 11,000 | 0 | 0 | 11,000 | 11,000 |
| Drug Court 52 3 Dist SCAO | 0 | 0 | 95,000 | 95,000 | 0 | 0 | 95,000 | 95,000 |
| Drug Court District 52 4 SCAO | 0 | 0 | 103,000 | 103,000 | 0 | 0 | 103,000 | 103,000 |
| Total District Court | 11,545,237 | 17,774,848 | 309,000 | 309,000 | 0 | 0 | 11,854,237 | 18,083,848 |
| Probate Court | | | | | | | | |
| General | 556,600 | 6,543,635 | 0 | 0 | 0 | 0 | 556,600 | 6,543,635 |
| Total Probate Court | 556,600 | 6,543,635 | 0 | 0 | 0 | 0 | 556,600 | 6,543,635 |
| Prosecuting Attorney | | | | | | | | |
| General | 483,000 | 20,721,482 | 0 | 0 | 0 | 0 | 483,000 | 20,721,482 |
| Prosecutor Co Op Reimbursement | 0 | 0 | 3,160,508 | 3,160,508 | 0 | 0 | 3,160,508 | 3,160,508 |
| Drug Policy Grant | 0 | 0 | 0 | 138,990 | 0 | 0 | 0 | 138,990 |
| Juvenile Acct Block Grant | 0 | 0 | (15,245) | 0 | 0 | 0 | (15,245) | 0 |
| Total Prosecuting Attorney | 483,000 | 20,721,482 | 3,145,263 | 3,299,498 | 0 | 0 | 3,628,263 | 24,020,980 |
| Sheriff | | | | | | | | |
| General | 60,436,648 | 156,702,155 | 0 | 0 | 0 | 0 | 60,436,648 | 156,702,155 |
| Friend of the Court | 0 | 0 | 1,359,282 | 1,397,852 | 0 | 0 | 1,359,282 | 1,397,852 |
| ATPA Grants | 0 | 0 | 1,481,020 | 1,481,020 | 0 | 0 | 1,481,020 | 1,481,020 |
| Drug Policy Grant | 0 | 0 | 443,096 | 304,106 | 0 | 0 | 443,096 | 304,106 |
| Criminal Justice Training Grnt | 0 | 0 | 150,000 | 150,000 | 0 | 0 | 150,000 | 150,000 |
| Sheriff Road Patrol | 0 | 0 | 702,096 | 702,096 | 0 | 0 | 702,096 | 702,096 |
| Paul Coverdell Grant | 0 | 0 | 103,446 | 103,446 | 0 | 0 | 103,446 | 103,446 |
| Community Corrections | 0 | 0 | 400,463 | 400,464 | 0 | 0 | 400,463 | 400,464 |
| Domestic Preparedness Equipmen | 0 | 0 | 98,000 | 98,000 | 0 | 0 | 98,000 | 98,000 |
| Total Sheriff | 60,436,648 | 156,702,155 | 4,737,403 | 4,636,984 | 0 | 0 | 65,174,051 | 161,339,139 |
| Board of Commissioners Dept | | | | | | | | |
| General | 22,500 | 4,567,536 | 0 | 0 | 0 | 0 | 22,500 | 4,567,536 |
| Parks and Recreation | 0 | 0 | 0 | 0 | 26,143,698 | 25,601,442 | 26,143,698 | 25,601,442 |
| Total Board of Commissioners Dept | 22,500 | 4,567,536 | 0 | 0 | 26,143,698 | 25,601,442 | 26,166,198 | 30,168,978 |

| Department / Fund | Fund Groups | | | | | | Total Revenues | Total Expenditures |
|---|--------------------------------|-------------------|-----------------------|------------------|--------------------|--------------------|--------------------|--------------------|
| | GENERAL FUND / GENERAL PURPOSE | | SPECIAL REVENUE FUNDS | | PROPRIETARY FUNDS | | | |
| | Revenues | Expenditures | Revenues | Expenditures | Revenues | Expenditures | | |
| Water Resources Commissioner | | | | | | | | |
| General | 3,146,531 | 7,470,527 | 0 | 0 | 0 | 0 | 3,146,531 | 7,470,527 |
| Water and Sewer Trust Funds | 0 | 0 | 0 | 0 | 98,700,154 | 98,700,154 | 98,700,154 | 98,700,154 |
| Evergreen Farmington SDS | 0 | 0 | 0 | 0 | 46,221,149 | 46,221,149 | 46,221,149 | 46,221,149 |
| SOCSDS Sewage Disposal | 0 | 0 | 0 | 0 | 34,764 | 46,646 | 34,764 | 46,646 |
| SOCSDS Pollution Control | 0 | 0 | 0 | 0 | 1,000 | 17,285 | 1,000 | 17,285 |
| Twelve Towns Drain | 0 | 0 | 0 | 0 | 54,800,473 | 54,772,306 | 54,800,473 | 54,772,306 |
| Clinton Oakland SDS | 0 | 0 | 0 | 0 | 40,151,900 | 40,151,900 | 40,151,900 | 40,151,900 |
| Huron Rouge SDS | 0 | 0 | 0 | 0 | 7,474,660 | 7,474,660 | 7,474,660 | 7,474,660 |
| Drain Equipment | 0 | 0 | 0 | 0 | 46,658,915 | 46,658,915 | 46,658,915 | 46,658,915 |
| Total Water Resources Commissioner | 3,146,531 | 7,470,527 | 0 | 0 | 294,043,015 | 294,043,015 | 297,189,546 | 301,513,542 |
| County Clerk/Register of Deeds | | | | | | | | |
| General | 13,969,800 | 10,930,729 | 0 | 0 | 0 | 0 | 13,969,800 | 10,930,729 |
| Concealed Pistol Licensing | 0 | 0 | 400,000 | 400,000 | 0 | 0 | 400,000 | 400,000 |
| Register of Deeds Automation | 0 | 0 | 1,962,055 | 1,962,055 | 0 | 0 | 1,962,055 | 1,962,055 |
| Clerk Survey Remonumentation | 0 | 0 | 277,765 | 277,765 | 0 | 0 | 277,765 | 277,765 |
| Total County Clerk/Register of Deeds | 13,969,800 | 10,930,729 | 2,639,820 | 2,639,820 | 0 | 0 | 16,609,620 | 13,570,549 |
| Treasurers Dept | | | | | | | | |
| General | 8,654,600 | 8,864,398 | 0 | 0 | 0 | 0 | 8,654,600 | 8,864,398 |
| Delinquent Tax Revolving | 0 | 0 | 0 | 0 | 12,700,000 | 12,700,000 | 12,700,000 | 12,700,000 |
| Delinqt Personal Prop Tax Adm | 0 | 0 | 0 | 0 | 484,161 | 484,161 | 484,161 | 484,161 |
| Total Treasurers Dept | 8,654,600 | 8,864,398 | 0 | 0 | 13,184,161 | 13,184,161 | 21,838,761 | 22,048,559 |
| County Executive | | | | | | | | |
| General | 265,690 | 8,160,664 | 0 | 0 | 0 | 0 | 265,690 | 8,160,664 |
| Parks and Recreation | 0 | 0 | 0 | 0 | 0 | 37,214 | 0 | 37,214 |
| Total County Executive | 265,690 | 8,160,664 | 0 | 0 | 0 | 37,214 | 265,690 | 8,197,878 |
| Management and Budget | | | | | | | | |
| General | 3,765,600 | 20,286,120 | 0 | 0 | 0 | 0 | 3,765,600 | 20,286,120 |
| Community Develop Block Grants | 0 | 0 | 57,254 | 57,254 | 0 | 0 | 57,254 | 57,254 |
| Workforce Dev Undistributed | 0 | 0 | 0 | 92,330 | 0 | 0 | 0 | 92,330 |
| Parks and Recreation | 0 | 0 | 0 | 0 | 0 | 505,042 | 0 | 505,042 |
| Water and Sewer General Admin | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Management and Budget | 3,765,600 | 20,286,120 | 57,254 | 149,584 | 0 | 505,042 | 3,822,854 | 20,940,746 |
| Central Services | | | | | | | | |
| General | 320,600 | 2,678,015 | 0 | 0 | 0 | 0 | 320,600 | 2,678,015 |
| County Airports | 0 | 0 | 0 | 0 | 6,584,737 | 6,584,737 | 6,584,737 | 6,584,737 |
| Total Central Services | 320,600 | 2,678,015 | 0 | 0 | 6,584,737 | 6,584,737 | 6,905,337 | 9,262,752 |
| Facilities Management Dept | | | | | | | | |
| General | 0 | 1,421,831 | 0 | 0 | 0 | 0 | 0 | 1,421,831 |
| Total Facilities Management Dept | 0 | 1,421,831 | 0 | 0 | 0 | 0 | 0 | 1,421,831 |
| Human Resources | | | | | | | | |
| General | 0 | 4,176,525 | 0 | 0 | 0 | 0 | 0 | 4,176,525 |
| Total Human Resources | 0 | 4,176,525 | 0 | 0 | 0 | 0 | 0 | 4,176,525 |

| Department / Fund | Fund Groups | | | | | | Total Revenues | Total Expenditures |
|--|--------------------------------|-------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| | GENERAL FUND / GENERAL PURPOSE | | SPECIAL REVENUE FUNDS | | PROPRIETARY FUNDS | | | |
| | Revenues | Expenditures | Revenues | Expenditures | Revenues | Expenditures | | |
| Health and Human Svc Dept | | | | | | | | |
| General | 9,837,382 | 36,762,673 | 0 | 0 | 0 | 0 | 9,837,382 | 36,762,673 |
| Child Care Fund | 3,616,097 | 30,880,454 | 0 | 0 | 0 | 0 | 3,616,097 | 30,880,454 |
| Social Welfare Foster Care | 0 | 2,000 | 0 | 0 | 0 | 0 | 0 | 2,000 |
| Juvenile Acct Block Grant | 0 | 0 | 13,245 | 0 | 0 | 0 | 13,245 | 0 |
| Health MDPH OSAS | 0 | 0 | 195,910 | 195,910 | 0 | 0 | 195,910 | 195,910 |
| Hlth Adolescent Screening CPBC | 0 | 0 | 121,667 | 121,667 | 0 | 0 | 121,667 | 121,667 |
| Health Tobacco Reduction | 0 | 0 | 20,000 | 20,000 | 0 | 0 | 20,000 | 20,000 |
| Health Communities Planning | 0 | 0 | 50,000 | 50,000 | 0 | 0 | 50,000 | 50,000 |
| Hlth Immunization Action Plan | 0 | 0 | 531,105 | 531,105 | 0 | 0 | 531,105 | 531,105 |
| Health WIC | 0 | 0 | 2,545,779 | 2,545,779 | 0 | 0 | 2,545,779 | 2,545,779 |
| Health TB Outreach | 0 | 0 | 48,678 | 48,678 | 0 | 0 | 48,678 | 48,678 |
| Health AIDS Counseling | 0 | 0 | 450,325 | 450,325 | 0 | 0 | 450,325 | 450,325 |
| Health HIV Surveillance | 0 | 0 | 46,572 | 46,572 | 0 | 0 | 46,572 | 46,572 |
| Health Vaccines for Children | 0 | 0 | 105,231 | 105,231 | 0 | 0 | 105,231 | 105,231 |
| Health MCH Block | 0 | 0 | 856,440 | 856,440 | 0 | 0 | 856,440 | 856,440 |
| Health Bioterrorism | 0 | 0 | 17,500 | 17,500 | 0 | 0 | 17,500 | 17,500 |
| Hlth Nurse Family Partnership | 0 | 0 | 621,040 | 621,040 | 0 | 0 | 621,040 | 621,040 |
| Hlth Great Parents Great Start | 0 | 0 | 31,500 | 31,500 | 0 | 0 | 31,500 | 31,500 |
| Hlth qPCR Methods-OC Beaches | 0 | 0 | 7,241 | 7,241 | 0 | 0 | 7,241 | 7,241 |
| Health PHEP | 0 | 0 | 369,709 | 369,709 | 0 | 0 | 369,709 | 369,709 |
| HIV Data to Care | 0 | 0 | 128,800 | 128,800 | 0 | 0 | 128,800 | 128,800 |
| Hep A Response | 0 | 0 | 5,000 | 5,000 | 0 | 0 | 5,000 | 5,000 |
| Health West Nile Virus | 0 | 0 | 8,000 | 8,000 | 0 | 0 | 8,000 | 8,000 |
| Domestic Preparedness Equipmen | 0 | 0 | 619,765 | 619,765 | 0 | 0 | 619,765 | 619,765 |
| Total Health and Human Svc Dept | 13,453,479 | 67,645,127 | 6,793,507 | 6,780,262 | 0 | 0 | 20,246,986 | 74,425,389 |
| Public Services | | | | | | | | |
| General | 1,667,564 | 18,495,024 | 0 | 0 | 0 | 0 | 1,667,564 | 18,495,024 |
| County Veterans Trust | 0 | 0 | 63,460 | 63,460 | 0 | 0 | 63,460 | 63,460 |
| Community Corrections | 0 | 0 | 1,278,794 | 1,278,793 | 0 | 0 | 1,278,794 | 1,278,793 |
| Total Public Services | 1,667,564 | 18,495,024 | 1,342,254 | 1,342,253 | 0 | 0 | 3,009,818 | 19,837,277 |
| Information Technology | | | | | | | | |
| Fire Records Management | 0 | 0 | 0 | 0 | 1,021,554 | 1,021,554 | 1,021,554 | 1,021,554 |
| CLEMIS | 0 | 0 | 0 | 0 | 10,943,427 | 10,943,427 | 10,943,427 | 10,943,427 |
| Radio Communications | 0 | 0 | 0 | 0 | 12,639,786 | 12,639,786 | 12,639,786 | 12,639,786 |
| Total Information Technology | 0 | 0 | 0 | 0 | 24,604,767 | 24,604,767 | 24,604,767 | 24,604,767 |
| Economic Develop/Comm Affairs | | | | | | | | |
| General | 445,241 | 8,921,337 | 0 | 0 | 0 | 0 | 445,241 | 8,921,337 |
| Economic Development Corp | 0 | 0 | 23,000 | 23,000 | 0 | 0 | 23,000 | 23,000 |
| BFC Personnel | 0 | 0 | 634,166 | 634,166 | 0 | 0 | 634,166 | 634,166 |
| Community Develop Block Grants | 0 | 0 | 5,641,832 | 5,641,832 | 0 | 0 | 5,641,832 | 5,641,832 |
| Emergency Solutions Grants | 0 | 0 | 328,673 | 328,673 | 0 | 0 | 328,673 | 328,673 |
| Housing Counseling Grants | 0 | 0 | 31,771 | 31,771 | 0 | 0 | 31,771 | 31,771 |
| Home Investment Partner Grants | 0 | 0 | 3,495,097 | 3,495,097 | 0 | 0 | 3,495,097 | 3,495,097 |
| MSHDA HEPA Grant | 0 | 0 | 29,500 | 29,500 | 0 | 0 | 29,500 | 29,500 |
| Neighborhood Stblztn Program | 0 | 0 | 50,000 | 50,000 | 0 | 0 | 50,000 | 50,000 |
| Workforce Dev Undistributed | 0 | 0 | 14,045,849 | 13,953,519 | 0 | 0 | 14,045,849 | 13,953,519 |
| Total Economic Develop/Comm Affairs | 445,241 | 8,921,337 | 24,279,888 | 24,187,558 | 0 | 0 | 24,725,129 | 33,108,895 |

| Department / Fund | Fund Groups | | | | | | Total Revenues | Total Expenditures |
|---|--------------------------------|--------------------|-----------------------|-------------------|--------------------|--------------------|--------------------|--------------------|
| | GENERAL FUND / GENERAL PURPOSE | | SPECIAL REVENUE FUNDS | | PROPRIETARY FUNDS | | | |
| | Revenues | Expenditures | Revenues | Expenditures | Revenues | Expenditures | | |
| Non-Departmental Dept | | | | | | | | |
| General | 328,799,898 | 35,531,388 | 0 | 0 | 0 | 0 | 328,799,898 | 35,531,388 |
| Child Care Fund | 15,717,504 | 0 | 0 | 0 | 0 | 0 | 15,717,504 | 0 |
| Social Welfare Foster Care | 1,000 | 0 | 0 | 0 | 0 | 0 | 1,000 | 0 |
| Total Non-Departmental Dept | 344,518,402 | 35,531,388 | 0 | 0 | 0 | 0 | 344,518,402 | 35,531,388 |
| Non-Departmental Transfers | | | | | | | | |
| General | 0 | 13,318,980 | 0 | 0 | 0 | 0 | 0 | 13,318,980 |
| Child Care Fund | 0 | 2,062,898 | 0 | 0 | 0 | 0 | 0 | 2,062,898 |
| Total Non-Departmental Transfers | 0 | 15,381,878 | 0 | 0 | 0 | 0 | 0 | 15,381,878 |
| Grand Total | 467,444,492 | 467,444,492 | 61,845,816 | 61,845,816 | 364,560,378 | 364,560,378 | 893,850,686 | 893,850,686 |

FY 2021 Fund Summary

| Department / Fund | Fund Groups | | | | | | Total Revenues | Total Expenditures |
|--|--------------------------------|--------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| | GENERAL FUND / GENERAL PURPOSE | | SPECIAL REVENUE FUNDS | | PROPRIETARY FUNDS | | | |
| | Revenues | Expenditures | Revenues | Expenditures | Revenues | Expenditures | | |
| Circuit Court | | | | | | | | |
| General | 3,043,000 | 41,873,283 | 0 | 0 | 0 | 0 | 3,043,000 | 41,873,283 |
| Child Care Fund | 1,150,000 | 9,310,510 | 0 | 0 | 0 | 0 | 1,150,000 | 9,310,510 |
| Friend of the Court | 0 | 0 | 18,150,207 | 18,111,637 | 0 | 0 | 18,150,207 | 18,111,637 |
| FOC Access Visitation | 0 | 0 | 17,500 | 17,500 | 0 | 0 | 17,500 | 17,500 |
| Drug Court Circuit Adult SCAO | 0 | 0 | 247,600 | 247,600 | 0 | 0 | 247,600 | 247,600 |
| Drug Court Circuit Juveni SCAO | 0 | 0 | 49,000 | 49,000 | 0 | 0 | 49,000 | 49,000 |
| Mich Mental Health SCAO | 0 | 0 | 75,120 | 75,120 | 0 | 0 | 75,120 | 75,120 |
| Juvenile Acct Block Grant | 0 | 0 | 2,000 | 0 | 0 | 0 | 2,000 | 0 |
| Total Circuit Court | 4,193,000 | 51,183,793 | 18,541,427 | 18,500,857 | 0 | 0 | 22,734,427 | 69,684,650 |
| District Court | | | | | | | | |
| General | 11,545,237 | 17,793,824 | 0 | 0 | 0 | 0 | 11,545,237 | 17,793,824 |
| Drug Court Dist 52 1 Probation | 0 | 0 | 100,000 | 100,000 | 0 | 0 | 100,000 | 100,000 |
| Drug Court District 52 2 SCAO | 0 | 0 | 11,000 | 11,000 | 0 | 0 | 11,000 | 11,000 |
| Drug Court 52 3 Dist SCAO | 0 | 0 | 95,000 | 95,000 | 0 | 0 | 95,000 | 95,000 |
| Drug Court District 52 4 SCAO | 0 | 0 | 103,000 | 103,000 | 0 | 0 | 103,000 | 103,000 |
| Total District Court | 11,545,237 | 17,793,824 | 309,000 | 309,000 | 0 | 0 | 11,854,237 | 18,102,824 |
| Probate Court | | | | | | | | |
| General | 556,600 | 6,545,195 | 0 | 0 | 0 | 0 | 556,600 | 6,545,195 |
| Total Probate Court | 556,600 | 6,545,195 | 0 | 0 | 0 | 0 | 556,600 | 6,545,195 |
| Prosecuting Attorney | | | | | | | | |
| General | 483,000 | 20,725,731 | 0 | 0 | 0 | 0 | 483,000 | 20,725,731 |
| Prosecutor Co Op Reimbursement | 0 | 0 | 3,160,508 | 3,160,508 | 0 | 0 | 3,160,508 | 3,160,508 |
| Drug Policy Grant | 0 | 0 | 0 | 138,990 | 0 | 0 | 0 | 138,990 |
| Juvenile Acct Block Grant | 0 | 0 | (15,245) | 0 | 0 | 0 | (15,245) | 0 |
| Total Prosecuting Attorney | 483,000 | 20,725,731 | 3,145,263 | 3,299,498 | 0 | 0 | 3,628,263 | 24,025,229 |
| Sheriff | | | | | | | | |
| General | 60,436,648 | 156,733,513 | 0 | 0 | 0 | 0 | 60,436,648 | 156,733,513 |
| Friend of the Court | 0 | 0 | 1,359,282 | 1,397,852 | 0 | 0 | 1,359,282 | 1,397,852 |
| ATPA Grants | 0 | 0 | 1,481,020 | 1,481,020 | 0 | 0 | 1,481,020 | 1,481,020 |
| Drug Policy Grant | 0 | 0 | 443,096 | 304,106 | 0 | 0 | 443,096 | 304,106 |
| Criminal Justice Training Grnt | 0 | 0 | 150,000 | 150,000 | 0 | 0 | 150,000 | 150,000 |
| Sheriff Road Patrol | 0 | 0 | 702,096 | 702,096 | 0 | 0 | 702,096 | 702,096 |
| Paul Coverdell Grant | 0 | 0 | 103,446 | 103,446 | 0 | 0 | 103,446 | 103,446 |
| Community Corrections | 0 | 0 | 400,463 | 400,464 | 0 | 0 | 400,463 | 400,464 |
| Domestic Preparedness Equipmen | 0 | 0 | 98,000 | 98,000 | 0 | 0 | 98,000 | 98,000 |
| Total Sheriff | 60,436,648 | 156,733,513 | 4,737,403 | 4,636,984 | 0 | 0 | 65,174,051 | 161,370,497 |
| Board of Commissioners Dept | | | | | | | | |
| General | 22,500 | 4,574,250 | 0 | 0 | 0 | 0 | 22,500 | 4,574,250 |
| Parks and Recreation | 0 | 0 | 0 | 0 | 26,178,177 | 25,635,562 | 26,178,177 | 25,635,562 |
| Total Board of Commissioners Dept | 22,500 | 4,574,250 | 0 | 0 | 26,178,177 | 25,635,562 | 26,200,677 | 30,209,812 |

| Department / Fund | Fund Groups | | | | | | Total Revenues | Total Expenditures |
|---|--------------------------------|-------------------|-----------------------|------------------|--------------------|--------------------|--------------------|--------------------|
| | GENERAL FUND / GENERAL PURPOSE | | SPECIAL REVENUE FUNDS | | PROPRIETARY FUNDS | | | |
| | Revenues | Expenditures | Revenues | Expenditures | Revenues | Expenditures | | |
| Water Resources Commissioner | | | | | | | | |
| General | 3,147,440 | 7,515,978 | 0 | 0 | 0 | 0 | 3,147,440 | 7,515,978 |
| Water and Sewer Trust Funds | 0 | 0 | 0 | 0 | 98,881,730 | 98,881,730 | 98,881,730 | 98,881,730 |
| Evergreen Farmington SDS | 0 | 0 | 0 | 0 | 46,230,872 | 46,230,872 | 46,230,872 | 46,230,872 |
| SOCSDS Sewage Disposal | 0 | 0 | 0 | 0 | 34,764 | 46,646 | 34,764 | 46,646 |
| SOCSDS Pollution Control | 0 | 0 | 0 | 0 | 1,000 | 17,285 | 1,000 | 17,285 |
| Twelve Towns Drain | 0 | 0 | 0 | 0 | 54,814,121 | 54,785,954 | 54,814,121 | 54,785,954 |
| Clinton Oakland SDS | 0 | 0 | 0 | 0 | 40,158,045 | 40,158,045 | 40,158,045 | 40,158,045 |
| Huron Rouge SDS | 0 | 0 | 0 | 0 | 7,475,599 | 7,475,599 | 7,475,599 | 7,475,599 |
| Drain Equipment | 0 | 0 | 0 | 0 | 47,064,548 | 47,064,548 | 47,064,548 | 47,064,548 |
| Total Water Resources Commissioner | 3,147,440 | 7,515,978 | 0 | 0 | 294,660,679 | 294,660,679 | 297,808,119 | 302,176,657 |
| County Clerk/Register of Deeds | | | | | | | | |
| General | 13,744,800 | 10,709,098 | 0 | 0 | 0 | 0 | 13,744,800 | 10,709,098 |
| Concealed Pistol Licensing | 0 | 0 | 400,000 | 400,000 | 0 | 0 | 400,000 | 400,000 |
| Register of Deeds Automation | 0 | 0 | 1,962,055 | 1,962,055 | 0 | 0 | 1,962,055 | 1,962,055 |
| Clerk Survey Remonumentation | 0 | 0 | 277,765 | 277,765 | 0 | 0 | 277,765 | 277,765 |
| Total County Clerk/Register of Deeds | 13,744,800 | 10,709,098 | 2,639,820 | 2,639,820 | 0 | 0 | 16,384,620 | 13,348,918 |
| Treasurers Dept | | | | | | | | |
| General | 8,379,600 | 8,865,452 | 0 | 0 | 0 | 0 | 8,379,600 | 8,865,452 |
| Delinquent Tax Revolving | 0 | 0 | 0 | 0 | 12,500,000 | 12,500,000 | 12,500,000 | 12,500,000 |
| Delinqt Personal Prop Tax Adm | 0 | 0 | 0 | 0 | 485,603 | 485,603 | 485,603 | 485,603 |
| Total Treasurers Dept | 8,379,600 | 8,865,452 | 0 | 0 | 12,985,603 | 12,985,603 | 21,365,203 | 21,851,055 |
| County Executive | | | | | | | | |
| General | 265,690 | 8,696,485 | 0 | 0 | 0 | 0 | 265,690 | 8,696,485 |
| Parks and Recreation | 0 | 0 | 0 | 0 | 0 | 37,573 | 0 | 37,573 |
| Total County Executive | 265,690 | 8,696,485 | 0 | 0 | 0 | 37,573 | 265,690 | 8,734,058 |
| Management and Budget | | | | | | | | |
| General | 3,765,600 | 20,823,618 | 0 | 0 | 0 | 0 | 3,765,600 | 20,823,618 |
| Community Develop Block Grants | 0 | 0 | 57,254 | 57,254 | 0 | 0 | 57,254 | 57,254 |
| Workforce Dev Undistributed | 0 | 0 | 0 | 92,330 | 0 | 0 | 0 | 92,330 |
| Parks and Recreation | 0 | 0 | 0 | 0 | 0 | 505,042 | 0 | 505,042 |
| Water and Sewer General Admin | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Management and Budget | 3,765,600 | 20,823,618 | 57,254 | 149,584 | 0 | 505,042 | 3,822,854 | 21,478,244 |
| Central Services | | | | | | | | |
| General | 320,600 | 2,681,012 | 0 | 0 | 0 | 0 | 320,600 | 2,681,012 |
| County Airports | 0 | 0 | 0 | 0 | 6,540,396 | 6,540,396 | 6,540,396 | 6,540,396 |
| Total Central Services | 320,600 | 2,681,012 | 0 | 0 | 6,540,396 | 6,540,396 | 6,860,996 | 9,221,408 |
| Facilities Management Dept | | | | | | | | |
| General | 0 | 1,421,972 | 0 | 0 | 0 | 0 | 0 | 1,421,972 |
| Total Facilities Management Dept | 0 | 1,421,972 | 0 | 0 | 0 | 0 | 0 | 1,421,972 |
| Human Resources | | | | | | | | |
| General | 0 | 4,710,826 | 0 | 0 | 0 | 0 | 0 | 4,710,826 |
| Total Human Resources | 0 | 4,710,826 | 0 | 0 | 0 | 0 | 0 | 4,710,826 |

| Department / Fund | Fund Groups | | | | | | Total Revenues | Total Expenditures |
|--|--------------------------------|-------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| | GENERAL FUND / GENERAL PURPOSE | | SPECIAL REVENUE FUNDS | | PROPRIETARY FUNDS | | | |
| | Revenues | Expenditures | Revenues | Expenditures | Revenues | Expenditures | | |
| Health and Human Svc Dept | | | | | | | | |
| General | 9,837,382 | 36,768,486 | 0 | 0 | 0 | 0 | 9,837,382 | 36,768,486 |
| Child Care Fund | 3,616,097 | 30,890,871 | 0 | 0 | 0 | 0 | 3,616,097 | 30,890,871 |
| Social Welfare Foster Care | 0 | 2,000 | 0 | 0 | 0 | 0 | 0 | 2,000 |
| Juvenile Acct Block Grant | 0 | 0 | 13,245 | 0 | 0 | 0 | 13,245 | 0 |
| Health MDPH OSAS | 0 | 0 | 195,910 | 195,910 | 0 | 0 | 195,910 | 195,910 |
| Hlth Adolescent Screening CPBC | 0 | 0 | 121,667 | 121,667 | 0 | 0 | 121,667 | 121,667 |
| Health Tobacco Reduction | 0 | 0 | 20,000 | 20,000 | 0 | 0 | 20,000 | 20,000 |
| Health Communities Planning | 0 | 0 | 50,000 | 50,000 | 0 | 0 | 50,000 | 50,000 |
| Hlth Immunization Action Plan | 0 | 0 | 531,105 | 531,105 | 0 | 0 | 531,105 | 531,105 |
| Health WIC | 0 | 0 | 2,545,779 | 2,545,779 | 0 | 0 | 2,545,779 | 2,545,779 |
| Health TB Outreach | 0 | 0 | 48,678 | 48,678 | 0 | 0 | 48,678 | 48,678 |
| Health AIDS Counseling | 0 | 0 | 450,325 | 450,325 | 0 | 0 | 450,325 | 450,325 |
| Health HIV Surveillance | 0 | 0 | 46,572 | 46,572 | 0 | 0 | 46,572 | 46,572 |
| Health Vaccines for Children | 0 | 0 | 105,231 | 105,231 | 0 | 0 | 105,231 | 105,231 |
| Health MCH Block | 0 | 0 | 856,440 | 856,440 | 0 | 0 | 856,440 | 856,440 |
| Health Bioterrorism | 0 | 0 | 17,500 | 17,500 | 0 | 0 | 17,500 | 17,500 |
| Hlth Nurse Family Partnership | 0 | 0 | 621,040 | 621,040 | 0 | 0 | 621,040 | 621,040 |
| Hlth Great Parents Great Start | 0 | 0 | 31,500 | 31,500 | 0 | 0 | 31,500 | 31,500 |
| Health PHEP | 0 | 0 | 369,709 | 369,709 | 0 | 0 | 369,709 | 369,709 |
| HIV Data to Care | 0 | 0 | 128,800 | 128,800 | 0 | 0 | 128,800 | 128,800 |
| Hep A Response | 0 | 0 | 5,000 | 5,000 | 0 | 0 | 5,000 | 5,000 |
| Health West Nile Virus | 0 | 0 | 8,000 | 8,000 | 0 | 0 | 8,000 | 8,000 |
| Domestic Preparedness Equipmen | 0 | 0 | 619,765 | 619,765 | 0 | 0 | 619,765 | 619,765 |
| Total Health and Human Svc Dept | 13,453,479 | 67,661,357 | 6,786,266 | 6,773,021 | 0 | 0 | 20,239,745 | 74,434,378 |
| Public Services | | | | | | | | |
| General | 1,662,114 | 18,513,036 | 0 | 0 | 0 | 0 | 1,662,114 | 18,513,036 |
| County Veterans Trust | 0 | 0 | 63,460 | 63,460 | 0 | 0 | 63,460 | 63,460 |
| Community Corrections | 0 | 0 | 1,278,794 | 1,278,793 | 0 | 0 | 1,278,794 | 1,278,793 |
| Total Public Services | 1,662,114 | 18,513,036 | 1,342,254 | 1,342,253 | 0 | 0 | 3,004,368 | 19,855,289 |
| Information Technology | | | | | | | | |
| Fire Records Management | 0 | 0 | 0 | 0 | 1,025,243 | 1,025,243 | 1,025,243 | 1,025,243 |
| CLEMIS | 0 | 0 | 0 | 0 | 11,010,255 | 11,010,255 | 11,010,255 | 11,010,255 |
| Radio Communications | 0 | 0 | 0 | 0 | 11,063,705 | 11,063,705 | 11,063,705 | 11,063,705 |
| Total Information Technology | 0 | 0 | 0 | 0 | 23,099,203 | 23,099,203 | 23,099,203 | 23,099,203 |
| Economic Develop/Comm Affairs | | | | | | | | |
| General | 469,999 | 8,923,050 | 0 | 0 | 0 | 0 | 469,999 | 8,923,050 |
| Economic Development Corp | 0 | 0 | 23,000 | 23,000 | 0 | 0 | 23,000 | 23,000 |
| BFC Personnel | 0 | 0 | 634,166 | 634,166 | 0 | 0 | 634,166 | 634,166 |
| Community Develop Block Grants | 0 | 0 | 5,641,832 | 5,641,832 | 0 | 0 | 5,641,832 | 5,641,832 |
| Emergency Solutions Grants | 0 | 0 | 328,673 | 328,673 | 0 | 0 | 328,673 | 328,673 |
| Housing Counseling Grants | 0 | 0 | 31,771 | 31,771 | 0 | 0 | 31,771 | 31,771 |
| Home Investment Partner Grants | 0 | 0 | 3,495,097 | 3,495,097 | 0 | 0 | 3,495,097 | 3,495,097 |
| MSHDA HEPA Grant | 0 | 0 | 29,500 | 29,500 | 0 | 0 | 29,500 | 29,500 |
| Neighborhood Stblztn Program | 0 | 0 | 50,000 | 50,000 | 0 | 0 | 50,000 | 50,000 |
| Workforce Dev Undistributed | 0 | 0 | 14,045,849 | 13,953,519 | 0 | 0 | 14,045,849 | 13,953,519 |
| Total Economic Develop/Comm Affairs | 469,999 | 8,923,050 | 24,279,888 | 24,187,558 | 0 | 0 | 24,749,887 | 33,110,608 |

| Department / Fund | Fund Groups | | | | | | Total Revenues | Total Expenditures |
|---|--------------------------------|--------------------|-----------------------|-------------------|--------------------|--------------------|--------------------|--------------------|
| | GENERAL FUND / GENERAL PURPOSE | | SPECIAL REVENUE FUNDS | | PROPRIETARY FUNDS | | | |
| | Revenues | Expenditures | Revenues | Expenditures | Revenues | Expenditures | | |
| Non-Departmental Dept | | | | | | | | |
| General | 338,054,887 | 35,490,158 | 0 | 0 | 0 | 0 | 338,054,887 | 35,490,158 |
| Child Care Fund | 15,722,713 | 0 | 0 | 0 | 0 | 0 | 15,722,713 | 0 |
| Social Welfare Foster Care | 1,000 | 0 | 0 | 0 | 0 | 0 | 1,000 | 0 |
| Total Non-Departmental Dept | 353,778,600 | 35,490,158 | 0 | 0 | 0 | 0 | 353,778,600 | 35,490,158 |
| Non-Departmental Transfers | | | | | | | | |
| General | 0 | 20,593,661 | 0 | 0 | 0 | 0 | 0 | 20,593,661 |
| Child Care Fund | 0 | 2,062,898 | 0 | 0 | 0 | 0 | 0 | 2,062,898 |
| Total Non-Departmental Transfers | 0 | 22,656,559 | 0 | 0 | 0 | 0 | 0 | 22,656,559 |
| Grand Total | 476,224,907 | 476,224,907 | 61,838,575 | 61,838,575 | 363,464,058 | 363,464,058 | 901,527,540 | 901,527,540 |

A primary reason for Oakland County's fiscal stability is its commitment to thoughtful fiscal management; one of the hallmarks of which is long-term financial planning. County officials realize that the budget is not simply a triennial event; but actually part of an on-going fiscal process. Fiscal issues do not happen over a period of one or two years; but over five or more years; therefore solutions do not appear in one or two years, but over the longer time period. This continuous, forward-looking focus enabled the County to anticipate problems and to take appropriate action well in advance of major budgetary fluctuations. After several years of reducing and then maintaining the budget, the County is currently focused on reinvesting and rebuilding for future sustainability. This includes addressing items such as capital improvement and technology projects as well as attracting and retaining a quality workforce.

The chart immediately following this narrative is an example of the long-term view taken by Oakland County, and how that long-term view adds in making rational policy decisions. The information on the pages following provides a comparison of General Fund/ General Purpose (GF/GP) revenues and expenditures. GF/GP revenues and expenditures are for purposes and uses which are not limited by legislation and/or funding source. This covers the majority of the County's activities. Excluded from these charts are those funds which have limited purposes, categorized as Special Revenue, specifically federal and state grants; as well as Proprietary Funds, those which operate as independent units.

The information provided includes a historical perspective using actual annual figures for the years 2002 through 2017, as supported by Oakland County's Comprehensive Annual Financial Report (CAFR); estimated FY 2018 revenue and expenditure amounts; budgeted revenues and expenditures for fiscal years 2019 - 2021; and estimated amounts for FY 2022 through FY 2023.

As is typical with most governments, the primary source of revenue is property tax revenue. Property tax revenue accounts for 50.8% of the FY 2019 GF/GP budget, which has increased from improved economic activity but is still down from the 60.6% mark in FY 2008. The majority of the County's property value is within the residential class of property at 74.6% of the total property tax base. During the Great Recession property values declined and over the five-year period from 2007-2012, property values in Oakland County fell by more than 34%. As a result, taxable values also fell. There was no change in taxable value in 2013; however 2014 through 2017 reflected marginal increases due to increases in home sales and improved economic activity. Additionally, 2017 experienced a record low number of foreclosed properties compared to prior years. Based on the most recent values published in the 2018 Oakland County Equalization Report, the rise in valuations continues with a 4.71% county-wide increase in 2018. This overall increase is the net of 5.11% real property taxable value and decrease of -1.24% personal property taxable values. Currently, personal property accounts for 5.9% of county-wide taxable value, which has been decreasing over the past several years primarily due to phased-in exemptions. The FY 2019 budget anticipates an increase in taxable value of 5% and the FY 2020 through FY 2023 budget assumes an annual increase of 4.5%.

In addition, Revenue sharing payments from the State of Michigan to Oakland County are anticipated to continue. The Fiscal Year 2019 – 2021 Budget includes revenue sharing payments from the State at \$26.4 million per year. The budget also anticipates the continuation of personal property tax loss reimbursement payments from the State at \$2.0 million per year.

Oakland County sees long-term fiscal stability as a process to not only balance annual appropriations with available revenues, but also as a requirement to maintain a healthy balance sheet. Oakland County has been able to increase the General Fund balance from \$94.6 million in FY 2002 to \$264.7 million in FY 2017. This growth was planned as part of the County's approach to fiscal sustainability and balancing the budget for the long term. County leaders and staff have engaged in conscious efforts to control the level of discretionary spending which has benefited the General Fund balance. Over the next several years, the County plans to use fund balance of \$33.8 million in FY 2019, \$26.9 million in FY 2020, and \$25.5 million in FY 2021. The County's use of fund balance is the result of planned budget reductions over the past several years and will still allow the County to maintain a healthy fund balance over the 20% minimum target of annual expenditures. However, the County must remain diligent to maintain fund equity over the long-term as FY 2023 is projected to be near the minimum target level as fund balance would be used on a one-time basis to fund capital projects primarily for major technology projects, and discretionary road improvements.

The County's Elected Officials and Administration continue to adhere to various cost management measures including intense scrutiny of all operating and capital expenses, restructuring of operations and services, and constant review of employee compensation.

The County has implemented a number of long-term structural changes which have had the effect of not only reducing cost immediately, but also keeping cost down for the future. Many of these are related to employee benefits. This included funding the entire cost for retirees' health care on an actuarial basis. In 2007, the County sold \$557.0 million in Certificates of Participation (COPs) to fully fund the Annual Required Contribution (ARC) to the VEBA, and in effect fully funding retiree health care. Subsequent to the issuance of the 2007 COPs, the State of Michigan adopted new legislation – Public Act 329, effective October 9, 2012 – which authorized local units of government to issue limited taxable general obligation bonds to fund OPEB obligations. This created the opportunity for the County to take advantage of lower bond interest rates and to refinance the 2007 COPs debt. The refinancing was completed in April 2014 resulting in savings of \$13.2 million annually or \$171.1 million for the life of the bonds. Thus, the refinancing not only saved the County taxpayers money but has fully funded its OPEB obligation. The actuarial report as of period ending September 30, 2017 reflects that the County is 142% funded for the retiree health care plan.

Additionally in 2014, a resolution was approved to shorten the Retiree Health Savings (RHS) vesting schedule which allowed a one-time irrevocable opportunity for VEBA eligible employees to convert to the RHS plan. The "buy out" provided a lump sum deposit equivalent to \$2,000 per year for each year of eligible service to be placed in an individual RHS account. A total of 83 employees opted for this change with a one-time cost of approximately \$2.1 million. It is estimated that the ratio of savings is approximately 5:1; meaning for every \$1 provided for the one-time voluntary conversion, \$5 in savings is anticipated in present value liabilities.

Despite cost savings measures implemented in recent years, County officials realize that it must also maintain an effective, professional workforce. Without a strong workforce, quality citizen services cannot be provided.

After salary reductions of 2.5% in FY 2010, 1.5% in FY 2011 and no salary changes in FY 2012 and FY 2013, the County provided modest annual general salary increases beginning in FY 2014 ranging from 2% to 3%. As the economy continues to improve, the County faces additional challenges of not only recruiting new talent, but retaining existing employees. To partially address the recruitment and retention concerns, a 2% increase was included in the FY 2019 Budget along with budgetary placeholders for a 1% salary increase in FY 2020 and another 1% increase in FY 2021. In addition, the County has retained a consulting firm to conduct a job compensation study and update to the Salary Administration Plan for all non-union classifications. This study will analyze market competitiveness and is expected to be completed in 2019.

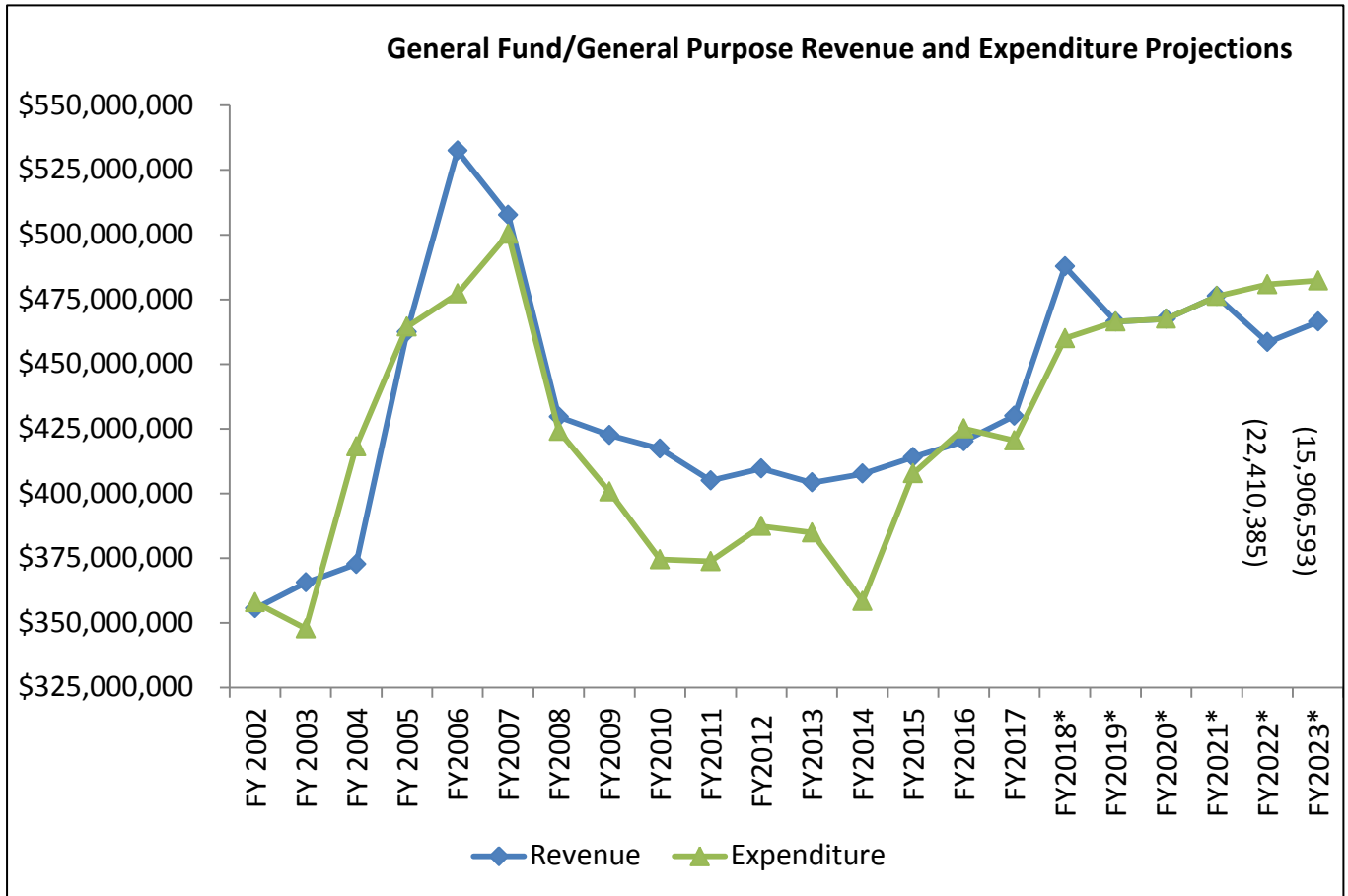
The County self-insures its employee healthcare plan which can have fluctuating results from year to year. The County has experienced favorable results from employee wellness program initiatives which has helped stabilize healthcare costs. The County's budget anticipates a 4% annual increase for healthcare in the FY 2019 – 2021 budget.

Other benefits include an OakFit employee wellness program, increase in tuition reimbursement limits, Retiree Health Savings (RHS) plan contributions, a six-week paid parental leave program, and a voluntary once a year annual leave buy-back program. Further, the County reinstated the \$300 employer match for the 457(b) Deferred Compensation plan in FY 2016 and increased the employer match from \$300 to \$500 in FY 2017.

The chart on the next page still indicates that there is more work to be done. Even with all the actions taken to this point, *if County officials take no further action*, revenue shortfalls are projected for FY 2022 (\$22.4 million) and FY 2023 (\$15.9 million). This chart projects the worst case scenario, because it assumes that the County will not respond to these projected shortfalls. However, not only has Oakland County continually demonstrated the willingness and ability to respond to revenue reductions, plans are in place to balance FY 2022 and FY 2023.

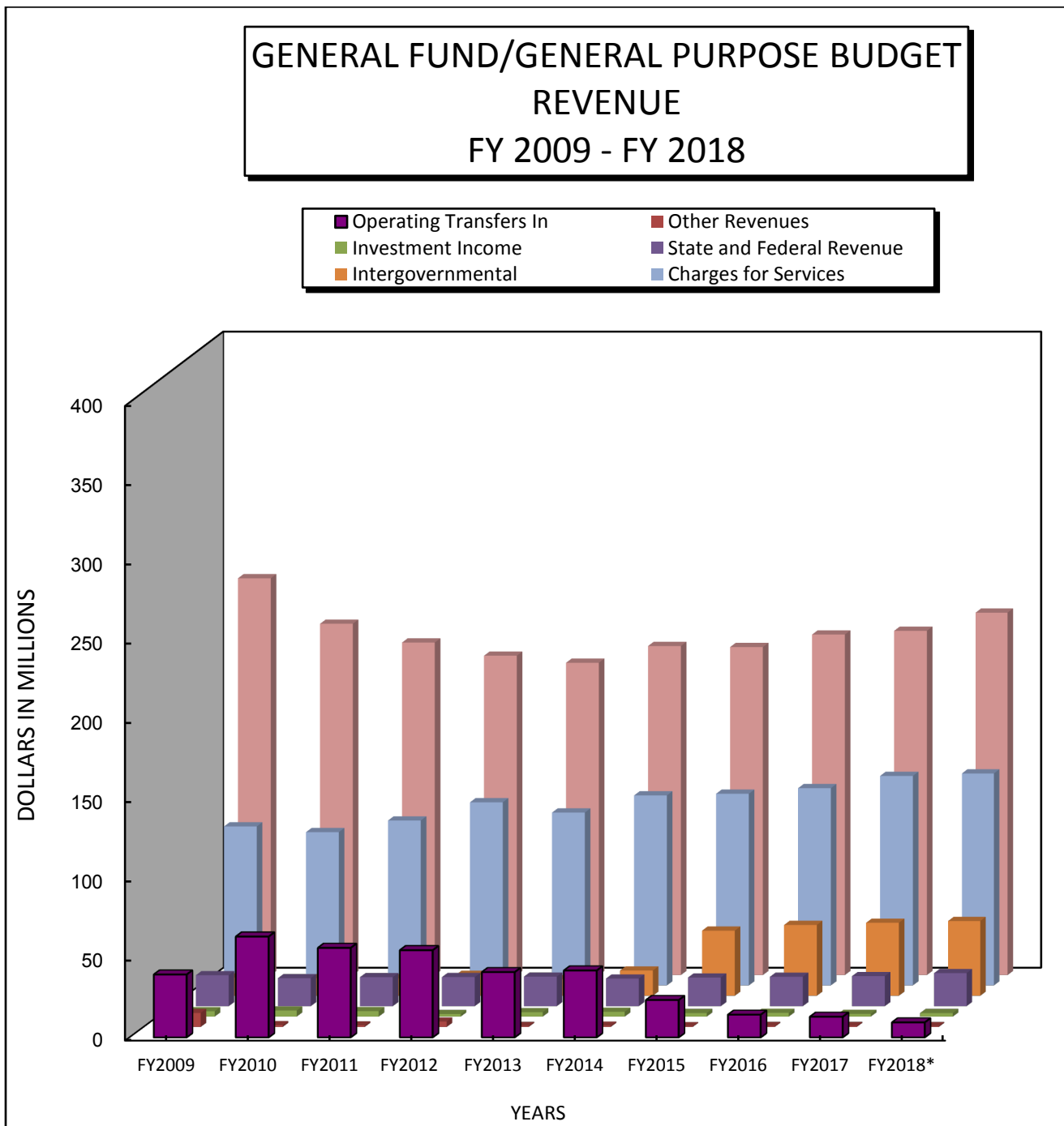
In conclusion, Oakland County's financial success is a direct result from its focus on long-term financial planning with an emphasis on thoughtful strategic management vs. crisis management. The continuous forward-thinking approach taken by Oakland County allows the County to anticipate and resolve issues well in advance of major budgetary fluctuations. This forward thinking is why Oakland County was again awarded the highest possible bond rating, AAA, as recognized by Moody's Investors Service and Standard & Poor's.

Oakland County General Fund / General Purpose Revenue & Expenditure Growth
(Actual 2002-2018 Projected 2019 – 2023)

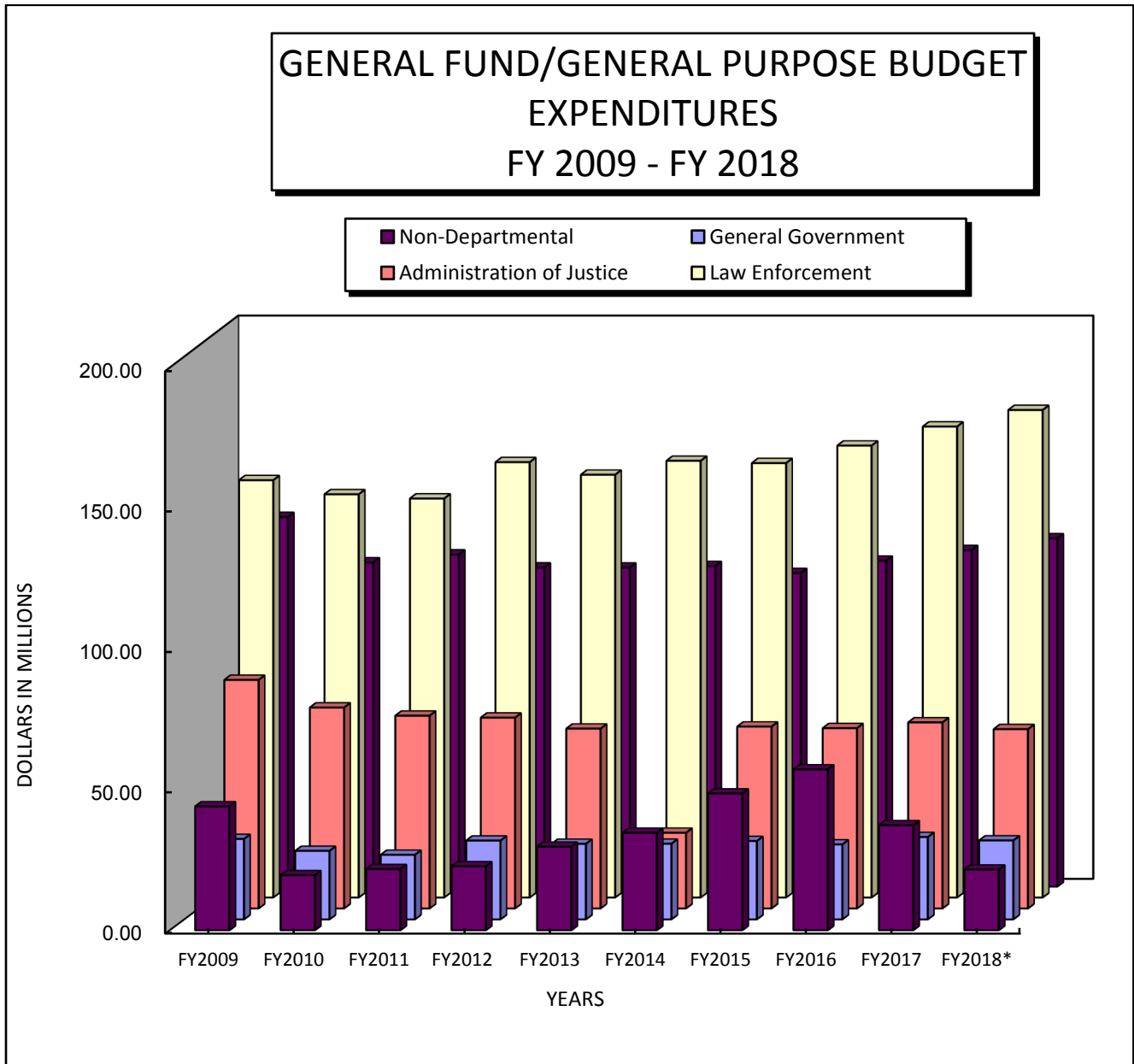


FY 2002 - FY 2017 are based on actual amounts

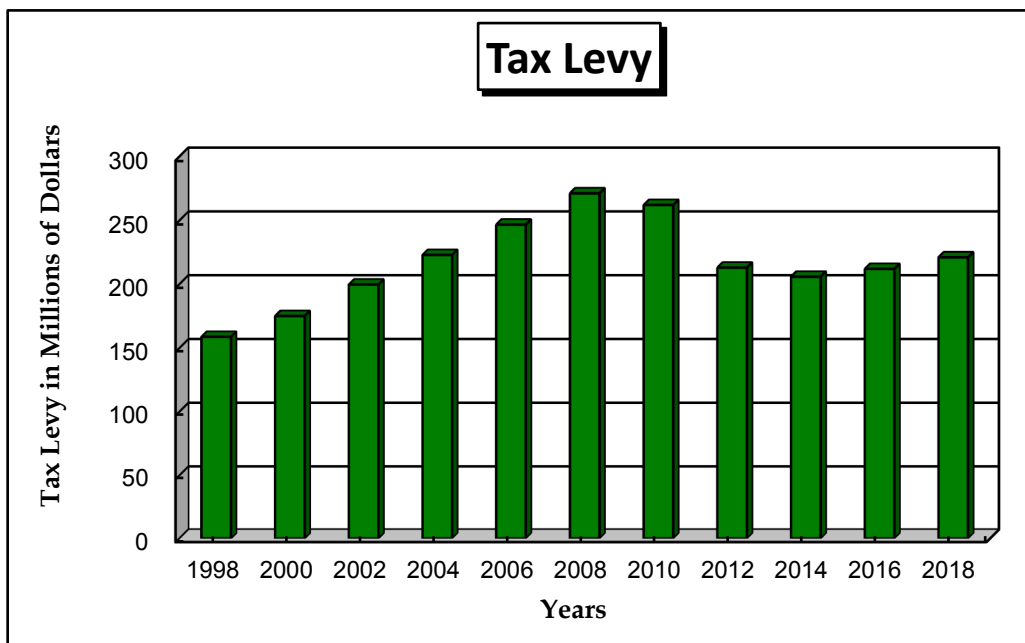
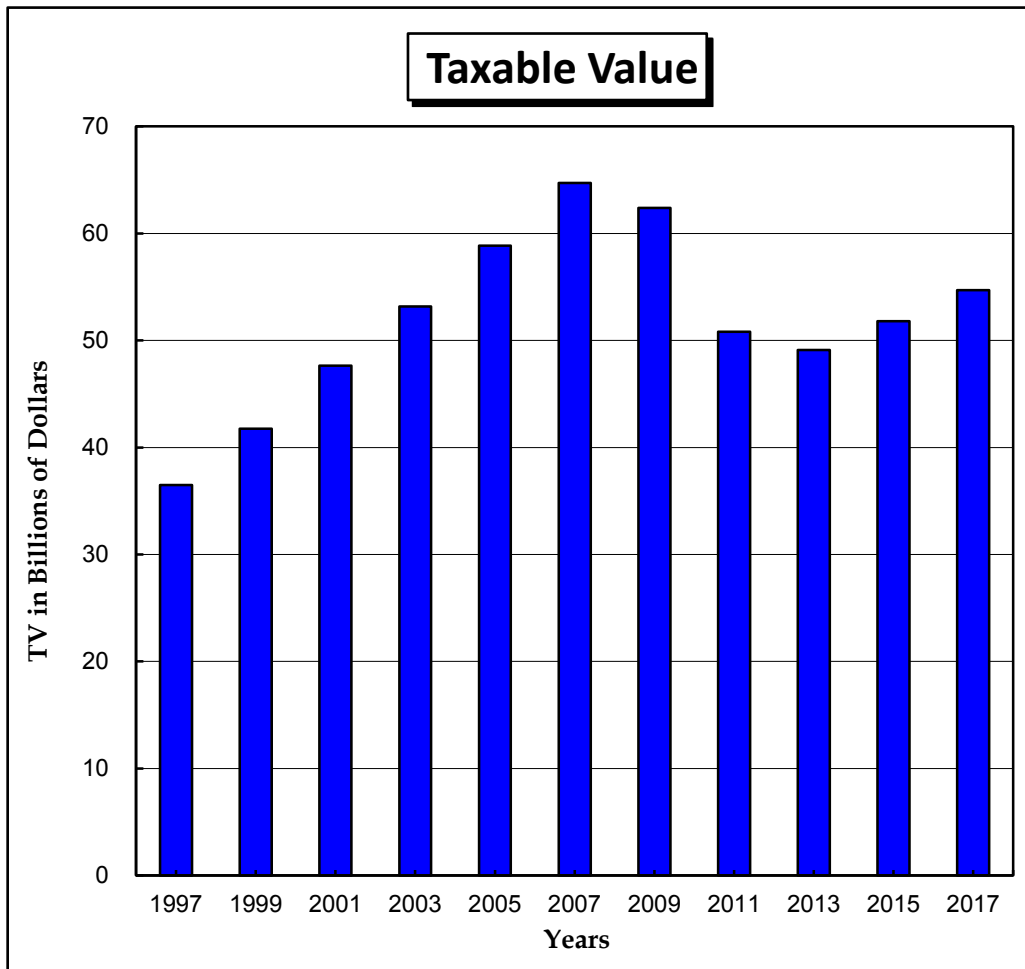
*FY 2018 are based on estimated actuals and FY 2019 – FY 2023 are projected amounts



* unaudited



* *unaudited*



| Department | FY 2019 Budget | | | |
|--|----------------|--------------|-----------------|-----------------|
| | GFGP | Proprietary | Special Revenue | Total Personnel |
| Board of Commissioners | 39 | - | - | 39 |
| Central Services | 19 | 43 | - | 62 |
| Circuit Court | 280 | - | 140 | 420 |
| County Clerk | 104 | - | 8 | 112 |
| County Executive | 53 | 10 | - | 63 |
| District Court | 187 | - | 4 | 191 |
| Economic Development & Community Affairs | 56 | - | 38 | 94 |
| Facilities Management | 8 | 181 | - | 189 |
| Health and Human Services | 507 | - | 70 | 577 |
| Human Resources | 29 | 27 | - | 56 |
| Information Technology | - | 173 | - | 173 |
| Management and Budget | 179 | 9 | - | 188 |
| Parks & Recreation | - | 497 | - | 497 |
| Probate Court | 53 | - | - | 53 |
| Prosecuting Attorney | 144 | - | 25 | 169 |
| Public Services | 135 | - | 16 | 151 |
| Sheriff | 1,208 | 1 | 30 | 1,239 |
| Treasurer's Office | 40 | 6 | - | 46 |
| Water Resources Commissioner | 1 | 381 | - | 382 |
| Total Personnel | 3,042 | 1,328 | 331 | 4,701 |

Note: Additional position Reports are located in the appendix.

| Position History FY 2015 through FY 2019 | ADOPTED BUDGET | | | | |
|---|----------------|-------------|-------------|-------------|-------------|
| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| ADMINISTRATION OF JUSTICE | | | | | |
| Circuit Court | | | | | |
| Circuit Court - Judicial Administration | 98 | 102 | 102 | 104 | 104 |
| Circuit Court - Court Business | 20 | 19 | 18 | 18 | 18 |
| Circuit Court - Civil/Criminal | 25 | 25 | 25 | 25 | 23 |
| Circuit Court - Family Division | 269 | 269 | 272 | 273 | 275 |
| TOTAL CIRCUIT COURT | 412 | 415 | 417 | 420 | 420 |
| District Court | | | | | |
| Administration | 4 | 4 | 4 | 4 | 4 |
| Division I - (Novi) | 61 | 61 | 61 | 61 | 61 |
| Division II - (Clarkston) | 30 | 31 | 30 | 30 | 30 |
| Division III - (Rochester Hills) | 58 | 58 | 58 | 58 | 59 |
| Division IV - (Troy) | 35 | 36 | 36 | 36 | 37 |
| TOTAL DISTRICT COURT | 188 | 190 | 189 | 189 | 191 |
| Probate Court | | | | | |
| Judicial / Administration | 21 | 21 | 21 | 21 | 21 |
| Operations / Mental Health* | 30 | 31 | 32 | 32 | 32 |
| TOTAL PROBATE COURT | 51 | 52 | 53 | 53 | 53 |
| TOTAL ADMINISTRATION OF JUSTICE | 651 | 657 | 659 | 662 | 664 |
| LAW ENFORCEMENT | | | | | |
| Prosecuting Attorney | 170 | 169 | 169 | 169 | 169 |
| Sheriff | 1117 | 1169 | 1200 | 1205 | 1239 |
| TOTAL LAW ENFORCEMENT | 1287 | 1338 | 1369 | 1374 | 1408 |
| GENERAL GOVERNMENT | | | | | |
| Clerk/Register of Deeds | 112 | 112 | 112 | 112 | 112 |
| County Treasurer | 47 | 46 | 46 | 46 | 46 |
| Board of Commissioners | 30 | 30 | 30 | 31 | 33 |
| Library Board | 7 | 6 | 6 | 6 | 6 |
| Parks & Recreation | 425 | 441 | 440 | 484 | 497 |
| Water Resources Commissioner | 314 | 370 | 376 | 378 | 382 |
| TOTAL GENERAL GOVERNMENT | 935 | 1005 | 1010 | 1057 | 1076 |
| COUNTY EXECUTIVE DEPARTMENTS | | | | | |
| County Executive Administration | | | | | |
| Compliance Office | 17 | 17 | 17 | 16 | 17 |
| Corporation Counsel | 28 | 28 | 30 | 31 | 31 |
| County Executive | 15 | 15 | 15 | 15 | 15 |
| TOTAL COUNTY EXECUTIVE ADMIN. | 60 | 60 | 62 | 62 | 63 |
| Management and Budget | | | | | |
| Equalization | 88 | 88 | 88 | 88 | 87 |
| Fiscal Services | 99 | 99 | 99 | 99 | 100 |
| Administration | 1 | 1 | 1 | 1 | 1 |
| TOTAL MANAGEMENT AND BUDGET | 188 | 188 | 188 | 188 | 188 |

| Position History FY 2015 through FY 2019 | ADOPTED BUDGET | | | | |
|---|----------------|-------------|-------------|-------------|-------------|
| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Central Services | | | | | |
| Aviation and Transportation | 26 | 26 | 26 | 26 | 27 |
| Support Services | 33 | 34 | 34 | 34 | 34 |
| Administration | 1 | 1 | 1 | 1 | 1 |
| TOTAL CENTRAL SERVICES | 60 | 61 | 61 | 61 | 62 |
| Facilities Management | | | | | |
| Facilities Maintenance and Operations | 175 | 179 | 182 | 184 | 174 |
| Facilities Engineering | 13 | 13 | 13 | 13 | 13 |
| Administration | 2 | 2 | 2 | 2 | 2 |
| TOTAL FACILITIES MANAGEMENT | 190 | 194 | 197 | 199 | 189 |
| Human Resources | | | | | |
| Workforce Management | 21 | 21 | 25 | 26 | 27 |
| Benefits Administration | 21 | 21 | 18 | 18 | 21 |
| Administration | 6 | 6 | 6 | 6 | 8 |
| TOTAL HUMAN RESOURCES | 48 | 48 | 49 | 50 | 56 |
| Health and Human Services | | | | | |
| Health Division | 366 | 365 | 357 | 347 | 351 |
| Homeland Security | 11 | 11 | 11 | 11 | 11 |
| Children's Village | 201 | 203 | 206 | 211 | 214 |
| Administration | 1 | 1 | 1 | 1 | 1 |
| TOTAL HEALTH & HUMAN SERVICES | 579 | 580 | 575 | 570 | 577 |
| Public Services | | | | | |
| Veterans' Services | 16 | 16 | 16 | 16 | 16 |
| Community Corrections | 59 | 59 | 60 | 60 | 61 |
| MSU Extension - Oakland County | 13 | 13 | 13 | 13 | 13 |
| Animal Control | 37 | 38 | 37 | 37 | 34 |
| Medical Examiner | 26 | 26 | 26 | 26 | 26 |
| Administration | 1 | 1 | 1 | 1 | 1 |
| TOTAL PUBLIC SERVICES | 152 | 153 | 153 | 153 | 151 |
| Information Technology | 160 | 166 | 173 | 173 | 173 |
| Economic Development and Community Affairs | | | | | |
| Planning & Economic Development Svcs. | 49 | 48 | 48 | 49 | 48 |
| Community and Home Improvement | 22 | 22 | 22 | 22 | 22 |
| Workforce Development | 9 | 9 | 9 | 9 | 9 |
| Administration | 12 | 14 | 14 | 14 | 15 |
| TOTAL ECON DEV & COMM AFFAIRS | 92 | 93 | 93 | 94 | 94 |
| TOTAL COUNTY EXECUTIVE DEPTS | 1529 | 1543 | 1551 | 1550 | 1553 |
| TOTAL COUNTY POSITIONS | 4402 | 4543 | 4589 | 4643 | 4701 |

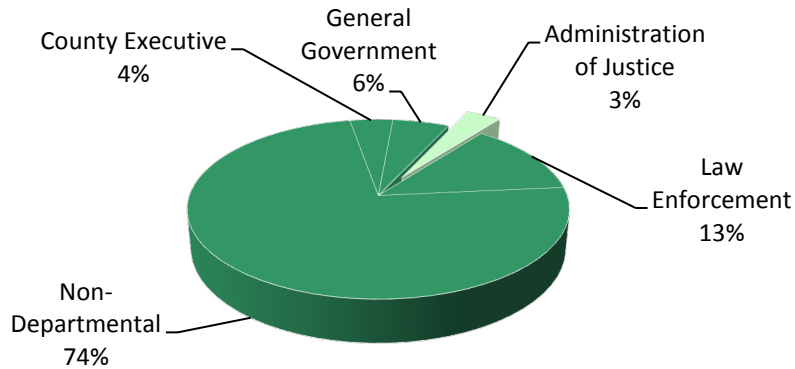
* Formerly Estate and Mental Health



DEPARTMENT PROGRAM BUDGETS

FY2019-FY2021 Triennial Budget & Appropriations Act
AS ADOPTED & AMENDED ON SEPTEMBER 27, 2018

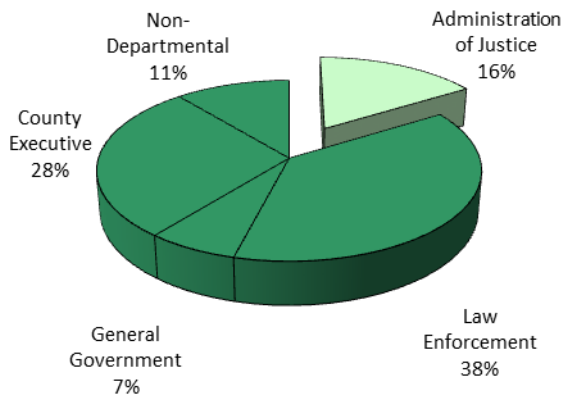
FY 2019 General Fund/General Purpose Revenues:



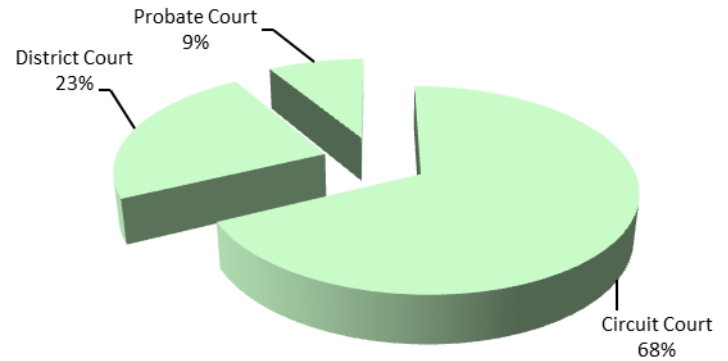
| Administration of Justice Revenues | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|---------------------|-----------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose: | | | | | |
| Circuit Court | | | | | |
| Other Intergovern. Revenues | 4,358 | 4,500 | 4,500 | 4,500 | 4,500 |
| Charges for Services | 4,219,657 | 4,386,000 | 4,188,500 | 4,188,500 | 4,188,500 |
| Contributions | 8,500 | 0 | 0 | 0 | 0 |
| Total | \$4,232,515 | \$4,390,500 | \$4,193,000 | \$4,193,000 | \$4,193,000 |
| District Court | | | | | |
| Other Intergovern. Revenues | 3,944 | 1,800 | 1,800 | 1,800 | 1,800 |
| Charges for Services | 12,185,771 | 11,342,650 | 11,541,237 | 11,541,237 | 11,541,237 |
| Investment Income | 1,643 | 2,200 | 2,200 | 2,200 | 2,200 |
| Other Revenues | 351 | 0 | 0 | 0 | 0 |
| Total | \$12,191,709 | \$11,346,650 | \$11,545,237 | \$11,545,237 | \$11,545,237 |
| Probate Court | | | | | |
| Charges for Services | 588,367 | 516,600 | 556,600 | 556,600 | 556,600 |
| Other Revenues | 217 | 0 | 0 | 0 | 0 |
| Total | \$588,584 | \$516,600 | \$556,600 | \$556,600 | \$556,600 |
| Total GF/GP Revenues | \$17,012,808 | \$16,253,750 | \$16,294,837 | \$16,294,837 | \$16,294,837 |
| Other Funds: | | | | | |
| Drug Court Circuit Adult SCAO | 67,000 | 247,609 | 247,600 | 247,600 | 247,600 |
| Drug Court Circuit Juveni SCAO | 48,372 | 49,000 | 49,000 | 49,000 | 49,000 |
| Drug Court District 52 2 SCAO | 0 | 11,000 | 11,000 | 11,000 | 11,000 |
| Drug Court District 52 3 SCAO | 32,407 | 95,000 | 95,000 | 95,000 | 95,000 |
| Drug Court District 52 4 SCAO | 90,651 | 103,000 | 103,000 | 103,000 | 103,000 |
| Drug Court Dist 52 1 Probation | 75,173 | 100,000 | 100,000 | 100,000 | 100,000 |
| Urban Drug Court | 167,412 | 0 | 0 | 0 | 0 |
| FOC Access Visitation | 19,000 | 17,500 | 17,500 | 17,500 | 17,500 |
| Friend of the Court | 16,702,047 | 17,349,049 | 18,150,207 | 18,150,207 | 18,150,207 |
| Mich Mental Health SCAO | 82,797 | 75,120 | 75,120 | 75,120 | 75,120 |
| Total Other Funds | \$17,284,859 | \$18,047,278 | \$18,848,427 | \$18,848,427 | \$18,848,427 |
| Total Revenues | \$34,297,667 | \$34,301,028 | \$35,143,264 | \$35,143,264 | \$35,143,264 |

Budget at a Glance – Administration of Justice General Fund/General Purpose Expenditures

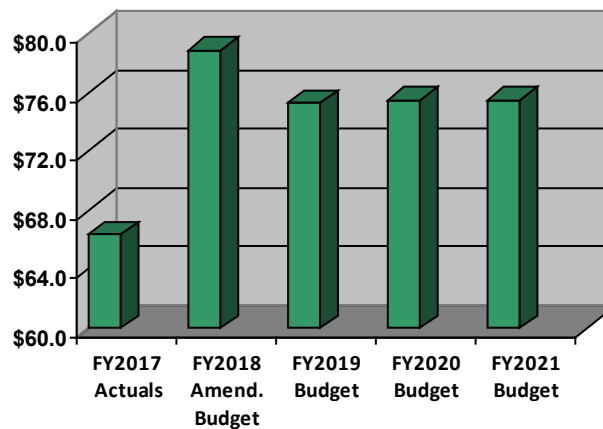
Total County 2019 Adopted Budget



Administration of Justice 2019 Adopted Budget



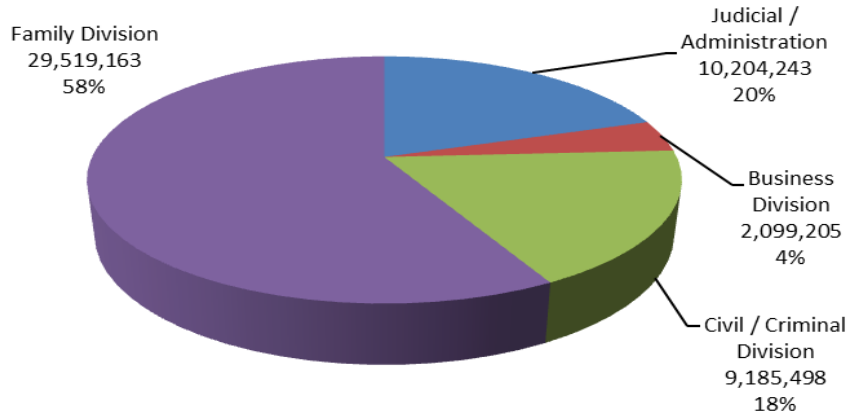
Administration of Justice GF/GP Expenditures (\$ in millions)



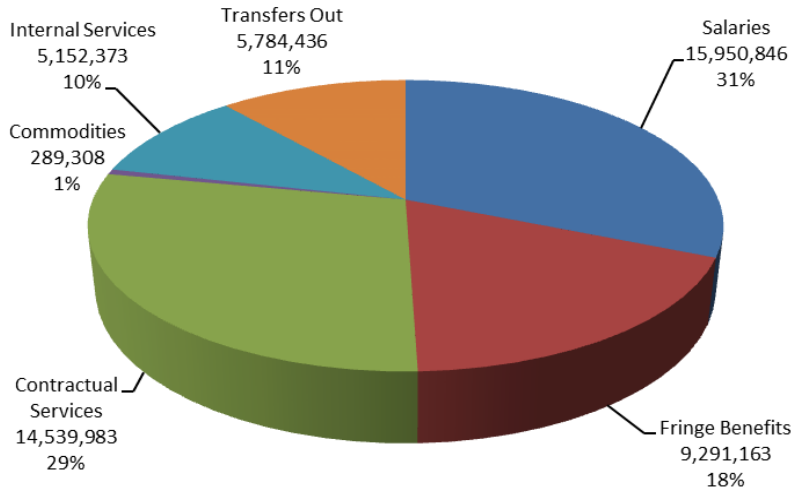
| Administration of Justice Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|---------------------|-----------------------|---------------------|---------------------|---------------------|
| Circuit Court | 43,950,058 | 54,858,899 | 51,008,109 | 51,171,273 | 51,183,793 |
| District Court | 16,340,955 | 17,592,688 | 17,728,039 | 17,774,848 | 17,793,824 |
| Probate Court | 6,028,434 | 6,460,033 | 6,521,046 | 6,543,635 | 6,545,195 |
| Total Expenditures | \$66,319,447 | \$78,911,620 | \$75,257,194 | \$75,489,756 | \$75,522,812 |

| Administration of Justice Personnel by Department (GF/GP) | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|----------------|----------------|----------------|
| Circuit Court | 280 | 280 | 280 |
| District Court | 187 | 187 | 187 |
| Probate Court | 53 | 53 | 53 |
| Total Personnel | 520 | 520 | 520 |

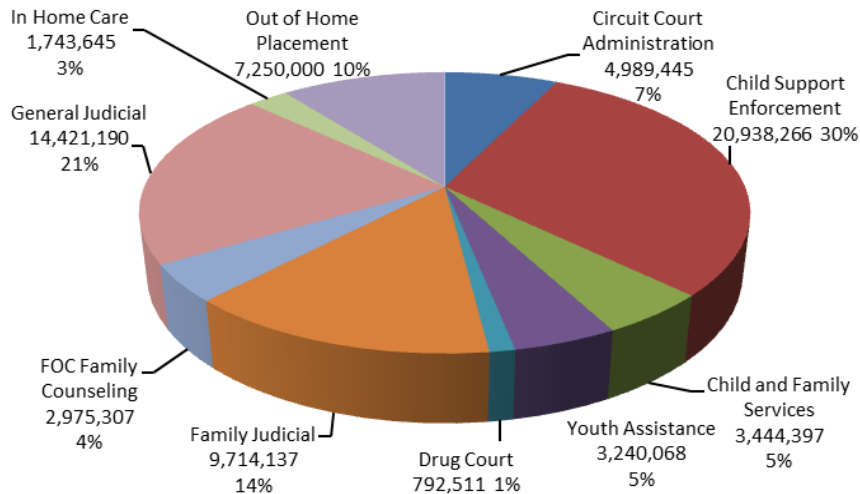
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Description Summary

The Circuit Court serves all the citizens of Oakland County. It hears civil, criminal, and family cases, as well as appeals from district courts, administrative agencies, and some Probate Court matters. The job of the Court is to dispense justice, interpret the law, and settle disputes.

The Civil/Criminal Division hears three primary case types. Civil cases heard by the Court involve two or more parties who seek legal or equitable relief. Money damages must exceed \$25,000. Examples of these cases include automobile accidents, personal injuries, medical and professional malpractice, labor issues, as well as contracts and land disputes. The Court also hears felony cases. Cases range from OUIL 3rd offense and home invasion to criminal sexual conduct and first degree murder. Finally, judges in the Civil/Criminal Division hear the appeals described above.

The Court also handles family division cases including domestic relations, adoptions, juvenile delinquency, abuse and neglect, personal protection orders, minor guardianships, and others. Cases involving a single family are assigned to, and remain with, one judicial team consisting of the judge, referees, case assistants and family counselors.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|---------------------|-----------------------|---------------------|---------------------|---------------------|
| Judicial / Administration | 8,953,543 | 10,351,224 | 10,204,243 | 10,218,326 | 10,219,298 |
| Business Division | 1,843,739 | 2,080,048 | 2,099,205 | 2,088,832 | 2,089,058 |
| Civil / Criminal Division | 8,257,394 | 10,632,788 | 9,185,498 | 9,283,944 | 9,290,738 |
| Family Division | 24,895,381 | 31,794,839 | 29,519,163 | 29,580,171 | 29,584,699 |
| Total Expenditures | \$43,950,058 | \$54,858,899 | \$51,008,109 | \$51,171,273 | \$51,183,793 |

Current Issues

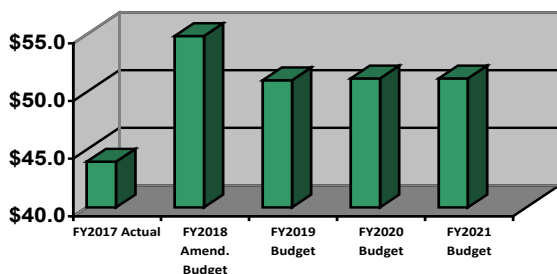
- Juvenile Life Without Parole Resentencing Hearings – The United States Supreme Court ruled that sentencing juvenile offenders to life without the possibility of parole for first degree murder violates the Constitution. In a later ruling, the Supreme Court ruled that its previous decision applies retroactively; accordingly, all juveniles sentenced to life without the possibility of parole are entitled to a resentencing hearing. The Supreme Court ruled that in the rarest of circumstances, juveniles may be resentenced to life without the possibility of parole if they are determined to be irreparably corrupted. Fifty (50) of the more than 350 affected offenders in Michigan are under the jurisdiction of the Circuit Court in Oakland County. The prosecutor filed motions to resentence offenders to life without the possibility of parole in approximately 44 of the 50 cases.

Current Issues (Cont.)

Resentencing hearings were expected to take place in the latter part of 2017 and 2018, but most were stayed by the court pending a ruling by the Michigan Supreme Court (MSC) as to whether the court or a jury may resentence an offender to life without the possibility of parole. The MSC ruled in June 2018 that the court is responsible to consider sentencing without the possibility of parole in response to the prosecutor’s motions. A budget was established to pay court appointed counsel for the representation of the offenders. Funding was also set aside to pay experts and investigators for their services.

- Non-Domestic PPO visiting judge program – a non-domestic PPO (Personal Protection Order) docket was created to provide relief to the family bench due to additional workload as a result of changes in Michigan statutes and court rulings. Nearly 1,000 non-domestic PPOs are filed annually in Circuit Court. The visiting judge presides over the non-domestic PPO docket three days each week and is responsible to review PPO petitions and enter rulings to grant or deny the petitions. The visiting judge also holds hearings and handles motions to modify or terminate PPOs.

Department Expenditures (\$ in millions)



Current Issues (Cont.)

Due to several recent statutory changes and Michigan Supreme Court rulings that require new judicial findings and court hearings, along with the State Court Administrative Office quantitative method for identifying the required number of judges, it was determined there was a judicial shortfall in Oakland County Circuit Court. As a result, the Michigan Legislature authorized the addition of one Circuit Court judgeship for the Sixth Judicial Circuit Court effective January 1, 2019, pursuant to MCL 600.507(3). The creation of a new judgeship also requires approval by resolution; thus the Oakland County Board of Commissioners adopted the resolution pursuant to MCL 600.550(1) this past fall.

Department Goals

- The obligations of the Court and its employees are to the law and to the public. These obligations will be met with exact attention to the law, dedication to excellent public services and continuous efforts to improve.
- Fully comply with all applicable statutes, rules, federal regulations and court orders regarding Friend of the Court operations.
- Provide quality services to all individuals and families involved in Family Division juvenile and domestic relations cases in an efficient and effective way.
- Continue to enhance methods of operation through the use of technology to provide a working environment that maximizes service, productivity and revenue.
- Develop and provide staff training to maintain and increase competence and sensitivity in working with individuals involved in domestic relations litigation.

| Department Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 14,342,586 | 15,407,856 | 15,950,846 | 15,950,846 | 15,950,846 |
| Fringe Benefits | 8,056,440 | 9,348,089 | 9,291,163 | 9,291,163 | 9,291,163 |
| Contractual Services | 11,417,628 | 18,738,923 | 14,539,983 | 14,535,506 | 14,535,506 |
| Commodities | 337,428 | 554,089 | 289,308 | 289,308 | 289,308 |
| Internal Services | 5,123,305 | 5,300,954 | 5,152,373 | 5,320,014 | 5,332,534 |
| Transfers Out | 4,672,670 | 5,508,988 | 5,784,436 | 5,784,436 | 5,784,436 |
| Total GF/GP Expenditures | \$43,950,058 | \$54,858,899 | \$51,008,109 | \$51,171,273 | \$51,183,793 |
| <u>Other Funds</u> | | | | | |
| Drug Court Circuit Adult SCAO | 58,585 | 247,609 | 247,600 | 247,600 | 247,600 |
| Drug Court Circuit Juvenile SCAO | 43,496 | 49,000 | 49,000 | 49,000 | 49,000 |
| Urban Drug Court | 118,871 | 0 | 0 | 0 | 0 |
| FOC Access Visitation | 19,000 | 17,500 | 17,500 | 17,500 | 17,500 |
| Friend of the Court | 15,372,545 | 17,294,338 | 18,111,637 | 18,111,637 | 18,111,637 |
| Mich Mental Health SCAO | 64,000 | 75,120 | 75,120 | 75,120 | 75,120 |
| Total Other Funds | \$15,676,496 | \$17,683,567 | \$18,500,857 | \$18,500,857 | \$18,500,857 |
| Total Expenditures | \$59,626,554 | \$72,542,466 | \$69,508,966 | \$69,672,130 | \$69,684,650 |

Summary of Major Program Changes

Revenue

The Circuit Court will decrease revenue over the next three years. This is due to an anticipated decrease in the net collection of various fees and costs in Charges for Services.

Expenditures

Controllable Personnel for FY 2019 includes a 2% salary increase. Controllable Personnel also includes a Fringe Benefit rate reduction. Included within the Circuit Court Administration Division is the reclassification of one Senior Court Reporter as well as the creation of one full-time Judicial Staff Attorney position; one full-time Judicial Secretary position; and two full-time Court Clerk positions. Also included within the Circuit Court Family Division is the deletion of one full-time Manager Court Services position and one part-time Student position as well as the creation of one full-time Office Assistant I position; and two full-time Permanency Case Coordinator positions. A manual adjustment to remove the general salary increase and related benefits for Judges as their compensation is controlled at the state level. Decreased Contractual Services is primarily due to a reduction in State Institutions of which a portion is due to the reallocation of favorability to fund Circuit Court positions and operating costs; while the remaining portion is reallocated to Non-Departmental Child Care Fund. Decreased Commodities is primarily due to Expendable Equipment for a one-time carryforward in order to purchase furniture for judicial chambers, various courtrooms and staff areas. Increased Internal Services is primarily due to Information Technology Operations and Equipment Rental which are based on rate and usage adjustments. The increase is partially offset by a decrease in Information Technology Development and Maintenance Department Charges as appropriation for the two line items are budgeted in Non-Departmental and transferred as needed per the General Appropriations Act.

| Department Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|---------------------|--------------------------|---------------------|---------------------|---------------------|
| Circuit Court Administration | 4,570,213 | 5,751,157 | 4,989,445 | 4,982,208 | 4,983,598 |
| Child Support Enforcement | 17,230,680 | 19,836,269 | 20,938,266 | 20,938,266 | 20,938,266 |
| Child and Family Services | 2,493,144 | 3,461,572 | 3,444,397 | 3,444,397 | 3,444,397 |
| Youth Assistance | 2,952,939 | 3,069,016 | 3,240,068 | 3,243,164 | 3,243,378 |
| Drug Court | 687,893 | 783,957 | 792,511 | 792,511 | 792,511 |
| Family Judicial | 8,122,556 | 8,895,815 | 9,714,137 | 9,768,105 | 9,771,833 |
| FOC Family Counseling | 2,490,589 | 2,984,557 | 2,975,307 | 2,975,307 | 2,975,307 |
| Civil/Criminal Judicial | 13,322,197 | 15,453,197 | 14,421,190 | 14,519,636 | 14,526,430 |
| In Home Care | 2,023,405 | 1,738,480 | 1,743,645 | 1,749,363 | 1,749,757 |
| Out of Home Placement | 5,707,170 | 10,568,446 | 7,250,000 | 7,259,173 | 7,259,173 |
| Court Operations | 120 | 0 | 0 | 0 | 0 |
| Prosecution | 25,624 | 0 | 0 | 0 | 0 |
| Childrens Village | 26 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$59,626,554 | \$72,542,466 | \$69,508,966 | \$69,672,130 | \$69,684,650 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------------|-------------------|-------------------|-------------------|
| Child and Family Services | 64 | 64 | 64 |
| Child Support Enforcement | 120 | 120 | 120 |
| Circuit Court Administration | 32 | 32 | 32 |
| Drug Court | 8 | 8 | 8 |
| Family Judicial | 71 | 71 | 71 |
| FOC Family Counseling | 19 | 19 | 19 |
| General Judicial | 88 | 88 | 88 |
| In Home Care | 18 | 18 | 18 |
| Total Personnel | 420 | 420 | 420 |

Circuit Court – Programs

- **Administration** - Due to the administrative merger of the Circuit and Probate Courts, the administration program is responsible for the development and delivery of business and administrative support services for both of the courts. The program is responsible for developing and monitoring the budgets of both Courts, including the Child Care Fund budget and the State’s Department of Human Services commitments, grant writing and processing all payments for service, including court appointed attorney payments. Other responsibilities include processing personnel transactions, managing courthouse and satellite office facilities, managing capital improvement and special project requests and the equipment needs of the Courts. The program also advances court automation, managing day-to-day computer and network issues, and implementing new court technology initiatives. This program also coordinates special projects and events, manages public information, provides word processing support for all Court functions, and court reporter services for the Court's juvenile referees.
- **Child Support Enforcement** - The Child Support Enforcement program assists in domestic relations cases by investigating matters involving custody, support, and parenting time in contested cases. The program is responsible for enforcing Family Division orders regarding child support, custody and parenting time. Complaints by parties and attorneys are reviewed and appropriate legal action is initiated. These activities include conducting show cause hearings for violations of child support, custody, and parenting time orders, and providing recommendations for Family Division judges on sensitive and complex family law disputes.
 - Fully comply with all applicable statutes, rules, regulations and court orders directed to FOC operations.
 - Provide quality custody, parenting time and support services to individuals in domestic relations litigation in an efficient and effective way.
 - Continue to enhance methods of operation through the use of technology to provide a working environment that maximizes service, productivity and revenue.
 - Develop and provide staff training to maintain and increase competency and sensitivity in working with individuals involved in domestic relations litigation.
 - Increase use of alternative dispute resolution, mediation and education to reduce the conflict and emotional trauma associated with domestic relations litigation.

| Performance Measures | CY2015 Actual | CY2016 Actual | CY2017 Actual | CY2018 Actual |
|--|------------------|------------------|------------------|------------------|
| <u>Referee Activity:</u> | | | | |
| Motion/Evidentiary hearing/oral arguments heard | 10,212 | 9,294 | 8,555 | 6,059 |
| Orders entered as a result of referee recommendation | 4,245 | 3,979 | 3,607 | 3,364 |
| Appeals to Family Division Judges | 312 | 481 | 431 | 398 |
| Show cause enforcement hearings scheduled | 28,181 | 27,454 | 30,027 | 30,868 |
| Early Intervention Conferences schedule | 2,065 | 2,026 | 1,886 | 2,056 |
| Job placement/Work First referrals | 1,101 | 1,191 | 1,202 | 1,089 |

County generated information not provided to State of Michigan

- **Child and Family Services** - Provide direct client services, case management, research and program development, community resource development through volunteer coordination, and education/public awareness. Services include individual and family assessment, prevention, status offender services, juvenile probation, diversion programs, group, individual and family therapy for adjudicated youth, and parent guidance programs. Psychological evaluations of children and families are provided to the Court to assist jurists to make informed decisions and specialized treatment services are provided when needed.

Objectives: Provide accurate psychological evaluations to aid jurists in making well-informed decisions.

| Performance Measure | CY2015 Actual | CY2016 Actual | CY2017 Actual | CY2018 YTD * |
|-----------------------------------|------------------|------------------|------------------|-----------------|
| Referrals Received from the Court | 501 | 432 | 474 | 285 |

*As of August 31, 2018

County generated information not provided to State of Michigan

Objectives: Managing cases, after disposition, in a manner that balances the needs of the child and their family while maintaining the safety of the community.

| Performance Measures | CY2015 Actual | CY2016 Actual | CY2017 Actual | CY2018 YTD * |
|--------------------------------------|------------------|------------------|------------------|-----------------|
| Standard Probation Average Caseload | 620 | 629 | 586 | 550 |
| Intensive Probation Average Caseload | 73 | 72 | 70 | 79 |

*As of August 31, 2018

County generated information not provided to State of Michigan

- **Youth Assistance/Prevention Programs** - As the primary prevention segment of the Court's continuum of services, the mission of Youth Assistance is to strengthen youth and families and to prevent and reduce delinquency, abuse, and neglect through community involvement. Using a decentralized approach, staff works with a board of volunteers to identify and address each community's needs. Community-based programs include parenting and family education, skill and self-esteem building, mentoring, recreation programs and youth recognition. Staff also provides family-focused, need-based casework services. Each of the 26 local Youth Assistance programs is co-sponsored by the school districts and municipalities therein, and the Court. By this structure every municipality and every school district in Oakland County is served.

Objectives: Strengthen youth and families to prevent and reduce delinquency, abuse, and neglect through volunteer involvement.

| Performance Measures | CY2015 Actual | CY2016 Actual | CY2017 Actual | CY2018 YTD * |
|--|------------------|------------------|------------------|-----------------|
| New Youth Assistance Cases (Total) | 1,915 | 1,987 | 1,967 | 1,348 |
| Consultative Cases | 1,548 | 1,590 | 1,235 | 810 |
| Mentors Serving Caseload Youth | 130 | 137 | 107 | 105 |
| U-Turn Participants | 125 | 102 | 87 | 38 |
| Youth and Adults Participating in Programs Sponsored by Volunteer Boards | 31,729 | 27,290 | 38,385 | 33,011 |

*As of August 31, 2018

County generated information not provided to State of Michigan

- Drug Court** - The Circuit Court Adult Treatment Court applies alternative judicial proceedings to chemically abusing adult felony offenders in an effort to rehabilitate and successfully reintegrate them back into the community. The Adult Treatment Court recognizes that many offenders with substance use disorders also have co-morbid mental health problems. The treatment court works with the offender to break the cycle of addiction, criminal activity, and jail/prison detention and stabilize mental health issues. Following a presentencing investigation including the completion of a Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) and a thorough clinical assessment to confirm a substance abuse disorder and identify any mental health issues, a customized treatment and rehabilitative plan is developed for each participant.

In addition to regular therapy to address the substance use disorder and/or mental health issues, participants are subjected to frequent and random drug and alcohol screening. Further, they have weekly meetings with their MDOC probation agents, bi-weekly judicial supervision along with participation in a recovery-support program such as Smart Recovery, Alcoholic Anonymous (A.A.) or Narcotics Anonymous.

Graduated sanctions are utilized when a participant does not comply with court/program expectations. In addition to avoiding incarceration, various incentives for constructive action are built in to facilitate and publicly acknowledge participant progress. To be eligible for the program, defendants must be Oakland County residents, score overall medium to high risk on the COMPAS, not be a violent offender under MCLA 600.1060 and have a substance use disorder.

The Circuit Court Family Focused Juvenile Drug Treatment Court provides specialized services to youth who are non-violent (per MCLA 600.1060) offenders many being charged with drug, alcohol or related offenses. Each youth is clinically assessed to have either a substance abuse issue or a substance use disorder (addiction). Youth are provided with bi-weekly judicial supervision, intensive substance abuse treatment, frequent and random drug and alcohol testing, and regular probation visits and case management. Youth are also expected to attend a recovery support group and comply with the rules of their households. Sanctions are administered quickly for non-compliance with program expectations and can include imposition of community service hours, letters of apology, loss of privileges including curfews, home detention, to brief periods of detention at Children’s Village. Incentives are also provided to encourage self-discipline and performance. These can include increases in privileges/freedom, gift certificates to acknowledgement of progress by the judge and rest of team. Support is provided for getting and keeping employment, and positively performing in school. Families of the participants are also expected to fully be involved in the therapeutic and drug court process.

| Performance Measure | CY2015 Actual | CY2016 Actual | CY2017 Actual | CY2018 YTD * |
|-----------------------------|------------------|------------------|------------------|-----------------|
| <u>Adult Drug Court:</u> | | | | |
| Program Participants | 121 | 124 | 136 | 120 |
| Program Graduates | 19 | 30 | 26 | 33 |
| <u>Juvenile Drug Court:</u> | | | | |
| Program Participants | 33 | 34 | 26 | 14 |
| Program Graduates | 8 | 7 | 10 | 3 |

*As of August 31, 2018

County generated information not provided to State of Michigan

- Family Judicial** - The Family Judicial program hears all cases relating to family matters including divorce, child custody, juvenile delinquencies, abuse and neglect. The concept is "one judge-one family." Cases involving a single family are assigned to, and remain with, one judicial team consisting of the judge, referees, case assistants and family counselors. The program also supports the "judicial" functions of the Family Divisions’ judges through scheduling, file preparation, record maintenance and order production services. Support staff receive, maintain and act upon documents which are presented to the court each day and update the computer records on all cases within each Court's jurisdiction. Juvenile referees assist the judges by conducting many of the hearings and making recommendations to the judges in these cases. Staff also assess Personal Protection Order petitions and provide recommendations to the judiciary.

| Performance Measure | CY2015 Actual | CY2016 Actual | CY2017 Actual | CY2018 YTD * |
|---|-------------------|-------------------|-------------------|-------------------|
| <u>Juvenile/Adoptions</u> | | | | |
| Delinquency Petitions Filed | 1,565 | 1,614 | 1,501 | 744 |
| Child Protective Proc. Petitions Filed | 374 | 431 | 332 | 145 |
| Juvenile Traffic Tickets | 61 | 47 | 49 | 14 |
| Juvenile PPOs Filed | 47 | 36 | 38 | 22 |
| Designated Petitions Filed | 3 | 4 | 5 | 1 |
| Adoption Petitions Filed | <u>410</u> | <u>291</u> | <u>320</u> | <u>183</u> |
| Subtotal | 2,460 | 2,423 | 2,245 | 1,109 |
| <u>Domestic Relations</u> | | | | |
| No Children | 2,276 | 2,404 | 2,267 | 1,142 |
| With Children | 2,078 | 2,060 | 1,922 | 966 |
| Paternity | 835 | 688 | 584 | 238 |
| URESAs (Uniform Reciprocal Enforce. Supp. Act) | 21 | 49 | 60 | 28 |
| Support | 1,152 | 1,199 | 943 | 353 |
| Other | <u>324</u> | <u>336</u> | <u>301</u> | <u>154</u> |
| Subtotal | 6,722 | 6,736 | 6,077 | 2,881 |
| Personal Protection Orders | 2,437 | 2,348 | 2,309 | 1,160 |
| <u>Miscellaneous Family</u> | | | | |
| Name Changes | <u>534</u> | <u>534</u> | <u>533</u> | <u>317</u> |
| Total New Filings | 12,153 | 12,041 | 11,164 | 5,467 |

*As of June 30, 2018

Required information provided to State of Michigan

- **FOC Family Counseling** - Family Counseling assists families in domestic relations matters through mediation, counseling, and investigation of issues pertaining to custody and parenting time. Family Counseling also sponsors educational programs to promote understanding of the effects of separation and divorce on families. Family Counseling offers free educational workshops. These free workshops include SMILE (Start Making It Livable for Everyone) which is designed for divorcing parents and COPE (Co-Parenting Effectively Together).

Objectives

- Help all family members make positive adjustments to dramatic changes in the family unit.
- Provide quality custody, parenting time and support services to individuals in domestic relations litigation in an efficient and effective way.
- Increase use of alternative dispute resolution, mediation and education to reduce the conflict and emotional trauma associated with domestic relations litigation.

- **Civil/Criminal Judicial** - The Civil/Criminal Judicial Program handles civil cases, criminal cases involving felonies and high misdemeanors and appeals from courts of lesser jurisdiction and administrative agencies. The program consists of 14 sitting judges. It includes the Jury Office, which is responsible for coordinating jury operations and obtain jurors for the Circuit and Probate Court, and the Case Management Office which schedules and tracks cases through disposition and coordinates alternative dispute resolution for both courts. This program also supports the "judicial" functions of the Family Division Judges through scheduling, file preparation, record maintenance and order production services.

Objectives

- Effectively and efficiently manage the processing and timeliness of criminal and civil cases.
- Ensure the implementation of best practices regarding civil and criminal docket management.

| Performance Measure | CY2015 Actual | CY2016 Actual | CY2017 Actual | CY2018 YTD |
|---------------------------------------|------------------|------------------|------------------|---------------|
| Civil Cases Disposed ① | 6,090 | 6,199 | 5,958 | 4,921 * |
| Criminal Cases Disposed ① | 4,422 | 4,514 | 4,547 | 3,102 * |
| Appeals Disposed ① | 507 | 396 | 384 | 289 * |
| Juries provided for Civil Trials ② | 70 | 74 | 68 | 31 ** |
| Juries provided for Criminal Trials ② | 111 | 106 | 102 | 77 ** |
| Jurors Summoned ② | 45,242 | 43,728 | 39,744 | 23,834 ** |
| Jurors who Served ② | 10,253 | 9,867 | 9,135 | 5,346 ** |
| Jurors Impaneled ② | 1,931 | 1,991 | 1,835 | 1,251 ** |

*As of September 30, 2018

① Required information provided to State of Michigan

**As of August 31, 2018

② County generated information not provided to State of Michigan

- **In Home Care** - The In Home Care program provides comprehensive services to youth (who have come under the jurisdiction of the court) and their families while allowing them to remain in their home environment. Services include 1) STRIDE, a non-residential weekend rehabilitative program designed to hold juveniles accountable for their actions and provide immediate sanctions as a probation alternative or as a consequence of minor probation violations; 2) START, which provides intensive, comprehensive services to youth released from residential treatment facilities and their families; 3) An intensive probation program with a primary focus of rehabilitation; 4) Around-the-clock intervention to runaways and their families including peer counseling, family counseling and short-term respite care; and 5) Wraparound, an individualized, intensive service for youth with serious emotional disturbances.

Objectives

- Insuring the safety of the community while continuing rehabilitation and treatment for youth in the least restrictive setting.
- Reduce recidivism of juvenile offenders.

| Performance Measure | CY2015 Actual | CY2016 Actual | CY2017 Actual | CY2018 YTD * |
|-------------------------------------|------------------|------------------|------------------|-----------------|
| Youth served by STRIDE | 218 | 196 | 192 | 119 |
| Youth Served by ReEntry | 351 | 341 | 342 | 226 |
| Youth Served by Juvenile Drug Court | 42 | 39 | 28 | 19 |
| Youth Served by Learning Center | 49 | 41 | 64 | 40 |
| Youth served by Intensive Probation | 169 | 136 | 123 | 124 |
| Youth served by Wraparound | 11 | 9 | 16 | 9 |

*As of August 31, 2018

County generated information not provided to State of Michigan

- **Out-of-Home Placement** - The Out-of-Home Placement program provides services to youth that have come under the jurisdiction of the Family Court. Foster care and shelter care programs provide a safe environment for children who are the victims of abuse or neglect. Secure detention, residential treatment and state institutions are used in the case of adjudicated youth when it has been determined that they may pose a threat to the community or require more intensive treatment than services provided in a home environment. Services are provided through a number of state, county and private agencies.

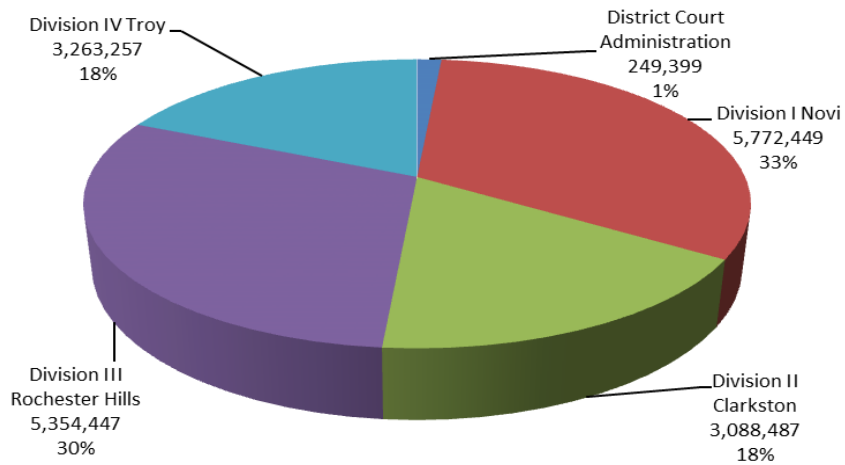
Objectives

- Provide a safe and secure environment to children who are the victims of abuse and neglect.
- Provide treatment services to youthful offenders to enable them to return to and function in a normal home and community environment.

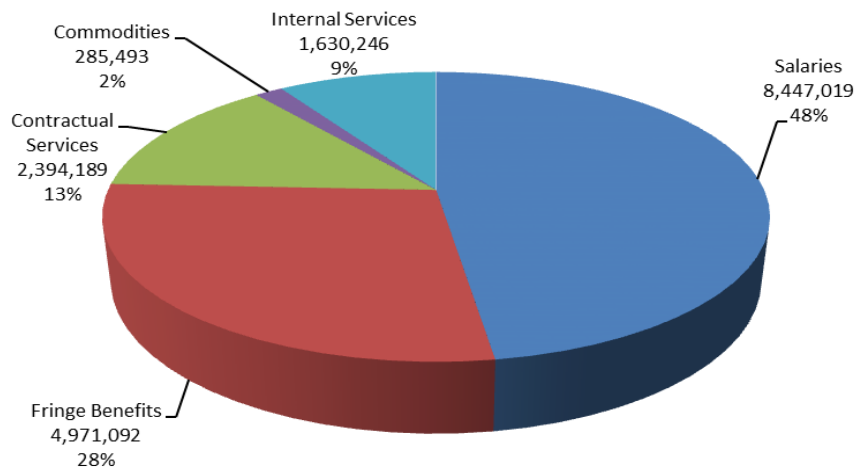
| Performance Measure | CY2015 Actual | CY2016 Actual | CY2017 Actual | CY2018 Actual |
|--|------------------|------------------|------------------|------------------|
| Total Delinquents in Placement at Year End | 369 | 373 | 348 | 297 |
| MCI 220 Permanent State Wards | 149 | 116 | 132 | 110 |
| Temporary Neglect Wards | 592 | 659 | 662 | 501 |
| PA150 Delinquent Permanent State Wards | 59 | 36 | 48 | 46 |

Required information provided to State of Michigan

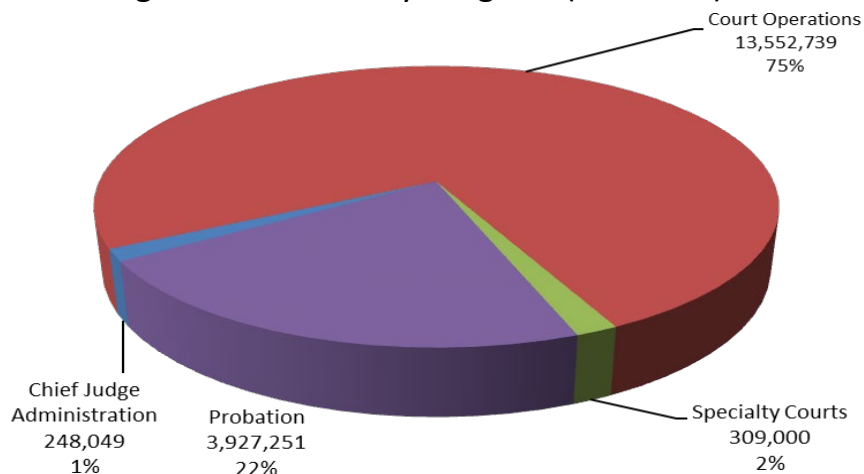
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Summary

The District Court was established by the Legislature in 1968, and became a court of record in 1973. The District Court is considered to have more citizen contact than any other court in our judicial system. The Court has jurisdiction over all misdemeanor, ordinance, and charter violations, and preliminary examinations on all felony cases. The District Court also has exclusive jurisdiction on general civil actions when the amount in controversy does not exceed \$25,000, landlord-tenant and land contract forfeiture matters, and small claim cases with disputes not exceeding \$6,000. The District Court also routinely conducts marriages for residents in the community.

Oakland County is the funding unit for the 52nd District Court, which is the second busiest court in the State of Michigan. The 52nd District Court consists of four distinct divisions serving a variety of cities, townships, and villages.

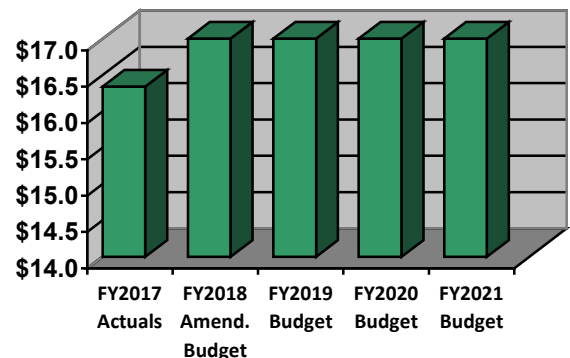
| Division | Location | Jurisdiction |
|----------|-----------------|---|
| 52-1 | Novi | Novi, South Lyon, Walled Lake, Wixom, the Townships of Commerce, Highland, Lyon, Milford, Novi, and the Villages of Milford and Wolverine Lake |
| 52-2 | Clarkston | City of the Village of Clarkston, the Townships of Brandon, Holly, Groveland, Independence, Rose, Springfield, White Lake, and the Villages of Holly and Ortonville |
| 52-3 | Rochester Hills | Auburn Hills, Rochester, Rochester Hills, Lake Angelus, the Townships of Addison, Oakland, Orion, and Oxford, and the Villages of Lake Orion, Leonard, and Oxford |
| 52-4 | Troy | Troy and Clawson |

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|---------------------|-----------------------|---------------------|---------------------|---------------------|
| District Court Administration | 213,559 | 248,938 | 249,399 | 249,399 | 249,399 |
| Division I Novi | 5,291,589 | 5,724,325 | 5,772,449 | 5,780,763 | 5,788,428 |
| Division II Clarkston | 2,838,366 | 3,084,294 | 3,088,487 | 3,097,608 | 3,107,003 |
| Division III Rochester Hills | 4,897,812 | 5,347,632 | 5,354,447 | 5,383,021 | 5,384,937 |
| Division IV Troy | 3,099,629 | 3,187,499 | 3,263,257 | 3,264,057 | 3,264,057 |
| Total Expenditures | \$16,340,955 | \$17,592,688 | \$17,728,039 | \$17,774,848 | \$17,793,824 |

Current Issues

- In 2017, the Michigan Indigent Defense Commission (MIDC) passed four standards aimed at improving the State's public defender system. These standards set forth requirements regarding attorney education and training, the timing and manner of initial attorney-client meetings, access to investigative and expert resources, and mandated representation at a defendant's first appearance. Additional standards have been proposed and are in the process of being formalized. The Court, in collaboration with Oakland County, has and will continue to comply with the planning and implementation schedules for all mandated rules promulgated by the MIDC.
- In an effort to increase the accessibility of court services and improve overall efficiency, the State Court Administrative Office is currently working to implement a Statewide e-filing solution in ten geographically-based waves. The 52nd District Court is scheduled for the fourth wave, which is currently estimated to take place in 2019 to 2020. This mandated function will significantly alter case flow management for each of the 52nd Divisions, and will require extensive training for clerical and judicial staff alike.

Department Expenditures (\$ in millions)



Department Goals

- Continue to offer the high level of service currently provided by the Court to all users.
- Maintain cooperative efforts between the Court and Oakland County under the supervision and guidance of the Michigan Supreme Court.
- Maximize efforts in new technology by implementing and improving upon systems that increase efficiency.

| Department Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 7,795,956 | 8,210,188 | 8,447,019 | 8,447,019 | 8,447,019 |
| Fringe Benefits | 4,357,341 | 5,007,983 | 4,971,092 | 4,971,092 | 4,971,092 |
| Contractual Services | 2,196,374 | 2,337,480 | 2,394,189 | 2,410,824 | 2,427,884 |
| Commodities | 261,033 | 289,862 | 285,493 | 285,493 | 285,493 |
| Capital Outlay | 331 | 0 | 0 | 0 | 0 |
| Internal Services | 1,729,919 | 1,747,175 | 1,630,246 | 1,660,420 | 1,662,336 |
| Total GF/GP Expenditures | \$16,340,955 | \$17,592,688 | \$17,728,039 | \$17,774,848 | \$17,793,824 |
| <u>Other Funds</u> | | | | | |
| Drug Court District 52 1 Probation | 75,494 | 100,000 | 100,000 | 100,000 | 100,000 |
| Drug Court District 52 2 SCAO | 0 | 11,000 | 11,000 | 11,000 | 11,000 |
| Drug Court District 52 3 SCAO | 36,113 | 95,000 | 95,000 | 95,000 | 95,000 |
| Drug Court District 52 4 SCAO | 93,188 | 103,000 | 103,000 | 103,000 | 103,000 |
| Total Other Funds | \$204,796 | \$309,000 | \$309,000 | \$309,000 | \$309,000 |
| Total Expenditures | \$16,545,751 | \$17,901,688 | \$18,037,039 | \$18,083,848 | \$18,102,824 |

Technology-Based Initiatives

Jury Management System

In 2017, the District Court transitioned to a new jury management system. This new system both increases the efficiency of coordinating jury selection, and improves the overall experience of prospective jurors. Individuals summoned for jury duty may now complete questionnaires and request deferrals/excusals online, also allowing for timely notification of cancelled or rescheduled jury selection dates.

OakVideo

All four divisions of the 52nd District Court are actively utilizing the OakVideo Arraignment System. This system allows the Court to conduct arraignments and other proceedings with the Oakland County Jail, local police agencies, and various correctional facilities in the State without having to transport individuals to the courthouse. This system has vastly reduced transportation costs and security threats for both the Court and law enforcement communities.

Case Management System

All four divisions of the 52nd District Court converted to the State of Michigan’s Judicial Information System (JIS) for case processing in 2011. This system provides several benefits, such as allowing for direct communication with the Secretary of State and Law Enforcement Information Network. Using the State-sponsored system also makes mandated reporting more efficient, and is expected to ease the court’s transition toward the state-mandated e-filing initiative.

Video Conferencing

In accordance with Michigan Supreme Court Administrative Order 2014-25, the 52nd District Court in conjunction with the Department of Information Technology, established and continues to utilize video conferencing capabilities for court proceedings to reduce the cost and inconvenience associated with litigation.

Technology-Based Initiatives (cont.)

- **Online Payments**

In a collaborative effort with the Department of Information Technology, the 52nd District Court has continued an online payment system for court users to pay for most violations. The PayTickets and the Over the Counter Credit Card Payment (OTC) systems, launched in 2003 and 2013 respectively, have resulted in over 289,000 payments being processed. These applications have generated \$41,976,545 in revenue since their inception, as well as \$1,719,112 in Enhanced Access Fees to Oakland County. Further enhancements to the PayTickets system are expected in 2019 to increase efficiency through additional automated procedures.

- **E-Citation**

The Court continues to utilize an electronic ticket filing system in collaboration with local law enforcement agencies that expedites the filing and resolution of cases before the court.

Summary of Major Program Changes

Revenue

The 52nd District Court will increase revenue over the next three years. This is due to an anticipated increase in the net collection of various fees and costs in Charges for Services.

Expenditures

The District Court's expenditures have increased for FY 2019 to FY 2021. Controllable Personnel for FY 2019 includes a 2% salary increase. Controllable Personnel also includes a Fringe Benefit rate reduction. Three full-time District Court Clerk I positions have been created. In addition, the deletion of one full-time District Court Clerk II position and the reclassification of one Probation Officer III position; two District Court Clerk III positions; along with increasing the number hours for a part-time Magistrate position. A manual adjustment to remove the general salary increase and related benefits for Judges as their compensation is controlled at the state level. Increased Contractual Services is primarily due to Rent. Decreased Commodities is primarily due to Expendable Equipment for a one-time purchase of replacement furniture. Decreased Internal Services is primarily due to Maintenance Department Charges as the appropriation is budgeted in Non-Departmental and transferred as needed per the General Appropriations Act.

| Department Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|---------------------|--------------------------|---------------------|---------------------|---------------------|
| Court Operations | 12,450,510 | 13,398,577 | 13,552,739 | 13,599,548 | 13,618,524 |
| Chief Judge Administration | 222,763 | 247,363 | 248,049 | 248,049 | 248,049 |
| Specialty Courts | 199,495 | 309,000 | 309,000 | 309,000 | 309,000 |
| Probation | 3,672,982 | 3,946,748 | 3,927,251 | 3,927,251 | 3,927,251 |
| Total Expenditures | \$16,545,751 | \$17,901,688 | \$18,037,039 | \$18,083,848 | \$18,102,824 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------|-------------------|-------------------|-------------------|
| Chief Judge Administration | 133 | 133 | 133 |
| Drug Court | 4 | 4 | 4 |
| Probation | 54 | 54 | 54 |
| Total Personnel | 191 | 191 | 191 |

District Court Programs

- Chief Judge Administration** - The Michigan Supreme Court selects one judge biannually from one of the four divisions to be Chief Judge of the District as a whole. The Chief Judge is responsible for all administrative matters that pertain to the staff of the four divisions, in addition to operational programs such as weekend/holiday arraignments for all participating Oakland County courts.
- Court Operations** - Under the direction of the Chief Judge, the budgetary program funds the day-to-day operations of each division, which includes facility operations, office supplies, security systems, computer and communication technology, personnel, and case management systems. The 52nd District Court is firmly established as the second busiest court in the State of Michigan. While the rate of new filings fluctuates from year-to-year, caseload continues to remain consistent. Current projections suggest that new filings for the 2018 calendar year will be comparable to prior reporting years.

| Performance Measures | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|--------------------------|---------------|---------------|---------------|---------------|
| <u>New Cases Filed:</u> | | | | |
| Division I - Novi | 40,662 | 38,034 | 34,296 | 35,875 |
| Division II - Clarkston | 22,577 | 25,250 | 22,859 | 22,465 |
| Division III - Rochester | 39,278 | 41,036 | 44,203 | 43,654 |
| Division IV - Troy | 16,830 | 18,614 | 17,719 | 16,364 |

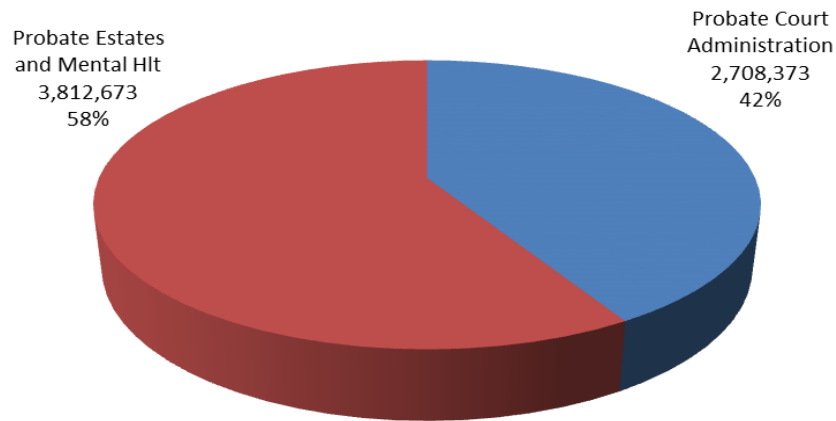
- **Probation** - A probation department is funded for each division of the 52nd District Court, and provides a sentencing alternative to incarceration. Individuals on probation are supervised in the community, and are required to abide by certain rules and conditions as set by the Judge. Each probation department is also responsible for conducting pre-sentence investigations, and is licensed with the State of Michigan to handle substance abuse evaluations when appropriate.

| Performance Measures | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|------------------------------------|---------------|---------------|---------------|---------------|
| <u>Supervised Probation Cases:</u> | | | | |
| Division I - Novi | 1,392 | 1,371 | 1,293 | 1,255 |
| Division II - Clarkston | 695 | 726 | 677 | 694 |
| Division III - Rochester | 1,725 | 1,740 | 1,494 | 1,653 |
| Division IV - Troy | 1,118 | 1,513 | 1,550 | 1,424 |

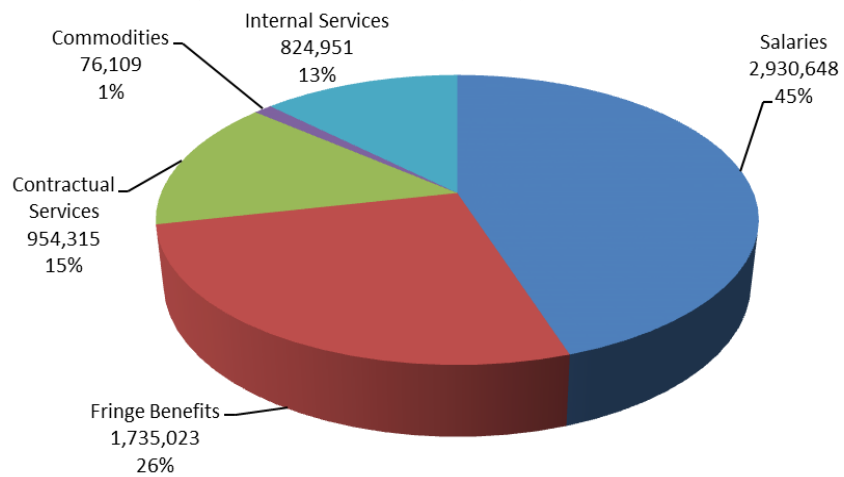
| Performance Measures | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---|---------------|---------------|---------------|---------------|
| <u>Pre-Sentence Investigations and Substance Abuse Assessments Completed:</u> | | | | |
| Division I - Novi | 1,288 | 1,667 | 1,558 | 1,570 |
| Division II - Clarkston | 719 | 879 | 824 | 682 |
| Division III - Rochester | 1,748 | 1,904 | 1,781 | 1,821 |
| Division IV - Troy | 1,088 | 993 | 955 | 834 |

- **Specialty Courts** – The 52nd District Court offers several specialty treatment programs in an effort to better service the public. The Court offers Sobriety Court, Drug Treatment Court, and Veteran’s Court programs, and actively coordinates with other jurisdictions for Mental Health Court programs. The 52nd District Court was among one of the first to receive certification under the new State-mandated Drug Treatment Court guidelines. This accomplishment acknowledges that each division’s respective program complies with all standards and required best practices. Last year, the Court was awarded \$309,000 in State grant funding, and is expected to receive roughly \$443,487 in funding for FY 2018. The Court will continue to provide these programs, as it recognizes the advantages of utilizing intensive probation supervision, regular judicial involvement, and stringent testing and treatment in combatting alcohol and/or drug addictions, and reducing recidivism rates within the community.
- **Weekend Arraignment Program** – The 52nd District Court is responsible for funding, staffing, and conducting weekend arraignments for the 44th, 45th, 48th, 51st, and 52nd District Courts located in Oakland County. This program runs on all weekends and holidays throughout the year to ensure defendants are arraigned in a timely manner.
- **Community Outreach** – Each division of the 52nd District Court actively works with their respective communities to offer several beneficial outreach programs, such as Teen Court, a youth crime prevention program where teenagers actively engage in the judicial process among their own peers; and the Court in Schools programs, where official court proceedings are held in local schools and observed by students. Additionally, the 52nd District Court regularly invites community organizations, such as local youth and adult leadership groups, to come visit the courthouses, meet with the judges, and observe court proceedings to better understand and appreciate the role of the court within the community.

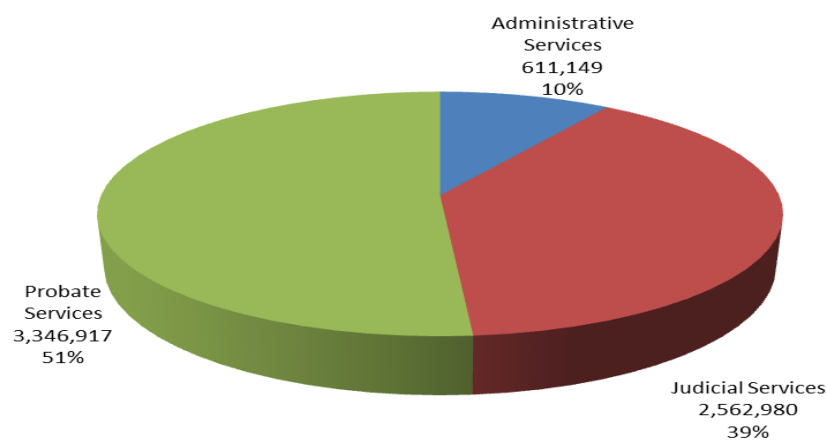
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Summary

Pursuant to the Estates and Protected Individuals Code, the Oakland County Probate Court is responsible for the probating of wills, guardianships, conservatorships and the administration of estates of deceased persons by personal representatives. The Court resolves issues regarding wills and trusts in the event of uncertainty or conflict, and determines the heirs in intestate (without a will) estates. The Court also handles proceedings under the Mental Health Code including the commitment to hospital care of mentally ill persons and guardianships of developmentally disabled persons.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Probate Court Administration | 2,463,121 | 2,719,783 | 2,708,373 | 2,720,978 | 2,721,849 |
| Probate Estates and Mental Hlt | 3,565,314 | 3,740,250 | 3,812,673 | 3,822,657 | 3,823,346 |
| Total Expenditures | \$6,028,434 | \$6,460,033 | \$6,521,046 | \$6,543,635 | \$6,545,195 |

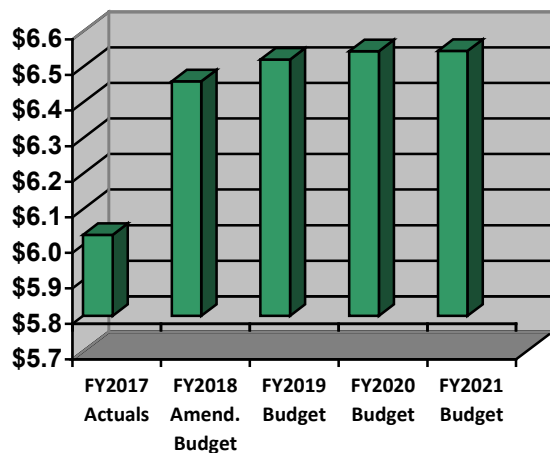
Current Issues

- Aging Population – Probate Court serves our citizens that are most vulnerable, the elderly, the mentally ill, families in times of loss, and the disabled. Increases in the number of senior citizens will directly relate to increases in the demands for Probate Court. Census statistics currently show a significant increase in the population over age 65 and indicates the senior population will double in the next twenty years.
- Increased Caseload - Continued high numbers of mental health commitment petitions and growth in adult guardianships and conservatorships are anticipated to strain available resources for defense attorney fees and independent psychological exam costs.

Department Goals

- Ensure that all matters presented to the Court are responded to judiciously, expeditiously and with sensitivity by bench and staff.
- Ensure that resolution of matters brought to the court is guided by what is permissible under the law, by defined standards of service and by balancing the needs of the individual and society.
- Ensure equal access for all to the court and its services.
- Assume a proactive leadership role in advancing the improvement of justice and services to children, adults and families within the County and State.

Department Expenditures (\$ in millions)



Division Descriptions

Probate Court Administration

The Administration program includes both judicial services and the daily administration of the court’s functions. The Probate Judges handle the probating of wills, appointment of guardians and conservators for adults and minors, the administration of estates of deceased persons by personal representatives, and trust matters. It is the Court’s task to resolve issues regarding wills and trusts in the event of uncertainty or conflict and to determine the heirs to intestate estates. In addition, the Probate Judges handle all proceedings under the Mental Health Code, including involuntary hospitalization of mentally ill persons, the judicial admission and guardianships of developmentally disabled persons and cases involving minors in need of substance abuse treatment and rehabilitation services.

The Administration program is responsible for the development and delivery of business and administrative support services for the Probate Court. The program is responsible for developing and monitoring the annual budget, and maintaining compliance with court rules and statutes.

Estates and Mental Health

Estates and Mental Health staff members provide service to the public, process paperwork, and manage case files for court hearings. In addition to cases involving estates and trusts, the Probate Court also administers the court process for guardianships and conservatorships of adults and minors, including yearly monitoring of fiduciaries for compliance with statutory requirements and maintaining the statutory guardianship review process. The Probate Court also acts as the depository for the safekeeping of wills. Additionally, the Probate Court staff is responsible for processes involving petitions under the Mental Health Code, including the involuntary commitment of individuals with mental illness, as well as guardianships for developmentally disabled persons. Legal records of the department are a matter of public record and are available for review by the general public.

| Department Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|--------------------|--------------------------|--------------------|--------------------|--------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 2,705,750 | 2,911,875 | 2,930,648 | 2,930,648 | 2,930,648 |
| Fringe Benefits | 1,486,186 | 1,780,764 | 1,735,023 | 1,735,023 | 1,735,023 |
| Contractual Services | 828,571 | 735,315 | 954,315 | 954,315 | 954,315 |
| Commodities | 76,753 | 76,109 | 76,109 | 76,109 | 76,109 |
| Capital Outlay | 12,827 | 0 | 0 | 0 | 0 |
| Internal Services | 918,347 | 955,970 | 824,951 | 847,540 | 849,100 |
| Total GF/GP Expenditures | \$6,028,434 | \$6,460,033 | \$6,521,046 | \$6,543,635 | \$6,545,195 |
| <u>Other Funds</u> | | | | | |
| Total Other Funds | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$6,028,434 | \$6,460,033 | \$6,521,046 | \$6,543,635 | \$6,545,195 |

Summary of Major Program Changes

Revenue

The Probate Court’s budgeted revenue will increase for Gross Estate Fees over the next three years.

Expenditure

Controllable Personnel for FY 2019 includes a 2% salary increase. Controllable Personnel also includes a Fringe Benefit rate reduction. Other Salaries and Fringe Benefit changes reflect the extension of a full-time Cashier position funded by Emergency Salaries which is scheduled to be sunset on 9/30/2019. A manual adjustment to remove the general salary increase and related benefits for Judges as their compensation is controlled at the state level. Increased Contractual Services is primarily due to Defense Attorney Fees and Fees Guardian Ad Litem as a result of increased number of case filings, increased number of complex cases and continued high demand for services along with a seventeen percent attorney fee increase. Decreased Internal Services is primarily due to Information Technology Operations and Equipment Rental which are based on rate and usage adjustments along with Information Technology Development as the appropriation is budgeted in Non-Departmental and transferred as needed per the General Appropriations Act.

| Department Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Administrative Services | 682,623 | 697,364 | 611,149 | 611,149 | 611,149 |
| Judicial Services | 2,310,577 | 2,555,588 | 2,562,980 | 2,575,585 | 2,576,456 |
| Probate Services | 3,035,235 | 3,207,081 | 3,346,917 | 3,356,901 | 3,357,590 |
| Total Expenditures | \$6,028,434 | \$6,460,033 | \$6,521,046 | \$6,543,635 | \$6,545,195 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------|----------------|----------------|----------------|
| Administrative Services | 4 | 4 | 4 |
| Judicial Services | 20 | 20 | 20 |
| Probate Services | 29 | 29 | 29 |
| Total Personnel | 53 | 53 | 53 |

Probate Court – Program

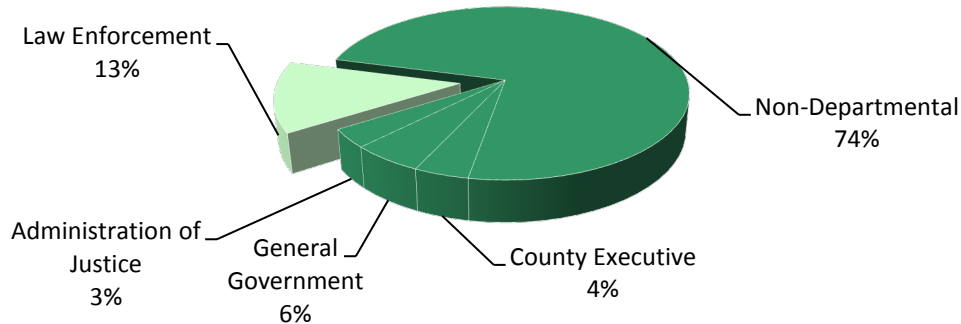
- **Administration Services** – The Administration program includes the daily administration of the court’s functions. In addition, the Administration program is responsible for the development and delivery of business and administrative support services for the Probate Court. The program is responsible for developing and monitoring the annual budget, maintaining compliance with court rules, statutes, and Michigan Supreme Court and State Court Administrative Office mandates, as well as oversight of the general day-to-day operations of the Probate Court.
- **Judicial Services** – Judicial Services handles the "probating" of wills, appointment of guardians and conservators for adults and minors and the administration of estates of deceased persons by personal representatives. It is the Court's task to resolve issues regarding wills and trusts in the event of uncertainty or conflict, and to determine the heirs to "intestate" estates. In addition, Judicial Services handles all proceedings under the Mental Health Code, including involuntary hospitalization of mentally ill persons, and the judicial admission and guardianships of developmentally disabled persons and cases involving minors in need of substance abuse treatment and rehabilitation services.

| Performance Measures | CY2015 Actual | CY2016 Actual | CY2017 Actual | CY2018 YTD * |
|--|------------------|------------------|------------------|-----------------|
| New Files Opened: | | | | |
| Estates | 2,585 | 2,621 | 2,484 | 1,910 |
| Trusts | 260 | 286 | 278 | 185 |
| Adult Guardianships (Includes Developmentally Disabled) | 1,133 | 1,170 | 1,464 | 1,063 |
| Minor Guardianships | 561 | 504 | 474 | 329 |
| Adult Conservatorships | 373 | 412 | 389 | 303 |
| Minor Conservatorships | 111 | 97 | 96 | 86 |
| Mentally Ill (Includes Judicial Admissions) | 2,292 | 2,173 | 1,960 | 1,457 |
| Reopened Estates | 223 | 221 | 149 | 152 |
| Protective Orders | 64 | 94 | 61 | 42 |
| Civil and Other Matters | 99 | 91 | 91 | 67 |
| Total | 7,701 | 7,669 | 7,446 | 5,594 |
| Active Cases: | | | | |
| Estate and Trust Cases | 5,231 | 5,334 | 5,285 | 6,058 |
| Adult Guardianships | 4,370 | 4,515 | 4,526 | 4,633 |
| Adult Conservatorships | 1,689 | 1,486 | 1,430 | 1,444 |
| Minor Guardianships | 2,263 | 2,139 | 1,929 | 1,916 |
| Minor Conservatorships | 932 | 796 | 756 | 743 |
| Guardianships (Developmentally Disabled) | 2,006 | 2,241 | 2,287 | 2,342 |
| Civil and Other Matters | 38 | 25 | 26 | 5 |
| Total | 16,529 | 16,536 | 16,239 | 17,141 |

*As of September 30, 2018

- **Probate Services** - Probate Services staff provides customer service, processes paperwork and manages case files for court hearings. In addition to cases involving estates and trusts, the Probate Court also administers the court process for guardianships and conservatorships of adults and minors, including yearly monitoring of fiduciaries for compliance with statutory requirements and maintaining the statutory guardianship review process. The Probate Court also acts as the depository for the safekeeping of wills. Additionally, the Probate Court staff is responsible for processes involving petitions under the Mental Health Code, including the involuntary commitment of individuals with mental illness, as well as guardianships for developmentally disabled persons. Legal records of the department are a matter of public record and are available for review by the general public.

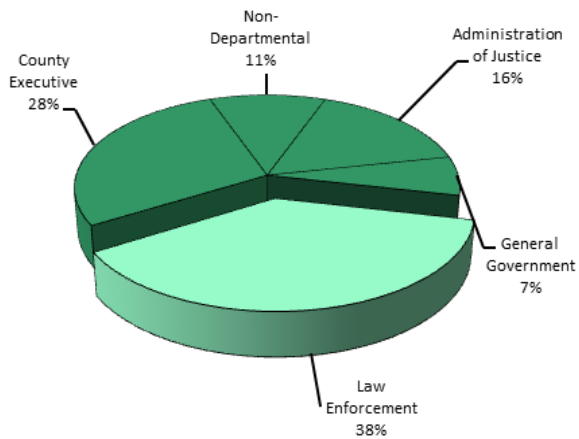
FY 2019 General Fund/General Purpose Revenues:



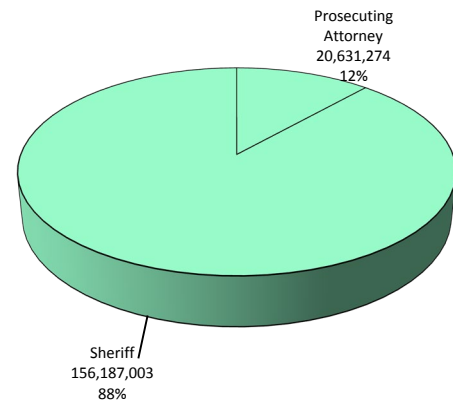
| Law Enforcement Revenues | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|---------------------|-----------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose: | | | | | |
| Prosecuting Attorney | | | | | |
| Federal Grants | 377,021 | 205,000 | 205,000 | 205,000 | 205,000 |
| Charges for Services | 359,876 | 295,053 | 278,000 | 278,000 | 278,000 |
| Other Revenues | 63 | 0 | 0 | 0 | 0 |
| Total | \$736,961 | \$500,053 | \$483,000 | \$483,000 | \$483,000 |
| Sheriff | | | | | |
| Federal Grants | 204,683 | 138,477 | 0 | 0 | 0 |
| Other Intergovern. Revenues | 239,400 | 266,706 | 266,706 | 266,706 | 266,706 |
| Charges for Services | 56,318,571 | 59,191,174 | 60,091,345 | 60,158,942 | 60,158,942 |
| Other Revenues | 40,741 | 11,000 | 11,000 | 11,000 | 11,000 |
| Transfers In | 825,057 | 231,094 | 2,500 | 0 | 0 |
| Total | \$57,628,451 | \$59,838,451 | \$60,371,551 | \$60,436,648 | \$60,436,648 |
| Total GF/GP Revenues | \$58,365,412 | \$60,338,504 | \$60,854,551 | \$60,919,648 | \$60,919,648 |
| Other Funds: | | | | | |
| ATPA Grants | 1,531,638 | 1,481,020 | 1,481,020 | 1,481,020 | 1,481,020 |
| Community Corrections | 361,260 | 400,464 | 400,464 | 400,464 | 400,464 |
| Crime Victim Rights Week | 350 | 400 | 0 | 0 | 0 |
| Criminal Justice Train Grant | 106,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Domestic Preparedness Equipment | 84,652 | 98,000 | 98,000 | 98,000 | 98,000 |
| Drug Policy Grant | 461,745 | 443,096 | 443,096 | 443,096 | 443,096 |
| Friend of the Court | 0 | 1,354,018 | 1,359,282 | 1,359,282 | 1,359,282 |
| JAG 2016 DJ BX 0579 | 30,659 | 0 | 0 | 0 | 0 |
| Jail Diversion | 11,410 | 0 | 0 | 0 | 0 |
| Medical Marihuana | 401,427 | 766,004 | 0 | 0 | 0 |
| Mental Health Diversion Council | 143,546 | 0 | 0 | 0 | 0 |
| Paul Coverdell Grant | 64,584 | 200,835 | 103,446 | 103,446 | 103,446 |
| Prosecutor Co Op Reimbursement | 2,476,883 | 2,867,726 | 3,160,508 | 3,160,508 | 3,160,508 |
| Sheriff Road Patrol | 793,534 | 702,096 | 702,096 | 702,096 | 702,096 |
| Total Other Funds | \$6,467,688 | \$8,463,659 | \$7,897,912 | \$7,897,912 | \$7,897,912 |
| Total Revenues | \$64,833,100 | \$68,802,163 | \$68,737,218 | \$68,817,560 | \$68,817,560 |

Budget at a Glance: Law Enforcement General Fund/General Purpose Expenditures

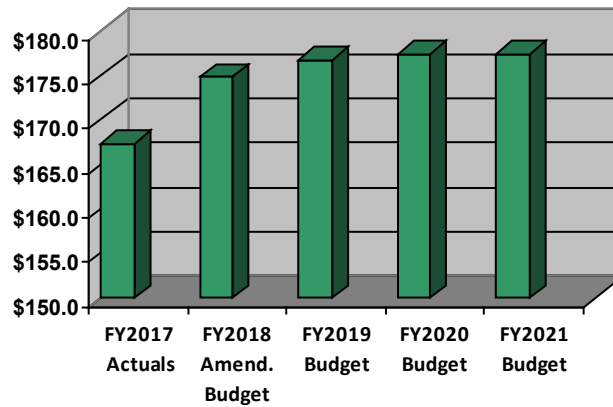
Total County 2019 Adopted Budget



Law Enforcement 2019 Adopted Budget



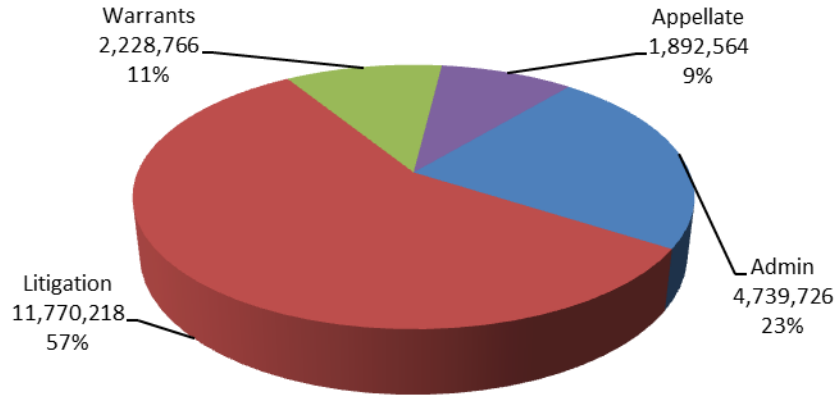
Law Enforcement GF/GP Expenditures (\$ in millions)



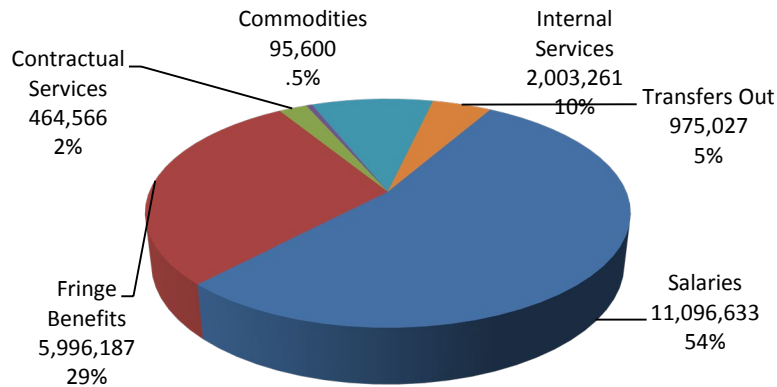
| Law Enforcement Expenditure by Department (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|----------------------|-----------------------|----------------------|----------------------|----------------------|
| Prosecuting Attorney | 18,929,872 | 20,841,198 | 20,631,274 | 20,721,482 | 20,725,731 |
| Sheriff | 148,392,049 | 154,043,688 | 156,187,003 | 156,702,155 | 156,733,513 |
| Total Law Enforcement | \$167,321,921 | \$174,884,886 | \$176,818,277 | \$177,423,637 | \$177,459,244 |

| Personnel by Department (GF/GP) | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------|----------------|----------------|----------------|
| Prosecuting Attorney | 144 | 144 | 144 |
| Sheriff | 1,208 | 1,208 | 1,208 |
| Total Personnel | 1,352 | 1,352 | 1,352 |

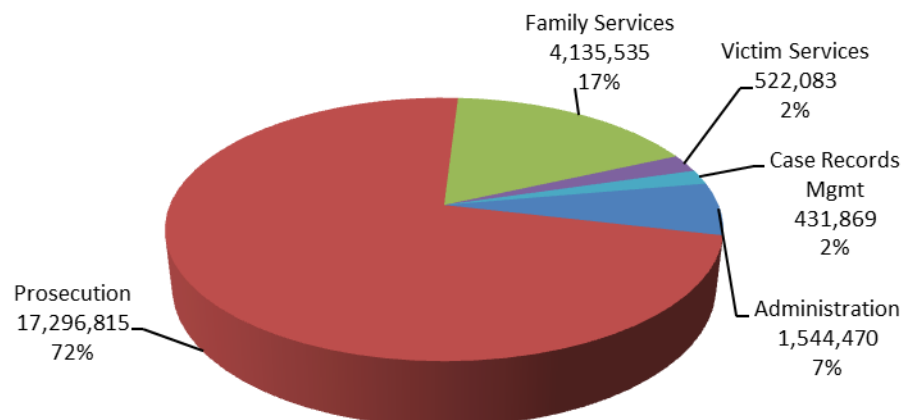
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Mission

The Prosecutors Office’s mission is to do justice ethically and professionally in accordance with Federal and State Constitutions.

Department Summary

The Prosecuting Attorney is the chief law enforcement officer of the County, primarily charged with the duty to see that State of Michigan criminal laws are faithfully enforced. The Prosecuting Attorney represents the People of the State of Michigan in all State law criminal matters pending before all courts in Oakland County, advocates new legislation and other reforms in the system and assists in the training of police officers to ensure they are able to perform their functions in accordance with the law. There are over 200 statutes which mandate various functions to be performed by the Prosecuting Attorney’s Office and eleven set forth the primary duties: (1) The Prosecuting Attorney has the duty to appear for the county or state and to prosecute or defend in all courts of the county, all prosecutions, suits, applications and motions, whether civil or criminal, in which the state or county may be a party or otherwise interested; (2) In all criminal proceedings removed to Michigan Supreme Court, the Prosecuting Attorney must prepare a brief to be filed with the Court; (3) The Prosecuting Attorney is required to appear before the magistrates of the county and to prosecute all complaints made on behalf of the People of the State over which the magistrate has jurisdiction; (4) Prosecute all violations of State law in district court; (5) The Prosecutor must appear for the People in probate court when requested by the court; (6) Issue complaints and warrants; (7) File juvenile delinquency petitions in juvenile court; (8) Protect children by way of neglect proceeding in family court when they been subject to some type of caretaker neglect; (9) Establish paternity and child support for minors, (10) Appear to litigate violations of personal protection orders; and, (11) Enforce the orders of the court, such as restitution and other conditions of probation, in all State law criminal cases.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|---------------------|-----------------------|---------------------|---------------------|---------------------|
| Prosecuting Attorney Admin | 4,688,971 | 4,924,639 | 4,739,726 | 4,801,310 | 4,805,559 |
| Prosecuting Attorney Litigation | 10,391,948 | 11,723,928 | 11,770,218 | 11,798,842 | 11,798,842 |
| Prosecuting Attorney Warrants | 2,104,934 | 2,275,389 | 2,228,766 | 2,228,766 | 2,228,766 |
| Prosecuting Attorney Appellate | 1,744,018 | 1,917,242 | 1,892,564 | 1,892,564 | 1,892,564 |
| Total Expenditures | \$18,929,872 | \$20,841,198 | \$20,631,274 | \$20,721,482 | \$20,725,731 |

Current Issues

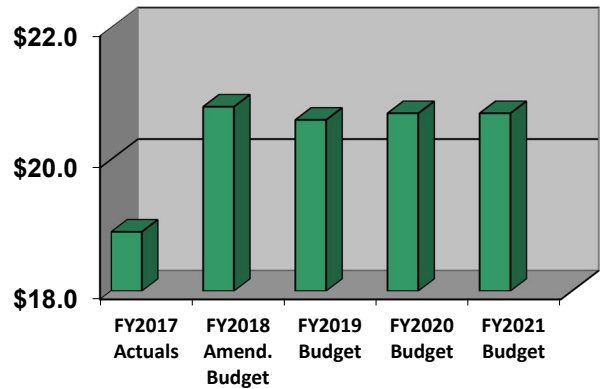
As a result of the previous economic downturn, the Prosecutor’s Office saw a reduction in 11 legal staff positions (two have been reestablished). The Office was reorganized to meet this challenge by identifying areas of responsibility that could be consolidated and case management streamlined. Assistant Prosecutors and support staff are being cross-trained so they can assume additional responsibilities and maintain the high standards of professional and ethical representation to the People of the State of Michigan, the victims of crime, and the legal system in an environment of limited resources. Added to this issue is the reality that the nature of criminal cases has increasingly become more complex. Most cases today require some technical evidence, such as downloaded GPS locator information in a drunk driving case or Low Count DNA testing for an assaultive crime. These challenges require attracting and retaining the most qualified attorneys.

The State of Michigan, through the Michigan Indigent Defense Commission (MIDC) has mandated every county develop and adopt a program to provide defense counsel for indigent defendant’s “first appearance” (or arraignment) in district court. As a result, we are working with the courts, Sheriff’s Office, police agencies, the bar association and County Executive’s Office to implement programs and ensure that the victims and the interest of the People are represented at all stages of the proceedings. This program, as currently outlined, could create as many as 14 new dockets that must be staffed. This Office is working with various departments to create the most cost effective means of carrying out the program as intended.

Department Goals

- To effectively and efficiently carry out the duties and responsibilities as the chief law enforcement officer of Oakland County by ensuring that laws are faithfully enforced in the pursuit of justice.
- To represent the People of the State of Michigan in all State law criminal matters before all courts in Oakland County.
- To ensure that children are safe from neglect and take appropriate legal action when needed.
- To provide superior courtroom advocacy that are in the interest of justice and enhance public safety.
- To ensure the most highly trained and qualified prosecutors are in the courtroom as advocates for the victims of crime.
- To successfully argue appeals of lower court decisions and post-conviction proceedings brought before the 6th Judicial Circuit Court, the Michigan Court of Appeals, and the Michigan Supreme Court from cases that have arisen out of Oakland County.
- To provide assistance to the Michigan Attorney General's Office by litigating murder convictions and other capital cases where Habeas has been granted on cases by federal courts.
- To advocate new legislation and other reforms to improve the criminal justice system.
- To identify and initiate programs to assist the various divisions in accomplishing their respective goals and responsibilities.

Department Expenditures (\$ in millions)



- To keep assistant prosecutors and law enforcement personnel abreast of changes in the law.
- To interact in a timely manner with 42 separate police and investigative agencies; review search warrants, criminal complaints, and juvenile petitions.
- To seek reimbursement of restitution and costs as allowed by statute and case law
- Review parole decisions authorized by the Michigan Department of Corrections and where appropriate, file legal objections.
- To establish paternity and support for minor children.
- To lift children out of poverty and reduce their dependence on public assistance.

| Department Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 10,100,105 | 10,889,012 | 11,096,633 | 11,117,716 | 11,117,716 |
| Fringe Benefits | 5,501,455 | 6,207,652 | 5,996,187 | 6,003,728 | 6,003,728 |
| Contractual Services | 447,268 | 458,710 | 464,566 | 464,566 | 464,566 |
| Commodities | 89,773 | 101,456 | 95,600 | 95,600 | 95,600 |
| Capital Outlay | 1,101 | 0 | 0 | 0 | 0 |
| Internal Services | 1,908,193 | 2,142,341 | 2,003,261 | 2,064,845 | 2,069,094 |
| Transfers Out | 881,978 | 1,042,027 | 975,027 | 975,027 | 975,027 |
| Total GF/GP Expenditures | \$18,929,872 | \$20,841,198 | \$20,631,274 | \$20,721,482 | \$20,725,731 |
| Other Funds | | | | | |
| ATPA Grants | 254,722 | 0 | 0 | 0 | 0 |
| Crime Victim Rights Week | 350 | 400 | 0 | 0 | 0 |
| Drug Policy Grant | 186,925 | 138,990 | 138,990 | 138,990 | 138,990 |
| Prosecutor Co Op Reimbursement | 2,464,184 | 2,867,726 | 3,160,508 | 3,160,508 | 3,160,508 |
| Total Other Funds | \$2,906,181 | \$3,007,116 | \$3,299,498 | \$3,299,498 | \$3,299,498 |
| Total Expenditures | \$21,836,052 | \$23,848,314 | \$23,930,772 | \$24,020,980 | \$24,025,229 |

Summary of Major Program Changes

Revenues

State Approp Victim Witness revenue decreased (\$14,553) which represents historical funding levels from the State of Michigan for Crime Victim Rights reimbursement. Also, Welfare Fraud Case Review decreased as the State of Michigan now reviews welfare fraud cases in-house.

Expenditures

Fiscal Year 2019 Controllable Personnel includes a 2% increase in salary and associated fringe benefits as well as an increase due to the addition of one Full-Time Eligible (FTE) Prosecuting Attorney III position in support of the new Circuit Court judge. Controllable Personnel also includes the fringe benefit rate reduction. Contractual Services and Commodities had no change when considered together, although several small adjustments were made to reflect current spending patterns. The overall decrease in Internal Services is primarily due to Information Technology Operations and Motor Pool which are based on rate and usage adjustments. There was also a decrease in Information Technology Development and Maintenance Department Charges as appropriation for the two line items are budgeted in Non-Departmental and transferred as needed per the General Appropriations Act. Transfers Out decreased due to a one time grant match (Narcotic Enforcement Team).

| Department Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|---------------------|--------------------------|---------------------|---------------------|---------------------|
| Administration | 1,651,382 | 1,536,632 | 1,544,470 | 1,544,470 | 1,544,470 |
| Prosecution | 15,946,674 | 17,520,203 | 17,296,815 | 17,387,023 | 17,391,272 |
| Family Services | 3,301,169 | 3,843,773 | 4,135,535 | 4,135,535 | 4,135,535 |
| Victim Services | 472,584 | 513,787 | 522,083 | 522,083 | 522,083 |
| Case Records Mgmt | 464,244 | 433,919 | 431,869 | 431,869 | 431,869 |
| Total Expenditures | \$21,836,052 | \$23,848,314 | \$23,930,772 | \$24,020,980 | \$24,025,229 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------|-------------------|-------------------|-------------------|
| Administration | 17 | 17 | 17 |
| Case Records Mgmt | 7 | 7 | 7 |
| Family Services | 24 | 24 | 24 |
| Prosecution | 115 | 115 | 115 |
| Victim Services | 6 | 6 | 6 |
| Total Personnel | 169 | 169 | 169 |

Prosecuting Attorney Programs

- **Administration** - This program is responsible for setting the goals of the Office as well as managing the effective, efficient, and prudent use of finite resources. This includes managing and coordinating activities associated with: establishing policies and procedures to support the daily activities of all divisions within the Office, business operations including grant writing and seeking cost recovery, cost analysis, purchasing, retaining experts, arranging witness travel, staff assignments, training to outside agencies, providing public education relating to law enforcement including speaking engagements, responding to public and media inquiries as well as requests through the Freedom of Information Act (FOIA). It also includes advocating new legislation or changes to existing legislation to promote reforms in the criminal justice system.

To keep assistant prosecutors in the courtroom, the Administration continues to operate with 2 attorneys; the Prosecutor and the Chief Assistant Prosecutor allowing for the permanent reduction/reassignment of 5 assistant prosecutors.

Objectives

- To be the crime victim's advocate.
 - To advocate for legislative changes that enhance public safety.
 - To ensure that assistant prosecutors are kept abreast with changes in the law and continuously trained to ensure excellence in the courtrooms.
 - To provide quality training to the law enforcement community.
 - To provide timely responses to outside parties with concerns relating to the Prosecutor's Office.
 - To prudently expend finite resources while at the same time, providing staff with the tools necessary to carry out the goals of the Office.
 - To constantly review and initiate cost saving measures that will not impinge on the primary duties of the Prosecutor's Office.
- **Prosecution** - The Prosecution program is a core activity of the Office in the enforcement of criminal laws in the state of Michigan as mandated by law. The Prosecutor's Office represents the People of the State of Michigan in state law criminal matters pending before all courts in Oakland County as cases progress through the criminal justice system from inception through post-conviction. This also includes responding to pleadings filed with the Michigan Court of Appeals and Michigan Supreme Court.

Warrants Division – There are 8 attorneys of the Warrants Division who evaluate thousands of criminal investigations that are presented each year by the 42 police agencies of Oakland County. These assistant prosecutors determine whether charges are appropriate and what charges should be issued. If charges are appropriate, a criminal complaint and warrant is then prepared and sent to the requesting police agency and the appropriate district court. Additionally, the Warrants Division assists police agencies in drafting search warrants. It is important to note that at least one assistant prosecutor is "on duty" and available 24 hours a day, seven days a week, to assist the police with questions and drafting of search warrants. Furthermore, investigations and requests for criminal complaints are reviewed every day of the week.

Most of these cases are presented through the OakVideo System, a communications system that allows for the presentment of cases without the officer being physically present at the Prosecutor's Office. The OakVideo System saves the police substantial time and travel expense by allowing them to present cases directly from their offices to the Prosecutor's Office, rather than personally delivering their investigations. This gives officers more time to pursue other duties in their communities.

The Prosecutor's Office is looking for ways to expand the efficiency of OakVideo for such things as quicker release of discovery in light of the MIDC program and with increasing use of body cameras, uploading this information to include in office files and release for discovery. Because of the varying video formats that exist and the size of these files, the technical challenge of uploading, reviewing and then formatting the information for discovery is a constant challenge.

The Warrants Division attorneys work with a staff of professionals who assist them by downloading and organizing the warrant requests received on the OakVideo System, preparing complaints and warrants, and creating case files to be used in court proceedings by the trial attorneys of the Office. To prevent warrant review backlogs from occurring, and facilitate a timely review of criminal complaints, non-custody misdemeanor offenses are downloaded by the Warrants Division support staff and forwarded to the District Court Division prosecutors for review, and where appropriate, authorized. This reassignment of work, on an as needed basis, has proven to provide the various police agencies with timely reviews without the additional staffing.

Other responsibilities of the Warrants Division include 1) reviewing criminal histories of individuals being charged with crimes to determine whether they meet the criteria under the enhanced sentencing guidelines, 2) evaluating cases of out-of-state witnesses for the purposes of extradition and placing detainers for defendants lodged in correctional facilities throughout the United States for prosecution under the "Detainer Act," 3) administering the Law Enforcement Information Network (LEIN) access protocol for the Office, 4) meeting with citizens concerning charging decisions, 5) tracking of all police reports submitted to the Prosecutor's Office for review, 6) receipt and review of all personal protection order violations, 7) review of all domestic violence complaints taken by area departments, and 8) participate in monthly child death review meetings conducted at the Medical Examiner's Office.

Objectives

- Use of OakVideo in a manner to facilitate effective police investigation and warrant decisions.
- Timely review of police investigations to determine if sufficient evidence exists to authorize criminal charges.
- Provide access to a prosecutor for County police agencies 24 hours a day, 7 days a week.
- Assist police in their investigations through the drafting of search warrants.
- Answer questions of law presented by police agencies and citizens.
- Oversee the filing of habitual offender notices with criminal complaints.
- Ensure LEIN is accessed and used properly.
- Review a defendant's criminal history and file habitual notifications when appropriate.

| Performance Measures - Warrants | CY2015 Actual | CY2016 Actual | CY 2017 Actual |
|---------------------------------------|------------------|------------------|-------------------|
| Warrant requests submitted for review | 10,777 | 10,836 | 10,366 |
| Average per month | 898 | 903 | 863 |
| Total charges and warrants issued | 14,039 | 14,077 | 14,213 |
| Felony | 6,806 | 7,212 | 7,379 |
| High Misdemeanor | 122 | 115 | 116 |
| Misdemeanor | 7,111 | 6,750 | 6,718 |
| Habitual offender actions filed | 1,652 | 1,618 | 1,801 |

General Jurisdiction Section – The General Jurisdiction Section includes both the District Court Division and those cases in the Circuit Court Division not assigned to the vertical prosecution sections of the Special Victims Section (SVS), Narcotics Section (NS), or Major Crimes Prosecutors (MCP).

Objectives

- To provide superior courtroom advocacy that are in the interest of justice and enhance public safety.
- Assist with training of police officers.
- To serve as a legal advocate for victims of crime.
- To ethically discharge our oath of office and constitutional mandates.
- To enforce the orders of the court in criminal cases.

District Court Division When fully staffed, the District Court Division of the Oakland County Prosecutor’s Office consists of 18 district court assistant prosecuting attorneys who are responsible for covering the dockets of 31 judges in 14 district courts located throughout Oakland County. Assistant prosecutors assigned to this Division handle all misdemeanor level criminal cases authorized by complaint and warrant as well as extensive ticket and civil infraction dockets from the pre-trial stage through final disposition.

The District Court Division also conducts preliminary examinations on felony level criminal cases that have not been specifically designated to a special section of the Prosecutor’s Office. District Court prosecutors and support staff prepare the discovery for defense counsel on all criminal cases including tickets and civil infractions. District Court Division assistant prosecutors will also assist in the drafting of responses on motions to quash on felony cases they bind over to Circuit Court.

As the district courts have migrated to new computer systems (Judicial Information Services for example), they have stopped preparing subpoenas for felony, misdemeanor and civil infractions. These now are primarily handled by the prosecutor’s staff. Although the courts have switched this responsibility to the Prosecuting Attorney’s office, staffing levels have not increased.

As the MIDC program is implemented, it will likely add 14 additional dockets that will have to be staffed daily. This is to ensure that the court defense counsel and pretrial service receive from the People, information about the charges, defendant’s criminal history (or a lack of criminal history), concerns expressed by the victims and other considerations needed by the court/magistrate to set bond, conditions of bond and the nature and date of the next court appearance.

| Performance Measures - (District Court Division including SVS, NS, and MCP Cases) | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---|------------------|------------------|------------------|
| Total cases set in district court | 22,425 | 23,046 | 23,404 |
| Monthly average cases set in district court | 1,868 | 1,920 | 1,950 |
| Total felonies set | 7,958 | 8,344 | 8,403 |
| Total misdemeanors set | 13,276 | 13,341 | 13,358 |
| Total civil infractions set | 938 | 1361 | 1,643 |
| Total ticket cases set | 3,976 | 4,006 | 4,104 |
| Bound over to circuit court | 3,444 | 3,425 | 3,478 |
| Reduced Pleas | 341 | 384 | 411 |
| Dismissals | 150 | 131 | 133 |
| Nolle Prosequi | 2 | 8 | 3 |
| Misdemeanors | | | |
| Convictions/Pleas | 2,959 | 2,854 | 2,862 |
| Trials | 121 | 103 | 97 |

First Offender Program - The First Offender Program is directed toward adult defendants charged with non-violent offenses who do not have a prior criminal record. After accepting full responsibility for the crime and successfully completing all sentencing requirements, the case is resolved without registering as a conviction. This program is overseen by the Chief of the District Court Division. Potential cases are referred to the District Court Chief by the assistant prosecutors in the district court. The Division Chief reviews the candidates and if accepted monitors their compliance.

Circuit Court Division There are 13 assistant prosecutors assigned as Docket Prosecutors in the General Jurisdiction section of the Circuit Court Division of the Prosecutor’s Office. They prosecute felony cases not otherwise assigned to prosecutors in specialty sections, i.e. Special Victims Section (SVS), Narcotics Section (NS), or the Major Crimes Prosecution Section (MCP). The cases they prosecute include larcenies, frauds, robberies, assaults, narcotics, weapons, various felonious driving offenses, and others. Docket Prosecutors also handle bench warrant arraignments, extraditions, various mental health hearings, the Personal Protection Order Docket, restitution hearings with the assistance of the appellate division, conduct ineffective assistance of counsel hearings (Ginther hearings) and various other matters that may arise in the Circuit Court requiring State Prosecutor intervention.

| Performance Measures - (Circuit Court Division including SVS, NS, and MCP Cases) | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|--|------------------|------------------|------------------|
| Total cases set in circuit court | 4,419 | 3,971 | 3,894 |
| Monthly average cases set in circuit court | 368 | 330 | 324 |
| Total cases resolved in circuit court | 3,905 | 3,764 | 3,679 |
| Convictions/Pleas | 3,744 | 3,614 | 3,541 |
| Overall conviction rate | 97% | 98% | 98% |
| Trials | 118 | 115 | 82 |
| Convictions | 106 | 103 | 65 |
| Overall conviction rate | 90% | 89% | 83% |

The Major Crimes Prosecution Section (MCP) is a vertical prosecution section consisting of 6 of the most experienced felony trial lawyers. They prosecute homicides as well as the more complex, difficult and time consuming cases. These include armed robberies, bank robberies, serious assaults, white collar crimes, complex fraud cases, arsons and cold case homicides.

MCPs are chosen for their proven ability to handle a wide variety of cases and issues. For example, MCPs are required to stay abreast of advances in biological forensic evidence testing and analysis such as PCR, Y-STR, and MtDNA testing as well as the procedures and protocols used by various state, federal and private laboratories and the professional reputations of expert witnesses who testify in these areas. Their knowledge is critical when assisting police in having evidence tested and analyzed during the investigation phase of a case, and when presenting the evidence during, and effectively cross-examining defense experts in the courtroom during the trial phase of a case.

Another area where MCPs must excel is in challenging various psychological and psychiatric defenses which may arise in murders, and other serious felony cases. MCPs must also be skilled and knowledgeable in the area of forensic pathology. An MCP must, for example, be able to demonstrate through a forensic pathologist, the manner and cause of death in a murder case. An MCP must be able to educate a jury that the presence of pinpoint dots across the face and in the eyes of a victim, known as petechial bleeding, indicates death was the result of strangulation. Or, an MCP must understand and be able to use the data from a “black box” recovered from a vehicle to prove who was at fault and whether such fault rose to criminal dimensions in vehicular homicide cases. MCPs must be able to trace a URL or TSP identifier back to a specific computer to prove beyond a reasonable doubt that a defendant used a specific computer to, for example, embezzle from his employer or solicit a child over the internet. This is the type of evidence MCPs must master in order to prosecute the kinds of cases to which they are regularly assigned.

Moreover, in addition to trial work, MCPs often work in conjunction with Warrants Division prosecutors to review and advise in homicide cases before any charging decision is authorized. They also serve as mentors to the Docket Prosecutors at times and act as their back up, covering their dockets. MCPs are also frequently requested by various police agencies to assist in the training of police officers by providing lectures on the types of cases and issues with which they have the most first-hand experience and practical knowledge.

| Performance Measures - (MCP at Circuit Court) | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---|------------------|------------------|------------------|
| Total cases resolved in circuit court | 162 | 225 | 120 |
| Convictions/Pleas | 141 | 223 | 116 |
| Overall conviction rate | 97% | 99% | 97% |
| Trials | 17 | 21 | 15 |
| Convictions | 16 | 19 | 12 |
| Overall trial conviction rate | 94% | 90% | 80% |

Special Victims Section (SVS) – The SVS is a vertical prosecution section comprised of 10 attorneys, 2 investigators, 1 social worker, 1 support specialist, and 1 legal secretary. The Special Victims Section prosecutes cases that involve victims who require exceptional attention due to their unique vulnerability. The prosecutions include felony cases involving domestic violence, child criminal sexual conduct, adult criminal sexual conduct, vulnerable adult abuse, child abuse, and elder abuse.

Domestic violence victims are often hesitant or uncooperative in prosecutions of their batterers for a multitude of reasons such as fear of retribution, financial dependency, or their own low self-esteem. Child victims of criminal sexual conduct often delay their disclosure of the sexual abuse and have difficulty testifying in courtroom proceedings, making successful prosecution of these crimes extremely difficult. Adult victims of criminal sexual conduct face the difficult challenge of describing, in public, the details of the sexual assault committed against them, often with no corroborating physical evidence. Lastly, by the very nature of the age or disability of the victims of vulnerable adult abuse, elder abuse, and child abuse, successful prosecution of these crimes is often an uphill battle.

Each of the aforementioned groups of cases are vertically prosecuted so that a member of the SVS handles the prosecution throughout the entire courtroom process, thereby minimizing trauma to the victim and ensuring specialized knowledge of the subject matter in court. These cases are labor-intensive and require a different prosecutorial approach depending on each unique situation. All of the members of the Special Victims Section receive specialized training to fully understand the complex nature and unique dynamics presented in every one of these cases. The SVS not only works to reach a successful disposition on each case, but to provide the support and guidance to the victims of the crime.

Objectives

- To provide superior courtroom advocacy that are in the interest of justice and enhance public safety.
- To provide the necessary support for the most vulnerable victims.

| Performance Measures - (SVS at Circuit Court) | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---|------------------|------------------|------------------|
| Total cases resolved in Circuit Court | 372 | 339 | 333 |
| Convictions/Pleas | 364 | 328 | 328 |
| Overall conviction rate | 97% | 97% | 98% |
| Trials | 24 | 38 | 23 |
| Convictions | 20 | 36 | 20 |
| Overall conviction rate | 83% | 95% | 90% |

Narcotics Section (NS) – There are 4 assistant prosecutors assigned to the Narcotics Section of the Oakland County Prosecutor’s Office which are responsible for the vertical prosecution of major drug crimes. These cases include serious repeat offenders, multiple defendant conspiracies, drug related homicides, and organizations trafficking across state lines. This section is part of a multi-jurisdictional task force of local, state, and federal agencies. The 4 assistant prosecutors that are assigned to this Section are on call 24 hours a day, seven days a week, to assist law enforcement officers in all legal aspects of their investigations including, but not limited to, search warrant requests. The cases assigned to the assistant prosecutors are handled from the time of the submission phase (warrant presentation) through the sentencing phase. They also assist the Warrants Division with major case reviews.

Objectives

- Prosecution of major drug offenders and repeat offenders.
- To provide superior courtroom advocacy that are in the interest of justice and enhance public safety.

| Performance Measures - (NS at Circuit Court) | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|--|------------------|------------------|------------------|
| Total cases resolved in Circuit Court | 365 | 274 | 188 |
| Convictions/Pleas | 358 | 265 | 178 |
| Overall conviction rate | 98% | 97% | 95% |
| Trials | 15 | 15 | 11 |
| Convictions | 14 | 13 | 11 |
| Overall conviction rate | 93% | 87% | 100% |

Juvenile Justice Division – As of January 2019 there will be 17 assistant prosecutors assigned to the Juvenile Justice Division. (A family court judge position was re-established creating an additional docket effective January 1st, 2019). This Division handles child protection and delinquency matters that affect Oakland County residents. When a youth commits a criminal offense that may require formal court intervention, the Juvenile Justice Division works with law enforcement to determine if a delinquency petition should be drafted. Where there is probable cause that a crime has been committed, a Juvenile Justice assistant prosecutor will draft the complaint and represent the People at the delinquency proceedings.

| Performance Measures - (Delinquency) | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|--------------------------------------|------------------|------------------|------------------|
| Number of petitions reviewed | 1,383 | 1,516 | 1,374 |
| Felony petitions issued | 266 | 276 | 241 |
| High Misdemeanor petitions issued | 5 | 3 | 10 |
| Misdemeanor petitions issued | 720 | 723 | 627 |
| Total petition charges | 1,296 | 1,459 | 1,195 |

In child protection matters, the Prosecutor’s Office is charged by law with providing legal counsel to the Department of Human Services (DHS) at all stages of child protective proceedings. These proceedings serve to protect both children and families from abuse and neglect.

| Performance Measures - (Child Protection/Neglect) | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---|------------------|------------------|------------------|
| Neglect Petitions Written | 516 | 572 | 525 |

Outside of their significant presence in court, this Division serves the community at large through their efforts on the County-wide Child Abuse Coordinated Investigation Protocol, their presence on the Child Death Review Team, and their community-wide presentations on technology crime.

School Based Education & Intervention - The Teen Court Program is an innovative program for first time juvenile offenders involved in low level misdemeanor offenses or non-violent felonies. After a juvenile offender accepts full responsibility for their offense before a judge, their sentence is determined by a trained jury of their peers (other students). Juvenile offenders who successfully complete all sentencing conditions will have their case resolved without a criminal conviction on their record. This is managed through the Juvenile Justice Division.

| Performance Measures – Teen Court | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---|------------------|------------------|------------------|
| Referrals | 43 | 75 | 41 |
| Participants entering the program | 30 | 30 | 27 |
| Participants that successfully completed program requirements | 28 | 24 | 25 |

Appellate Division – The Appellate Division consists of 8 attorneys and 3 support staff. The function of the Appellate Division of the Oakland County Prosecutor’s Office is to respond to appeals. In addition, the Appellate Division sometimes initiates its own appeals of court decisions, i.e. dismissals of cases, orders suppressing evidence in a case. This requires the appellate attorney to file pleadings with and appear in District and the 6th Circuit Courts, the Court of Appeals, and Michigan Supreme Court.

The Appellate Division provides assistance in the legal training of law enforcement officers in Oakland County as well as cadets enrolled in the Oakland Police Academy. In addition, the Appellate Division provides legal advice to all divisions of the Office and releases monthly legal updates to the legal staff in an effort to keep the attorneys knowledgeable of all recent appellate court decisions. The Freedom of Information Act (FOIA) coordinator also works in the Appellate Division responding to FOIA, while maintaining an appellate case load.

The Appellate Division answers petitions for a *writ of habeas corpus* filed in the federal courts in which criminal defendants challenge their convictions on federal constitutional grounds. While most of these are handled by the Michigan Attorney General’s Office, the Appellate Division elects to answer those petitions where it would be advantageous to all involved for the local prosecutor’s office to handle, i.e. those that involve complex facts and issues. Answering these petitions involves Appellate Division members filing pleadings and appearing before the federal district courts in Michigan as well as the Sixth Circuit Court of Appeals in Cincinnati, Ohio, and sometimes even in the United States Supreme Court. The importance of the Appellate Division handling at least some of the petitions for a *writ of habeas corpus* has become more pronounced in recent years as the federal district courts and the Sixth Circuit Court of Appeals has become much more active in the realm of criminal law. As a result, all appellate attorneys are also admitted to the Federal Bar.

Finally, the Appellate Division takes an active role in opposing the parole of incarcerated inmates that it deems dangerous and a threat to public safety or to individual victims because, among other factors, the failure of the inmate to succeed on parole or probation previously, inadequate therapy or poor therapy reports, misconduct while in prison, lengthy criminal histories, or lack of remorse or acceptance of responsibility for the offense committed. It will appeal decisions of the Michigan Parole Board that it believes are a clear abuse of discretion.

The Appellate Division is actively reviewing parole decisions and filing appeals against those offenders who it is believed will be a danger to the public if they do not serve their full sentence. The Appellate Division has maintained a 99% affirmative rate. This means that no convictions in Oakland County have been overturned by an appellate court.

Objectives

- To provide the highest level of legal expertise available in the state.
- To successfully argue appeals of lower court decisions and post-conviction proceedings brought before the 6th Judicial Circuit Court, the Michigan Court of Appeals, and the Michigan Supreme Court.
- To appeal parole decisions which endanger the public.
- To provide “legal updates” to the Prosecutor’s staff and police agencies.

| Performance Measures - | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---|------------------|------------------|------------------|
| Total dispositions – Supreme Court/Court of Appeals/Circuit Court | 488 | 497 | 500 |
| Convictions affirmed | 393 | 367 | 376 |
| Convictions reversed | 4 | 5 | 1 |
| Oral arguments attended | 102 | 82 | 74 |
| Legal assistance: | | | |
| Evidentiary hearing/2 nd chair | 2 | 4 | 7 |
| Research projects assigned | 20 | 22 | 22 |
| Parole files reviewed | 489 | 356 | 468 |
| Responses to FOIA/Subpoena requests | 106 | 137 | 130 |

Economic Recovery Section (ERS) – The Economic Recovery Section is comprised of 1 attorney and 1 shared legal secretary. Working closely with law enforcement agents throughout Oakland County, the Economic Recovery Section operates as a civil deterrent to a number of criminal activities. This Section assists law enforcement by seeking forfeiture of illegal proceeds of crimes such as narcotics trafficking, and the recycling of those proceeds to law enforcement use. Additionally, the program works to deter habitual drunk driving in an effort to increase safety on our highways.

Unlike the majority of assistant prosecutors, attorneys assigned to this Section appear before every court in Oakland County, and manage civil litigation including the preparation of interrogatories, the taking of depositions, civil pleadings and trials. This small Section within the larger whole of the Prosecutor’s Office is a two-prong approach to tough prosecution. The addition of an Economic Recovery Section to Oakland County makes a strong statement; this Administration refuses to permit the criminal to profit from his or her crime.

Objectives

- Seek recovery of the illegal proceeds of criminal activities.
- Enhance law enforcement objectives and tools.
- Act as a financial deterrent for repeat Operating While Intoxicated (OWI) defendants.

| Performance Measures – Economic Recovery | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---|------------------|------------------|------------------|
| Narcotics Cases: | | | |
| Total number of narcotics cases reviewed for forfeiture | 13 | 22 | 19 |
| Number of cases declined | 7 | 6 | 1 |
| Total proceeds ordered to law enforcement | \$224,709 | \$736,891 | \$756,274 |
| Operating While Impaired (Drunk Driving) Cases: | | | |
| Total number of OWI cases reviewed for forfeiture | 86 | 76 | 40 |
| Number of cases processed/in process | 51 | 51 | 12 |
| Total proceeds ordered to law enforcement | \$ 28,365 | \$15,126 | \$16,472 |

Family Support Division The Family Support Division is primarily responsible for obtaining court orders establishing paternity and support for minor children. When fully staffed there are four Assistant Prosecutors assigned to the division, three investigators and fourteen support staff.

Objectives

- To lift children out of poverty and reduce their dependence on public assistance.
- To establish paternity and support for minor children.

Child Support Enforcement – Every child has a right to support from both parents. Effective establishment of court orders for child support helps lift children out of poverty and reduces their dependence on public assistance. When parents need help, the Family Support Division is there to provide legal services at no charge. Parents do not have to be on public assistance to qualify. In addition to in-state establishment activities, the Family Support Division also handles interstate or international child support actions and uses the criminal law to prosecute deadbeat parents for failure to make court-ordered child support payments. Criminal prosecution allows the Prosecutor’s Office to extradite deadbeat parents when they are arrested in other states. Payment of child support arrearage is ordered as a part of the defendant’s criminal sentence.

Paternity – The Family Support Division also establishes paternity for children whose parents were not married at the time of the child’s birth. DNA genetic testing can be used to confirm that a man is the biological father of a child. A court order is then entered legally establishing paternity and setting child support payments.

| Performance Measures – Family Support | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|--|------------------|------------------|------------------|
| Child support referrals reviewed | 3,373 | 3,199 | 3,142 |
| Child support cases filed | 1,993 | 1,908 | 1,631 |
| Child support orders granted | 1,699 | 1,688 | 1,390 |
| Amount of child support ordered | \$492,816 | \$493,435 | \$458,392 |
| Amount of pregnancy and birth expenses ordered | \$1,652,921 | \$1,082,277 | \$1,170,235 |
| Felony non-support charges issued | 24 | 39 | 31 |
| Arrearage owed on felony cases | \$735,7660 | \$1,040,598 | \$1,153,847 |
| Paternities established | 741 | 648 | 485 |

Victim Services The primary purpose of the Victim Services Section is to offer information and support to all crime victims on Oakland County criminal cases. As directed by the Crime Victim’s Rights Act, this Section provides all mandated notifications to crime victims. This information helps a victim or victim’s family understand and exercise his or her rights, as well as gain an understanding of the criminal court process. The Victim Services Section also provides court advocacy, community referrals, assistance regarding compensation and/or restitution claims, and assistance with general inquiries.

The Victim Services Section is staffed with 1 full-time office assistant, 1 part-time office assistant, 4 victim advocates, and 1 victim rights supervisor.

Objectives

- To inform and support crime victims as criminal cases progress through the criminal justice system from inception through post-conviction.

| Performance Measures – Victim Services | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---|------------------|------------------|------------------|
| Crime victims eligible to exercise victim rights/packets sent | 4,601 | 4,447 | 4,489 |
| Victims requesting rights | 971 | 873 | 876 |
| Specially assigned cases/court advocacy | 101 | 105 | 66 |
| Death related cases | 39 | 36 | 25 |

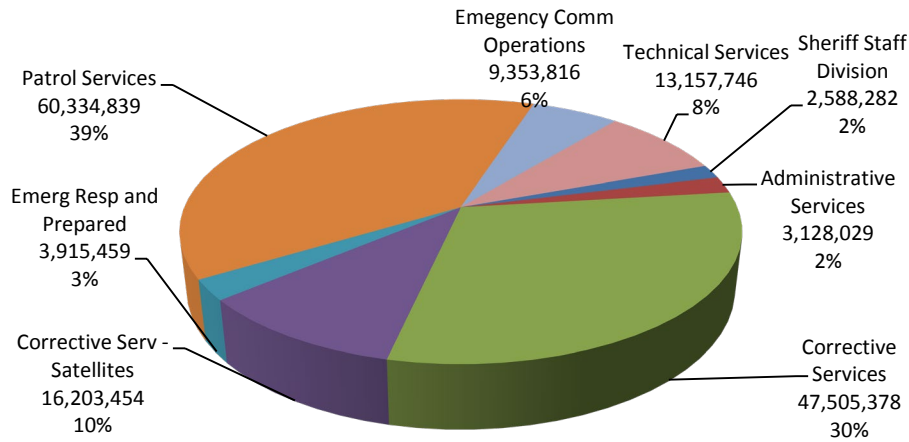
Case Records Management - The Case Records program manages case flow activity for all divisions within the Office, beginning with case initiation in the Warrants Division through post-conviction appellate proceedings. Case records is also responsible for redacting of private information for discovery, preparing the physical discovery packets, obtaining daily dockets from all 14 district courthouses and all circuit court judges, and pulling the necessary files to prepare a “call box”. Case records staff are responsible for the management of criminal case files and all incoming and outgoing correspondence. With the aid of computers and automated filing equipment, the 9 staff members, 5 students, and 1 supervisor records and distributes legal pleadings, prepares general information and orders for filing with the court, prepares subpoenas for distribution to police agencies, and controls case file traffic for assistant prosecutors. Additionally, Case Records staff records the results of court activities into the Office case management system which enables the production of case status reports, caseload allocation studies, and statistical analysis of individual assistant prosecutor performance.

In 2009 this office was informed through records storage that they have run out of physical space to store files. A program has been initiated to electronically store older files of completed cases and destroy the physical file. It is the practice of this office to not destroy any physical file when the offender is still in prison or the physical file may have some historic importance. This program is also run through the case records.

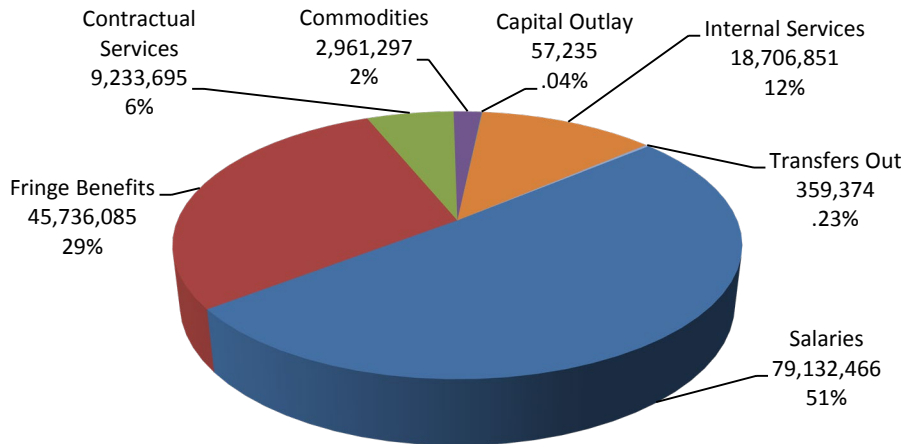
Objectives

- To provide assistance to assistant prosecutors through the management of case flow activity.
- To provide criminal case disposition statistical analysis for reporting purposes.

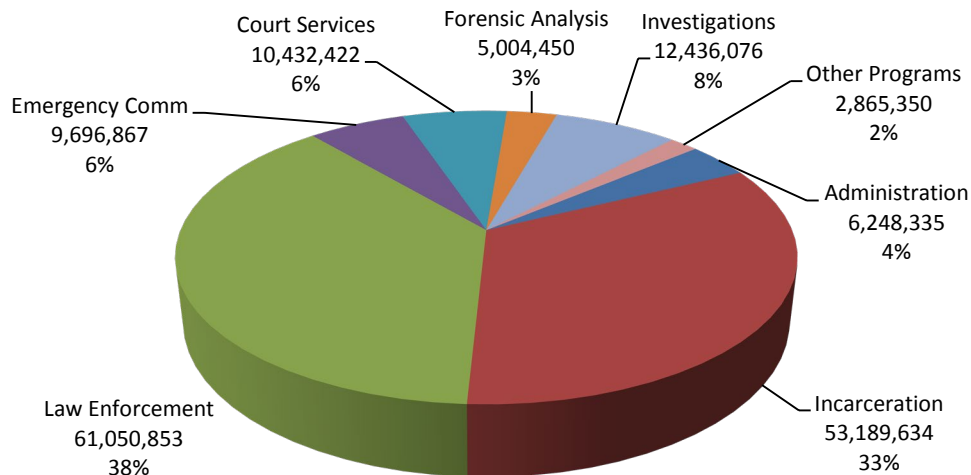
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Purpose

The Office of Sheriff is created by the Michigan Constitution. As a constitutional officer, the Sheriff must operate a county jail, serve and execute all civil writs and process as well as criminal process which are issued pursuant to rule, and produce and maintain records as prescribed by law. In addition, the Sheriff operates a Marine Safety Program (with the Department of Natural Resources), provides contracted law enforcement services and miscellaneous other duties.

Mission Statement

The Oakland County Sheriff's Office is dedicated to the safety and protection of the citizens and businesses within our boundaries. We are committed to the task of keeping our courts and correctional system secure and our service is built upon integrity, respect, vision, and leadership.

Values

With courage, respect, and honor, we will perform our duties and protect Oakland County. Fairness will be applied in all situations with no tolerance for discrimination of any kind. We value our families, relationships, and community partners who count on us to help them in times of need and defend them from danger. Through forward-thinking, value-driven leadership, we will foster positive change and promote growth and learning throughout our agency and in our community.

Department Summary

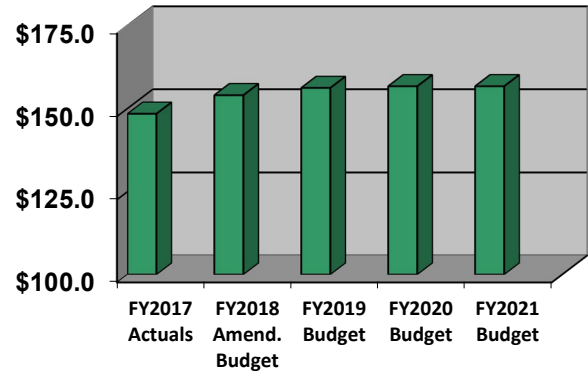
The Sheriff's Office is comprised of multiple divisions, including Administrative Services which conducts all business and human resource functions. There are two main law enforcement groups: The Corrections/Court Services Group is made up of Corrective Services, which oversees operations of the main jail and inmate support services, and Corrective Services - Satellites, which oversees the operations of facilities outside the main jail, including security for the 6th Circuit and 52nd District Courts. The Law Enforcement Services Group includes Emergency Response and Preparedness whose primary responsibilities include all homeland security initiatives, training programs, and maintaining records of all departmental activities; Emergency Communications and Operations, which provides dispatch services; Patrol Services, which administers law enforcement activities including contracted patrol for 15 communities; and Investigative/Forensic Services which provides countywide police service support including investigations in numerous areas such as narcotics, fire, homicide, crime scene and computer crime in addition to forensic lab services.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|----------------------|-----------------------|----------------------|----------------------|----------------------|
| Sheriff Staff Division | 2,371,859 | 2,578,070 | 2,588,282 | 2,609,332 | 2,610,784 |
| Administrative Services | 3,802,501 | 4,119,739 | 3,128,029 | 3,128,029 | 3,128,029 |
| Corrective Services | 45,474,205 | 47,979,424 | 47,505,378 | 47,793,983 | 47,813,897 |
| Corrective Serv - Satellites | 16,431,465 | 15,192,728 | 16,203,454 | 16,263,355 | 16,268,202 |
| Emerg Resp and Prepared | 3,270,045 | 3,150,474 | 3,915,459 | 3,919,273 | 3,919,536 |
| Patrol Services | 55,262,156 | 59,183,731 | 60,334,839 | 60,344,763 | 60,345,214 |
| Emergency Comm Operations | 8,734,240 | 8,578,902 | 9,353,816 | 9,428,261 | 9,428,732 |
| Technical Services | 13,045,578 | 13,260,620 | 13,157,746 | 13,215,159 | 13,219,119 |
| Total Expenditures | \$148,392,049 | \$154,043,688 | \$156,187,003 | \$156,702,155 | \$156,733,513 |

Current Issues

- Delivering effective and innovative programming to those individuals with mental health and substance abuse issues remains a priority for the Jail. The Sheriff’s Office continues to look at ways to reduce recidivism rates of those with substance abuse issues, especially opioid addiction. The Sheriff’s Office launched a medically assisted treatment program (MAT) in 2018 and has seen many successes for those battling addiction. Mental health continues to be a burden on corrections as a steady increase in those with severe mental health issues are frequently booked into the facility. Providing adequate inmate mental health services remains a priority for the Sheriff’s Office. Many years of critical planning have resulted in a solid relationship between the Sheriff’s Office and Oakland Community Health Network and their contractors. A partnership exists between the Jail’s Program Services Unit and Easter Seals to provide the Jail psychiatric services, medication administration, transition to community services, and post-book jail diversion services for people with mental illnesses and/or developmental disabilities.
- The Sheriff’s Office continues to contract with Correct Care Solutions (CCS)/Wellpath, to administer health care services for inmates incarcerated in the Oakland County Jail. CCS/Wellpath has quality staff recruitment and retention practices, experience and knowledge with maintaining National Commission on Correctional Healthcare accreditation, highly developed cost-containment practices, and has a comprehensive, detailed plan to deliver medical and dental services to the inmates.
- Countywide emergency communications is an area of focus. The need for updated technologies to expand and efficiently provide emergency communications throughout the county continues. The Sheriff’s Office is currently in the process of looking at new radio technology systems to upgrade technology, which is over 15 years old. As new software and opportunity becomes available to make public safety communications better, continued investment in infrastructure is a necessity.
- Countywide Homeland Security issues and court security is a priority for all parties involved. The Courts need to have a secure setting for both the public and government to operate in. Further, the Sheriff’s Office continually reevaluates emerging threats and looks for technology and solutions to keep citizens safe.

Department Expenditures (\$ in millions)



Department Goals

- The Sheriff Department’s primary goal is to maintain and provide care and custody of inmates within the Corrective Services Divisions.
- Improve Patrol Services by utilizing more community policing strategies, citizen watches, crime prevention tactics, targeted aviation patrols, and provide and maintain a countywide communications network.
- Continue to harden the County’s potential terrorist targets by securing buildings, policing special events, and informing the public of potential Homeland Security concerns.
- To provide support for all police and fire agencies throughout the County in Fire Investigations, Fugitive Apprehension, Narcotic Enforcement, Major Crime Investigation, Forensic Science, Auto Theft Investigations, Criminal Gang Suppression and Investigation, and Computer Crimes Investigation.
- Expand and strengthen our Forensic Services including a fully operational and accredited DNA laboratory.

| Department Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|----------------------|-----------------------|----------------------|----------------------|----------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 74,062,618 | 75,615,127 | 79,132,466 | 79,210,520 | 79,210,520 |
| Fringe Benefits | 42,351,815 | 46,006,336 | 45,736,085 | 45,739,816 | 45,739,816 |
| Contractual Services | 9,619,373 | 9,530,441 | 9,233,695 | 9,237,125 | 9,237,125 |
| Commodities | 2,765,765 | 2,939,748 | 2,961,297 | 2,961,297 | 2,961,297 |
| Capital Outlay | 998,349 | 245,714 | 57,235 | 57,235 | 57,235 |
| Internal Services | 17,833,514 | 18,750,693 | 18,706,851 | 19,161,288 | 19,192,646 |
| Transfers Out | 760,615 | 955,629 | 359,374 | 334,874 | 334,874 |
| Total GF/GP Expenditures | \$148,392,049 | \$154,043,688 | \$156,187,003 | \$156,702,155 | \$156,733,513 |
| Other Funds | | | | | |
| ATPA Grants | 1,292,331 | 1,481,020 | 1,481,020 | 1,481,020 | 1,481,020 |
| Community Corrections | 399,487 | 400,464 | 400,464 | 400,464 | 400,464 |
| Criminal Justice Train Grant | 118,956 | 150,000 | 150,000 | 150,000 | 150,000 |
| Domestic Preparedness Equipment | 95,341 | 98,000 | 98,000 | 98,000 | 98,000 |
| Drug Policy Grant | 274,820 | 304,106 | 304,106 | 304,106 | 304,106 |
| Friend of the Court | 1,286,015 | 1,408,729 | 1,397,852 | 1,397,852 | 1,397,852 |
| JAG 2016 DJ BX 0579 | 30,659 | 0 | 0 | 0 | 0 |
| Jail Diversion | 11,410 | 0 | 0 | 0 | 0 |
| Medical Marihuana | 401,427 | 766,004 | 0 | 0 | 0 |
| Mental Hlth Diversion Council | 143,546 | 0 | 0 | 0 | 0 |
| Paul Coverdell Grant | 64,584 | 200,835 | 103,446 | 103,446 | 103,446 |
| Sheriff Road Patrol | 786,687 | 702,096 | 702,096 | 702,096 | 702,096 |
| Fringe Benefits | 80,874 | 100,000 | 100,000 | 100,000 | 100,000 |
| Total Other Funds | \$4,986,138 | \$5,611,254 | \$4,736,984 | \$4,736,984 | \$4,736,984 |
| Total Expenditures | \$153,378,187 | \$159,654,942 | \$160,923,987 | \$161,439,139 | \$161,470,497 |

Summary of Major Program Changes

Revenues

Charges for Services increased overall by \$900,171. Dispatch Services and Sheriff Special Deputies were the biggest contributors as a result of new dispatch contract rates and projected call volume as well as an increase in the number of deputies under contract with cities, villages and townships (CVT's) for law enforcement services. Reimbursement Salaries increased due to an increase in the number of deputies under contract to provide law enforcement for special events. Drug Testing was up due to an increase in mandatory testing for probationers in the Results Program. The increase was partially offset by declining revenues from Reimbursement Contracts due to a one year agreement with Oakland Community Health Network (OCHN) to provide inmate counseling services and Civil Action Service Fees decreased (\$150,000) due to a declining number of foreclosures and civil service requests which is offset in the Fees Civil Service expenditure account. Federal Operating Grants decreased due to Michigan Office of Highway Safety Transportation Improvement Authority grants which were one year awards for FY 2018. Transfers-In decreased (\$228,594) and is appropriated during the year as authorized by the Board of Commissioners. It includes one-time purchases for law enforcement equipment, corrections officer and dispatch specialist training and forensic lab equipment.

Expenditures

Controllable Personnel for FY 2019 includes a 2% salary increase and associated fringe benefits. Controllable Personnel also includes the fringe benefit rate reduction. Twelve positions were created in the Sheriff's Department: Seven Full-Time Eligible (FTE) Corrections Deputy I positions to increase Family Court security; one FTE Corrections Deputy I position to provide security for the new circuit court judge effective January 1, 2019; two Part-Time Non-Eligible (PTNE) Project Advisor positions for dispatch training; two PTNE Property Room Technician positions to support new unclaimed and found property processes due to changing law interpretation. One existing PTNE Corrections Deputy I position had the number of hours increased from 1,000 hours to 1,200 hours for Children's Village security during Saturday hearings. As a result, Salaries and Fringe Benefits increased overall by \$2,747,088. Overtime budget increased \$500,000 to support hiring, training and retaining corrections deputies which is a major factor contributing to the use of overtime. An overall decrease in Contractual Services of (\$296,746) is primarily due to Fees Civil Service (\$150,000) (see corresponding revenue reductions in Civil Action Service Fees) as there are a lower number of foreclosures and requests for civil services. Officers Training decreased for dispatch, SWAT and corrections training and Supportive Services for Crime Victim Rights, both due to a one-time carryforward of unspent funds. Capital Outlay decreased due to several one-time purchases including sniper rifles, oven replacement at the jail and a Can-Am Defender Utility Task Vehicle (UTV). Transfers out decreased primarily due to a one-time grant match (Automobile Theft Prevention Authority) and the number of law enforcement amendments with cities, villages and townships requiring patrol vehicles which are budgeted in separate funds.

| Department Expenditures by Programs | FY 2017 Actual | FY 2018 Amend. Bdgt. | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Administration | 5,092,330 | 5,427,604 | 6,248,335 | 6,269,385 | 6,270,837 |
| Incarceration | 53,576,152 | 53,984,668 | 53,356,262 | 53,695,819 | 53,719,249 |
| Law Enforcement | 54,050,858 | 60,284,275 | 61,050,853 | 61,060,777 | 61,061,228 |
| Emergency Comm | 9,495,180 | 9,949,527 | 9,705,502 | 9,781,601 | 9,782,186 |
| Court Services | 9,276,847 | 9,275,808 | 10,432,422 | 10,441,371 | 10,442,702 |
| Forensic Analysis | 4,836,226 | 4,687,663 | 5,004,450 | 5,021,127 | 5,022,277 |
| Investigations | 12,458,033 | 13,159,472 | 12,436,076 | 12,476,812 | 12,479,622 |
| Records Mgmt | 952,597 | 1,110,933 | 1,038,096 | 1,038,096 | 1,038,096 |
| Training | 3,559,090 | 1,674,992 | 1,551,991 | 1,554,151 | 1,554,300 |
| HR Benefits Administration | 80,874 | 100,000 | 100,000 | 100,000 | 100,000 |
| Total Expenditures | \$153,378,187 | \$159,654,942 | \$160,923,987 | \$161,439,139 | \$161,470,497 |

| Personnel by Program | 2019 Budget | 2020 Budget | 2021 Budget |
|-----------------------------|------------------------|------------------------|------------------------|
| Administration | 37 | 37 | 37 |
| Court Services | 154 | 154 | 154 |
| Emergency Communications | 83 | 83 | 83 |
| Forensic Analysis | 42 | 42 | 42 |
| Incarceration | 355 | 355 | 355 |
| Investigations | 65 | 65 | 65 |
| Law Enforcement | 473 | 473 | 473 |
| Records Management | 16 | 16 | 16 |
| Training | 14 | 14 | 14 |
| Total Personnel | 1,239 | 1,239 | 1,239 |

Sheriff Programs

- Administrative Services** - This program oversees the department’s budget of over \$161,000,000 and is in charge of managing and coordinating the activities of the Sheriff’s Office. This includes the development of all policies and procedures, business and personnel operations, information systems, and the day-to-day activities of all other Divisions. Additional activities include administering the patrol contracts, providing ongoing training, and providing public education as it relates to law enforcement, and responding to public inquiries and requests for information. It also oversees the Results Program which provides professional, courteous drug and alcohol testing to court probationers, clients, agents, courts and the general public for a reasonable fee. Parents may bring their child into a Results testing location and request a drug test and/or Preliminary Breath Test (PBT). Sheriff Deputies administer the test while Chemists/Toxicologists provide the results which are quick, accurate and uncompromised.

Objectives

- To provide a high level of supervision and direction to the respective divisions within the Office of the Sheriff.
- To provide timely responses to citizens with concerns regarding the Sheriff’s Office.

- Records Management** – Records is an efficient, customer service-oriented program which is responsible for the processing and retention of all the Oakland County Sheriff’s Office (OCSO) incident reports, traffic accident reports, tickets, inmate files and gun purchase permits. It also manages tens of thousands of records and is responsible for the editing, data-entry, retrieval and forwarding of information, and statistics from these files. Other functions include gun registrations, sex offender registrations, background checks, pawn entries, and finger printing for all concealed pistol license (CPL) applicants. These functions are provided in person at the Records Management building, by mail, fax, and through the Freedom of Information Office. A major function of Records is responding to citizen and agency requests for various paper and electronically retained pieces of data including incident reports, traffic tickets, vehicle lock-out slips, background checks, and jail inmate file information.

Objectives

- Respond to Freedom of Information Act (FOIA) requests as promulgated by statute.
- Issue and process Gun Purchase Permits and Registrations within the statutes.
- Process Court documents for non-public records.
- Fingerprinting for CPL license and background checks.
- Perform miscellaneous Fingerprint requests.
- Process Automated Fingerprint Identification System (A.F.I.S.) name designation in Jail records.
- Respond to requests by mail and fax for various documents and background checks.
- Forward Court bonds and retain and purge paper inmate files.
- Enter and retain pawn transaction slips.
- Quarterly verification and frequent updates for registered sex offenders.

| Performance Measures | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|-------------------------|------------------|------------------|------------------|------------------|
| Guns Registered | 10,007 | 9,713 | 14,756 | 11,474 |
| Gun Permits Issued | 10,560 | 10,281 | 15,185 | 11,772 |
| Fingerprints | 17,121 | 17,491 | 13,004 | 10,257 |
| Sex Offenders Processed | 3,814 | 3,985 | 3,851 | 3,959 |
| Documents provided | 7,680 | 10,507 | 10,451 | 10,882 |

- Incarceration** - The Sheriff is mandated by statute to operate a county jail and the Corrections Division has the largest expenditure budget within the Sheriff's Office. The system consists of two different correctional facilities including the Main Jail / Annex with a general capacity of 1,074 and holding for 156 inmates in the Intake areas, as well as 25 special needs beds in an observation area, bringing the total capacity to 1,255. Additional beds for high-risk inmates became available when the work release program was changed to an electronic monitoring program. The Oakland County Jail ranks as one of the largest facilities in the United States. Also included in the correctional system is a satellite facility, the East Annex, which houses up to 398 inmates classified as minimum and low-medium security in a dorm-like setting. These inmates perform various tasks within the facility and may be assigned to work in other areas of the County complex. The total capacity for the entire Corrections Division is 1,653. The Sheriff's Office continues to work closely with the Michigan Department of Corrections to house parole violators while they are waiting to return to prison. The Inmate Worker Program continues to provide various labor details for non-profit agencies and municipalities. Inmates earn days off their sentence for services rendered.

Objectives

- Continue to explore all possible avenues for the most cost effective and efficient means to manage the inmate population while mindful of the current economic climate.
- Continue to work in conjunction with all entities of the criminal justice system in regard to developing the best ways to manage the inmate population.

| Performance Measures | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|----------------------------------|------------------|------------------|------------------|------------------|
| Inmate Admissions | 19,317 | 18,791 | 18,236 | 18,124 |
| Inmate Classification Interviews | 13,334 | 13,240 | 12,644 | 12,641 |
| Inmate Worker Details | 3,535 | 2,720 | 2,604 | 2,760 |

- Law Enforcement** – The Sheriff's Office provides primary police services to over a quarter million citizens in Oakland County. The Patrol Services Division contracts with ten townships, three cities, and two villages in Oakland County to provide around-the-clock police protection to these municipalities. Contracted police services include uniform patrol, traffic enforcement, weighmaster enforcement, patrol investigators, school liaison officers and various levels of police command. The division is composed of many units including: Aviation Unit, Traffic/416 Unit, Crash Reconstruction Unit, Motor Unit, Alcohol Enforcement Unit, Canine Unit, Marine Unit, Mounted Unit, Parks Unit, Reserve Deputy Unit, and the Cadet Program.

The Aviation program provides aerial patrol and emergency response to every municipality and police agency in Oakland and adjacent counties. The Aviation Unit is available to all Oakland County police agencies, 24 hours a day. The various traffic enforcement units patrol all areas of the county, investigate fatal or serious accidents, specialize in drunken driving enforcement and provide assistance to other police agencies with traffic details in Oakland County. The Canine Unit responds to numerous requests for police service each year. They successfully locate missing persons, robbery suspects, and fleeing criminals while recovering large quantities of narcotics, stolen property, and evidence from crime scenes. The Canine Unit is composed of fourteen dogs trained in bomb detection, tracking property recovery, handler protection and narcotic detection. The Marine Unit is charged with the responsibility of patrolling over 450 lakes in Oakland County. The Marine Unit maintains a 12 member, highly trained Dive and Rescue Team. The Mounted Unit has 29 part-time deputies assigned to a variety of details including park patrols and special events. The Parks Unit provides contract police service to thirteen Oakland County Parks. The Reserve Unit is a group of highly dedicated civilian volunteers that assist Deputies with patrol, special events, and other related duties. Reserve Deputies donate more than 20,000 hours per year. The Cadet Program is comprised of young aspiring adults who are interested in a career in law enforcement.

Objectives

- Maintain and improve community-based Law Enforcement Services within contracted local units of government.
- Continue to support and offer assistance in all situations to any law enforcement agency in the County.
- Provide officers with additional equipment and training to respond to Homeland Security concerns, both foreign and domestic.
- Provide a high level of public service and satisfaction to both our contracting units and the citizens we serve during these periods of rapid growth within the County.

| Performance Measures | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|----------------------------------|------------------|------------------|------------------|------------------|
| Calls for Service | 205,000 | 212,954 | 228,692 | 238,883 |
| Violation Citations | 46,559 | 32,782 | 35,642 | 48,824 |
| Hours of Lake Patrol | 3612.5 | 3,532 | 3,769 | 4,133.5 |
| Boater Safety Students Certified | 332 | 433 | 384 | 486 |
| Drunk Drivers Arrested | 321 | 473 | 430 | 384 |

- **Emergency Communications** - The Sheriff’s Office operates one of the largest police/fire dispatch 911 call centers in Michigan. The center supports all divisions of the Sheriff’s Office and provides dispatching services for other police agencies and fire departments. The Communications Unit answers incoming calls from an Emergency Services IP Network (ESInet) for our Next Generation 9-1-1 telephone lines, 10-digit emergency telephone lines, and non-emergency and administrative lines. The Center is equipped with additional redundant 911/10 digit/ and Long-Term Evolution (LTE) devices to be utilized for direct communication with command personnel during emergencies as well as Crime Tip Lines and Alarm Company dedicated phone lines. In addition, the Center receives Text-to-911 calls for the entire County. Dispatch Specialists are able to receive text messages that are sent to 911 and communicate back and forth with the sender. In 2018, the Operations Center handled 576 texting sessions.

The Operations Center has 83 employees, 77 of which provide direct dispatch services to citizens. In addition, five sergeants are assigned to assist in a supervisory capacity and to provide assistance to local agencies in need of special units like: K-9, Arson Investigators, Traffic Crash Reconstruction, Forensic Lab, SWAT Team, Aviation Unit, Dive/Rescue Team or other Sheriff’s Office Special Teams. The Operations Center serves as the “default call center” for the entire county. After determining the location of the emergency, staff transfer calls to the appropriate law enforcement or fire agency.

The Oakland County Sheriff’s Operations Center services the following police agencies: all 15 Sheriff’s Office Patrol areas, Oakland County Animal Control, Auburn Hills PD, Holly PD, Village of Oxford PD, Lake Angelus PD, Lake Orion PD, Milford PD, Oakland Community College Public Safety, Walled Lake PD, Wixom PD, and Wolverine Lake PD. It serves the following fire departments: Addison Township, Auburn Hills, Brandon Township, Commerce Township, Franklin/Bingham Farms, Groveland Township, Highland Township, Holly, Independence Township, Lyon Township, Milford, North Oakland Fire (Holly and Rose Townships), Oakland Township, Orion Township (including Lake Orion Village), Oxford Township (including Oxford Village), Rochester Hills, Springfield Fire, Walled Lake Fire (including Wolverine Lake), and Wixom. In addition to dispatching services for police and fire, the Sheriff’s Office also provides emergency medical dispatch (EMD) for the City of Pontiac.

The Center is also the designated back-up 911 answering point for Southfield, Shelby Township, Novi, Oxford, Waterford Police Departments and the SERESA (Roseville, Eastpointe, and St Clair Shores) Dispatch Center in the event of an emergency.

The Operations Center has fully deployed an integrated Michigan Public Safety Communications System (MPSCS) statewide radio console system into the Oakland County OpenSky radio System. By bringing the two largest radio networks in Michigan into one dispatch center, the communications gap, which prevented public safety-first responders from talking to one another at the scene of an incident, has been bridged. Radio talk groups are set up dynamically to provide full interoperable radio connectivity to any responder in Oakland County.

Emergency Medical Dispatching, Emergency Fire Dispatching, and Emergency Police Dispatching protocols enable dispatchers to assist during medical, fire, and law enforcement emergencies with lifesaving pre-arrival instructions for the caller. The Oakland County Sheriff's Operations Center is the only agency in Michigan performing all three disciplines of medical, fire and police dispatch protocols.

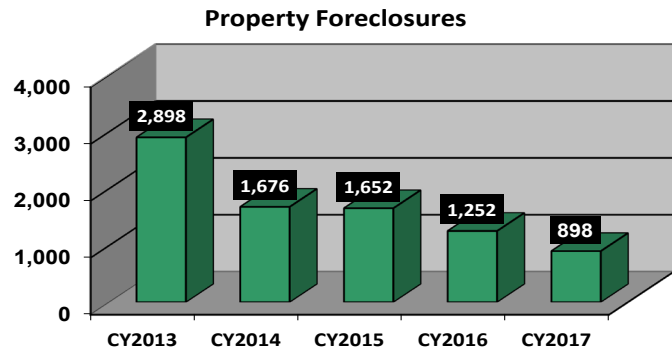
The Sheriff's Office has also partnered regionally with Macomb, Genesee, Livingston, Washtenaw, Lapeer Counties; a portion of Wayne County; and the City of Detroit. Procedures and policies have been established on how communications are managed during major incidents and natural disasters. Oakland County agencies using the OpenSky radio network while traveling outside the County are provided dynamic radio talk groups with their regional partners.

Objectives

- Victims and witnesses will receive effectively a zero-minute response time to incidents and will be provided with professional dispatch life support by every dispatch specialist.
- The community receives a safer, more appropriate field response with decreased bystander risk.
- The Sheriff's Office reduces liability due to standardization of practices, less wear and tear on vehicles, more effectively allocates available resources, and gains more comprehensive information on the runs they are sent on providing more consistent scene evaluation and police situation data.

| Performance Measures | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|----------------------|---------------|---------------|---------------|---------------|
| Non-Emergency Calls | 279,414 | 271,461 | 280,315 | 299,551 |
| Wireline 9-1-1 Calls | 28,732 | 37,759 | 43,693 | 43,977 |
| Wireless 9-1-1 Calls | 214,855 | 210,057 | 213,038 | 194,191 |
| Total Dispatch Calls | 523,001 | 519,277 | 537,046 | 537,719 |

Civil Unit - The Civil program is responsible for the processing and service of Personal Protection Orders (PPOs), the service of seizure and foreclosure of homes and the auction of those properties. The number of foreclosures has decreased dramatically. In 2013 there were 2,898 property foreclosures and in 2017 there were 898 property foreclosures. Foreclosures peaked in 2010 at 9,727.



- **Training** - The Training Program continues to be one of the central forces of the Sheriff's Office. Training oversees all Firearms Range activities, field training programs, police and corrections academy functions, in-service training classes, special unit instruction, mandated training requirements, and off-site course scheduling. It is also utilized for community education, policy development and implementation, research and development and recruitment. The Training Unit has developed many training standards that have been adopted statewide. The focus continues to be scenario-based training utilizing an adult learning model. Three in-service training programs are conducted each year. Two of the in-services are developed to meet the standards set by the Michigan Sheriff's Coordinating and Training Council (M.S.C.T.C) and the Michigan Commission on Law

Enforcement Standards (M.C.O.L.E.S). All Sheriff's Office sworn personnel are required to attend these in-service training sessions. The third in-service session is focused on mandated training for high risk / low frequency events in each of these individual disciplines: Law Enforcement, Corrections, Communications and Court Security. This continued training is necessary to maintain the core skill sets needed when responding to critical incidents. P.A. 302 of 1982 provides approximately \$100,000 per year in funding for Michigan Commission of Law Enforcement Standards licensed officers to participate in various training programs. The County also provides over \$100,000 per year to assist in various specialty instruction as well as standard training for sworn and civilian personnel.

Objectives

- Continue to provide basic training and advanced instruction in Corrections, Court Security and Law Enforcement fundamentals.
- Maintain standards of performance and stay up to date on new instructional techniques.
- Monitor current events and adjust the training required to deal with social changes.
- Increase the training for specialty teams to respond to critical incidents.
- Develop methods of instruction that provide for increased officer and citizen safety.

| Training Performance Measures | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|--------------------------------|---------------|---------------|---------------|---------------|
| In-Service Training Hours | 3,645 | 4,054 | 4,741 | 3,798 |
| Vendor-Provided Training Hours | 8,545 | 9,636 | 9,361 | 10,863 |

- **Court Services** - Court Services is under the Corrections / Courts / Program & Support Services Division of the Sheriff's Office. Court Services provides security services within Oakland County's 6th Circuit Court, four District Courts, each Circuit and District courtroom and judge's chambers, the office of the Prosecutor, Treasurer, County Clerk, Friend of the Court, Probate Court, Reimbursement Office and the County Commissioners' offices and auditorium. In addition, the program provides court ordered prisoner transports to and from county and state facilities, medical/hospital/funeral transports, and any other special request presented by the judicial system. Court Services also handles requests for special details, some of which call for extraordinary measures to ensure security at the Law Library, Circuit Court, Clerk's and Treasurer's offices, and various District Courts where high-profile cases are adjudicated. The program provides security and administration for the Results Program. Part-time Court Service Deputies also provide security for the Weekend and Weekday Alternative for Misdemeanants (WWAM) program.

Objectives

- Maintain and improve upon current standards of excellence with safety and security, keeping in mind the current economic and financial climate.
- Increase security and safety within courts and other areas of responsibility.
- Improve the efficiency of transportation of prisoners to courts.
- Continue to explore new cost effective and efficient ways to provide at least the same and even better service to all of Oakland County.

| Court Services Performance Measures | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---|---------------|---------------|---------------|---------------|
| Inmates Handled in Circuit Court | 10,274 | 9,941 | 9,447 | 9,551 |
| Visitors to Circuit Court Building | 661,173 | 675,700 | 626,139 | 591,125 |
| Circuit Court Trials Requiring Security | 53 | 57 | 41 | 81 |
| Prisoner Medical Transports | 573 | 393 | 450 | 612 |

- Forensic Analysis** – The Sheriff’s Office provides forensic laboratory services to Oakland County and its neighboring communities in Southeast Michigan. It also provides a variety of forensic services to more than 50 regional police departments and federal agencies. The Laboratory continues to meet customer requirements and improve service by enhancing testing operations and maintaining ISO 17025:2005 and American Society of Crime Lab Directors (ASCLD)/Laboratory Accreditation Board (LAB) International accreditation and expanding testing operations. Previously, the only laboratories in Michigan equipped to provide DNA testing services were those operated by the Michigan State Police Forensic Science Division. DNA analysis was added to the Sheriff’s laboratory’s scope of accreditation in June of 2017. The Sheriff’s new DNA lab utilizes advanced DNA equipment and testing methodologies, including robotics, to ensure accurate and efficient casework testing. In 2018, the laboratory implemented its regional phase and officially began accepting DNA requests from other law enforcement agencies.

The Drug Chemistry Section has kept pace with new designer drug research and the increase in medical marijuana and heroin casework submissions. Expansion of the Court and Law Enforcement Management Information System (CLEMIS) AFIS palm print database resulted in a significant increase in latent palm print identifications. The Latent Print section achieved hit ratios utilizing the CLEMIS AFIS system several times the statewide averages. The Toxicology Section is preparing to add confirmation testing services and has added alcohol testing to its urine drug testing services. The Firearms Unit focused resources to achieve a 48-hour casework turnaround time for entering firearms test shots into the Integrated Ballistics Identification System (IBIS). Four technicians assist with firearms casework and to maintain quality control of our AFIS System database. In addition, the laboratory sponsored a series of National Forensic Science Technology Center and Bureau of Justice Assistance crime scene training classes for local agencies. The Crime Scene Unit added state-of-the-art 3D scanning technology for reconstruction of crime scenes and has continued to train evidence technicians to expand crime scene processing capabilities.

| Forensic Science Laboratory Testing Totals | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---|---------------|---------------|---------------|---------------|
| Cases Received from Outside Agencies | 2,819 | 2,368 | 2,417 | 2,537 |
| Sheriff Department Cases | 1,226 | 1,116 | 1,390 | 1,398 |
| Crime Scene Independent Investigations | 105 | 78 | 104 | 69 |
| Drug Cases | 2,011 | 1,936 | 2,101 | 2,258 |
| Drug Type Tests* | 4,673 | 5,137 | 5,579 | 5,068 |
| Firearm/Toolmark Cases | 1,106 | 546 | 671 | 852 |
| Firearm/Toolmark Examinations | 2,717 | 1,486 | 2,596 | 2,871 |
| Latent Print Cases | 823 | 906 | 931 | 724 |
| Latent Print Examinations | 7,988 | 5,963 | 6,427 | 4,222 |
| Toxicology Urine Drug Tests (for Results Program) | 30,529 | 42,653 | 55,876 | 60,840 |

*Each sample is tested for the presence of multiple drugs

- Investigations** - The Sheriff’s Investigations program exists to serve all police agencies and residents throughout Oakland County. In 21st century law enforcement, progressive agencies recognize the need for specialists in investigating many types of crimes. This program is comprised of highly trained specialists in the fields of narcotics enforcement, auto theft, forensic sciences (crime scene investigation and DNA), special investigations (i.e. internal affairs), fire investigation, fugitive apprehension, warrants, homicide investigation and computer crimes (child predators, identity theft, fraud and hard drive forensic examinations). These special units consist of plainclothes and undercover investigators, who are cross-trained in their specialties and also in support of other units. The Investigative and Forensic Services Division is able to provide these specialty services and avoid duplicating expensive local investigations.

Objectives

- Continue the efforts of the Narcotic Enforcement Team and encourage more participation to provide a safer environment for our citizens.
- Continue to support all law enforcement agencies within the County by providing a high-level of specialized support services.
- Provide a high-level of computer crime prevention by the Computer Crimes Unit.

Fire Investigation Unit (F.I.U.) is comprised of four court-qualified experts in the field of fire investigations and bombing incidents. These highly trained individuals act as lead investigators who assist in detecting and obtaining evidence, and prosecuting arson and insurance fraud offenses. One investigator is partnered with a K9 deputy and dog who have specialized training in detecting the presence of accelerants. This Unit is available to respond to any calls for investigative assistance on a 24-hour basis and is the primary investigative unit utilized by nearly all the fire departments within Oakland County. The Unit has been the recipient of numerous local, regional, state, and international awards for their investigative skills.

| Fire Investigation Activity | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---------------------------------------|---------------|---------------|---------------|---------------|
| Total Fires Investigated: | 164 | 180 | 217 | 168 |
| Accidental | 33 | 39 | 69 | 70 |
| Arson | 60 | 48 | 55 | 41 |
| Undetermined | 71 | 93 | 93 | 57 |
| Sheriff's Department Contracted Areas | 103 | 132 | 166 | 121 |
| Assist to Other Fire/ Law Enforcement | 60 | 34 | 80 | 37 |
| Total Arrests | 17 | 18 | 12 | 11 |
| Dollar Value Loss Investigated | \$13,488,110 | \$21,251,000 | \$29,430,000 | \$30,643,200 |

The **Auto Theft Unit (A.T.U.)** is a multi-agency task force, funded 50% by the Auto Theft Prevention Authority (A.T.P.A.). The goal is to reduce, deter, and investigate auto theft, carjacking, insurance fraud, and other related crimes. Auto theft investigations have become increasingly more complex over the years. Today's criminals are far more sophisticated and organized in their approach to stealing cars, using fraudulent documents, stolen identities, and other elaborate schemes to perpetrate their crimes. In addition, false reports of vehicle theft and other fraudulent crimes have increased dramatically in recent years. Information obtained in these investigations has led to arrests in several other crimes including homicide, home invasion and identity theft. Since the unit's inception in 1986, the auto theft rate has dropped 79% in Oakland County leading to an estimated average annual savings of \$51.00 on personal auto insurance rates.

| Auto Theft Activity | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|--------------------------|---------------|---------------|---------------|---------------|
| Recovered Stolen Vehicle | 226 | 366 | 321 | 456 |
| Recovered Value | \$2,304,790 | \$3,325,071 | \$3,033,119 | \$5,505,883 |
| Number of Cases | 509 | 648 | 623 | 640 |
| Warrants Obtained | 177 | 219 | 231 | 246 |
| Total Arrests | 187 | 218 | 258 | 258 |

The **Special Investigations Unit (S.I.U.)** is the Major Crimes and Professional Standards Unit of the Oakland County Sheriff's Office. S.I.U. is comprised of six detective sergeants with significant experience and expertise in the investigation, supervision, administration, and prosecution of complex criminal cases at both the state and federal levels. S.I.U. provides investigative support to all divisions of the Sheriff's Office as well as to a wide variety of other law enforcement agencies, including local, state, and federal agencies and the Oakland County Prosecutor's Office. S.I.U. provides investigative assistance on major crimes, including homicides, sexual assaults, robbery, serial crimes of violence, and financial crimes. The S.I.U. financial crimes section is responsible for all mortgage and deed fraud investigations. S.I.U. is also the Oakland County Sheriff's Office professional

standards unit (i.e. internal affairs) which investigates criminal and serious disciplinary matters involving all members of the Sheriff's Office, including officer involved shooting investigations. S.I.U. is also frequently called upon by other police agencies to conduct, assist, or review similar investigations within the requesting agency. S.I.U. has recently added a certified polygraph examiner to assist all cases within the County.

The **Fugitive Apprehension Team** has experienced and dedicated investigators that locate and arrest some of the most wanted felons in Oakland County. The team uses some of the latest technology available through its databases to provide assistance to local law enforcement agencies. They also locate and arrest fugitives residing in Oakland County who are wanted by other counties in Michigan and throughout the country. The team has assisted in homicide, burglary, and other investigations involving violent suspects. Members of the team travel throughout the country to bring fugitives back to Oakland County to be held accountable for their crimes. The team also identifies habitual and serial criminals that commit armed robberies, home invasions, and business breaking and entering throughout the County. Ongoing surveillance frequently results in arrests of these criminals while they are committing a crime. The Fugitive Apprehension Team responds immediately to requests from the Oakland County Prosecutor's Office to locate key witnesses that have not been located by local law enforcement agencies.

| Fugitive Apprehension Team Activity | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| FAT Arrests | 593 | 522 | 438 | 358 |
| Assist other Agency | 4 | 4 | 23 | 10 |
| Total Fugitive Arrests | 597 | 526 | 438 | 368 |
| U.S. Marshal Task Force Arrests | 463 | 296 | 333 | * |
| Total Arrests | 1056 | 822 | 771 | 368 |
| Extraditions | 42 | 39 | 26 | 34 |
| Number of Complaints Open | 594 | 529 | 448 | * |
| Number of Complaints Closed/No Arrest | 5 | 4 | 10 | * |

* Activity no longer tracked

The **Computer Crimes Unit** is responsible for forensic examination of computer equipment. Every year, since its inception, the Computer Crimes Unit has analyzed more data than previous years. The increase in hard drive space, as well as the amount of data stored on other digital media devices, such as smart phones and external USB/hard drives, has increased the involvement of computers in the commission of crimes. The Unit has two examiners who are responsible for a large number of forensic examinations and the immense amount of data included in each case.

An often overlooked service that this Unit provides is offering informative programs to the community as a whole. The Unit is involved in providing Internet safety seminars to children, along with concerned parents and teachers. These presentations not only educate citizens on the dangers and risks of children accessing the Internet, but also instructs on ways in which they can protect themselves and those they care about.

| Computer Crimes Unit Activity | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|--------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Forensic Examination Cases | 199 | 269 | 706 | 339 |
| Items of Media Analyzed | 492 | 551 | 305 | 684 |
| Amount of Data Analyzed (terabyte) | 39 TB | 27 TB | 51 TB | 55 TB |
| Search Warrant/C.C.U Cases | 44 | 18 | 7 | 9 |
| Search Warrant/Agency Assists | 127 | 126 | 167 | 234 |
| Arrest Warrants C.C.U. | 25 | 12 | 8 | 4 |
| Internet Safety Presentations | 16 | 10 | 16 | 17 |

Warrants investigators are responsible for researching, entering, and confirming warrants from 15 District Courts in Oakland County and the 6th Circuit Court. The Investigators locate and arrest individuals wanted on Oakland County warrants with an emphasis on clearing outstanding misdemeanor warrants. They also pick up defendants that are arrested on Oakland County warrants by other law enforcement agencies throughout the State of Michigan. Investigators make arrests throughout Michigan and facilitate extraditions for out-of-state agencies and arraignment of misdemeanor offenders. The Unit also partners with the Federal Bureau of Investigation's (FBI) Joint Terrorism Task Force.

| Warrants Performance Measures | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|-------------------------------|---------------|---------------|---------------|---------------|
| Extraditions | 93 | 84 | 100 | 93 |
| Persons Arrested | 482 | 499 | 474 | 439 |
| Warrants Cleared | 533 | 585 | 577 | 534 |

The **Oakland County Narcotics Enforcement Team (NET)** has been led by the Oakland County Sheriff's Office since January 2001. NET is a multijurisdictional task force designed to integrate federal and local law enforcement agencies for the purpose of identifying, investigating, and prosecuting violators of state and federal narcotics laws. NET works closely with the Drug Enforcement Agency (DEA) to successfully disrupt and dismantle drug trafficking organizations. NET has observed a significant rise in methamphetamine investigations, as well as synthetic drugs being purchased on line and shipped into our communities. Oakland County continues to follow the national drug threat trend with marijuana, heroin, and cocaine being the top three drug threats. In 2016, NET experienced an increase of 70% in heroin related arrests. These drug threats appear to mirror the drug trends throughout southeast Michigan. Listed below is a chart showing that NET seized approximately \$3,060,966 worth of illegal narcotics throughout Oakland County. NET has successfully forfeited and closed cases that have resulted in the distribution of \$1.15 million in 2017 to the participating local agencies.

| Narcotic Enforcement Team Activity | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---|----------------|----------------|---------------|
| Investigations Initiated | 680 | 681 | 607 |
| Arrests | 430 | 400 | 249 |
| Arrests – Charges | 829 | 777 | 621 |
| Drugs Purchased/Seized | | | |
| Cocaine | 4499.89 grams | 5723.79 grams | 2988.15 grams |
| Crack | 444.19 grams | 461.36 grams | 530.87 grams |
| Marijuana | 1960.56 pounds | 1609.09 pounds | 877.64 pounds |
| Marijuana Plants | 6621.00 units | 3915.00 units | 1775.00 units |
| Heroin | 3423.20 grams | 1443.54 grams | 1641.19 grams |
| Ecstasy | 3650.65 units | 12.70 units | 2573 units |
| LSD | 9061.00 units | 767.00 units | 304 units |
| Hash | 486.90 grams | 1346.00 grams | NA |
| Meth | 308.75 grams | 479.44 grams | 142.75 grams |
| GHB* | 5.00 ounces | 5.10 ounces | 66.1 grams |
| Prescription Drugs | 6872.00 units | 15775.08 units | 15778.5 units |
| Other Dangerous Drugs | 5025.60 units | 3838.05 units | 500.9 units |
| Approximate Value of Drugs Purchased/Seized | \$17,976,000 | \$14,082,096 | \$3,060,966 |

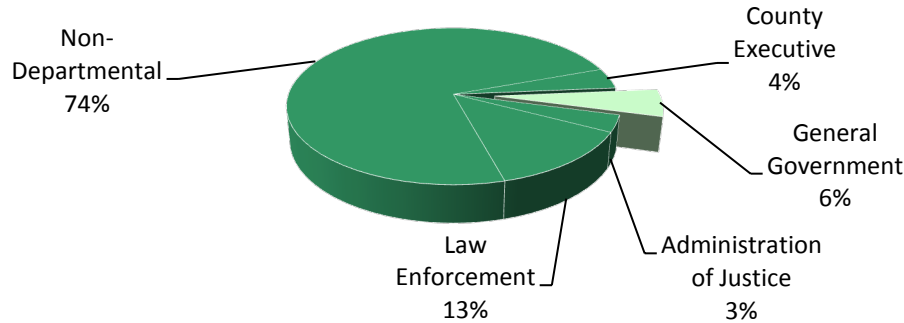
*2015 and 2016 seized liquid GHB, measured in ounces. 2017 seized powdered GHB, measured in grams.

The **Friend of the Court Enforcement Program (F.O.C.)** consists of a sergeant, six Deputy II investigators, and three part-time Oakland County Sheriff's Office Law Enforcement Information Network (LEIN) Clerks. On a rotational schedule, one investigator is designated as the weekly 'Duty Investigator'. This investigator is responsible for early morning video arraignments at the Jail, weekend/holiday prisoner transport, and assisting at the FOC Warrants Office during the busy office hours.

In addition to local arrests and prisoner transports, the FOC Enforcement Unit is responsible for transporting subjects arrested by other law enforcement agencies on Oakland County FOC warrants throughout the state. For added efficiency, the investigators traveling to distant areas often target wanted subjects believed to be residing in the destination areas or along the route. This greatly increases the reach of the 6th Circuit Court FOC arrest warrants and results in several dozen additional arrests and/or closed cases by compliance every year.

| F.O.C. Enforcement Performance Measures | CY2014 Actual | CY2015 Actual | CY2016 Actual | CY2017 Actual |
|---|---------------|---------------|---------------|---------------|
| New Bench Warrants Issued | 5,605 | 6,760 | 7,354 | 7,476 |
| FOC Investigator Initiated Arrests | 467 | 568 | 579 | 823 |
| Bench Warrants Canceled | 5,808 | 6,523 | 6,721 | 7,218 |
| Prisoner Pick-ups (Statewide) | 818 | 801 | 789 | 670 |
| Resulting Surrenders/Compliance | 3,163 | 3,851 | 4,164 | 4,659 |

FY 2019 General Fund/General Purpose Revenues:



| General Government Revenues | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|---------------------|-----------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose: | | | | | |
| Clerk - Register of Deeds | | | | | |
| Charges for Services | 18,483,963 | 13,742,300 | 13,742,300 | 13,967,300 | 13,742,300 |
| Investment Income | 21,644 | 2,500 | 2,500 | 2,500 | 2,500 |
| Other Revenues | 1,868 | 0 | 0 | 0 | 0 |
| Total | \$18,507,475 | \$13,744,800 | \$13,744,800 | \$13,969,800 | \$13,744,800 |
| Board of Commissioners | | | | | |
| Charges for Services | 33,944 | 26,500 | 22,500 | 22,500 | 22,500 |
| Total | \$33,944 | \$26,500 | \$22,500 | \$22,500 | \$22,500 |
| Water Resources Commissioner | | | | | |
| State Grants | 103,874 | 0 | 0 | 0 | 0 |
| Charges for Services | 2,948,899 | 2,497,177 | 3,175,631 | 3,146,531 | 3,147,440 |
| Total | \$3,052,773 | \$2,497,177 | \$3,175,631 | \$3,146,531 | \$3,147,440 |
| Treasurers Office | | | | | |
| Property taxes | 1,465,226 | 1,293,500 | 1,318,500 | 1,353,500 | 1,388,500 |
| Charges for Services | 12,508,437 | 4,802,300 | 4,761,100 | 4,651,100 | 4,541,100 |
| Investment Income | 391,685 | 100,000 | 150,000 | 150,000 | 150,000 |
| Other Revenues | 1,433 | 0 | 0 | 0 | 0 |
| Transfers In | 3,193,594 | 2,600,000 | 2,600,000 | 2,500,000 | 2,300,000 |
| Total | \$17,560,375 | \$8,795,800 | \$8,829,600 | \$8,654,600 | \$8,379,600 |
| Total GF/GP Revenues | \$39,154,567 | \$25,064,277 | \$25,772,531 | \$25,793,431 | \$25,294,340 |
| Other Funds: | | | | | |
| Clerk Survey Remonumentation | 399,547 | 277,765 | 277,765 | 277,765 | 277,765 |
| Help America Vote Act | 161,669 | 228,920 | 0 | 0 | 0 |
| Register of Deeds Automation | 1,241,150 | 2,732,659 | 1,962,055 | 1,962,055 | 1,962,055 |
| Remote Access Legal DB Subscr | 7,004 | 0 | 0 | 0 | 0 |
| Concealed Pistol Licensing | 534,938 | 400,000 | 400,000 | 400,000 | 400,000 |
| Clinton-Oakland SDS | 37,938,611 | 40,323,802 | 40,146,777 | 40,151,900 | 40,158,045 |
| Delinquent Tax Revolving | 14,815,157 | 14,782,900 | 13,100,000 | 12,700,000 | 12,500,000 |
| Delinquent Personal Tax Admin | 528,835 | 485,365 | 480,804 | 484,161 | 485,603 |
| Drain Equipment | 40,346,651 | 44,807,719 | 46,212,954 | 46,658,915 | 47,064,548 |
| George Kuhn SDS | 51,878,842 | 52,692,164 | 54,822,767 | 54,836,237 | 54,849,885 |
| Evergreen-Farmington SDS | 57,925,189 | 46,118,551 | 46,216,951 | 46,221,149 | 46,230,872 |

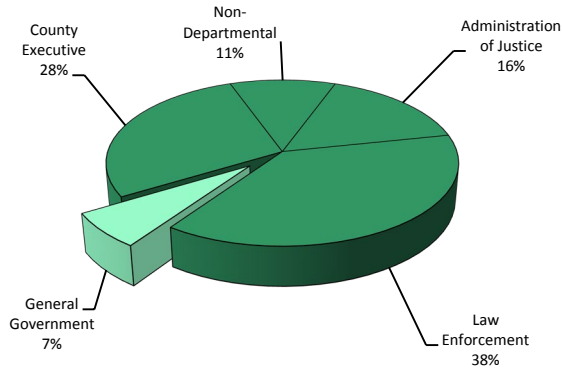


Budget at a Glance: General Government Revenues

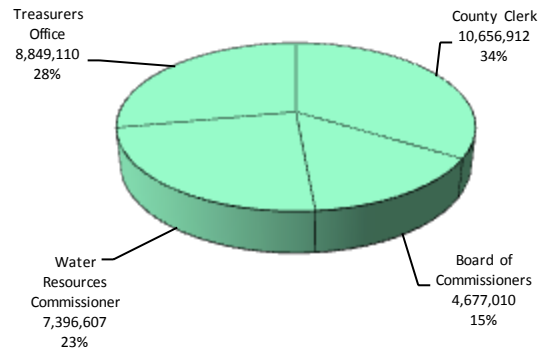
| General Government Revenues (continued) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|----------------------|--------------------------|----------------------|----------------------|----------------------|
| Other Funds (continued): | | | | | |
| Huron-Rouge SDS | 7,072,676 | 7,234,888 | 7,441,262 | 7,474,660 | 7,475,599 |
| Water and Sewer Trust | 81,952,339 | 98,131,250 | 98,979,397 | 98,700,154 | 98,881,730 |
| Parks and Recreation | 23,165,304 | 27,390,928 | 26,164,421 | 26,143,698 | 26,178,177 |
| Total Other Funds | \$317,967,912 | \$335,606,911 | \$336,205,153 | \$336,010,694 | \$336,464,279 |
| Total Revenues | \$357,122,479 | \$360,671,188 | \$361,977,684 | \$361,804,125 | \$361,758,619 |

Budget at a Glance: General Government General Fund/General Purpose Expenditures

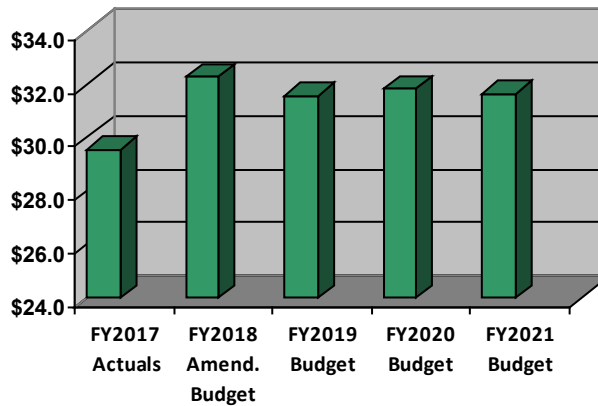
Total County 2019 Adopted Budget



General Government 2019 Adopted Budget



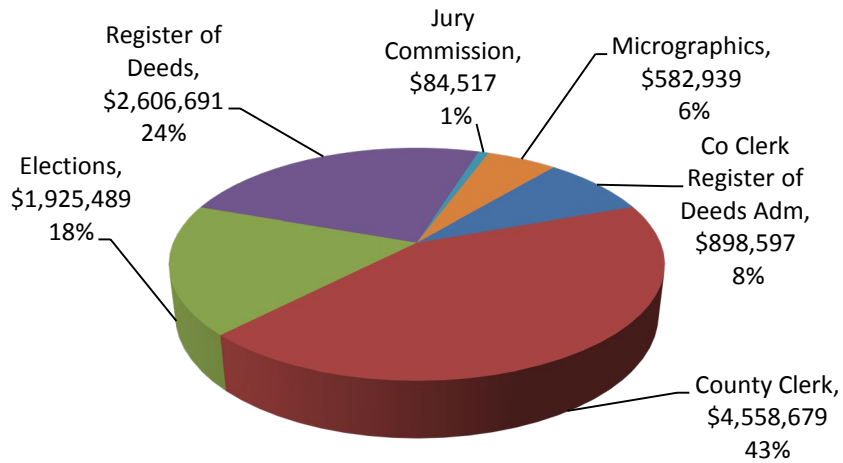
General Government GF/GP Expenditures (\$ in millions)



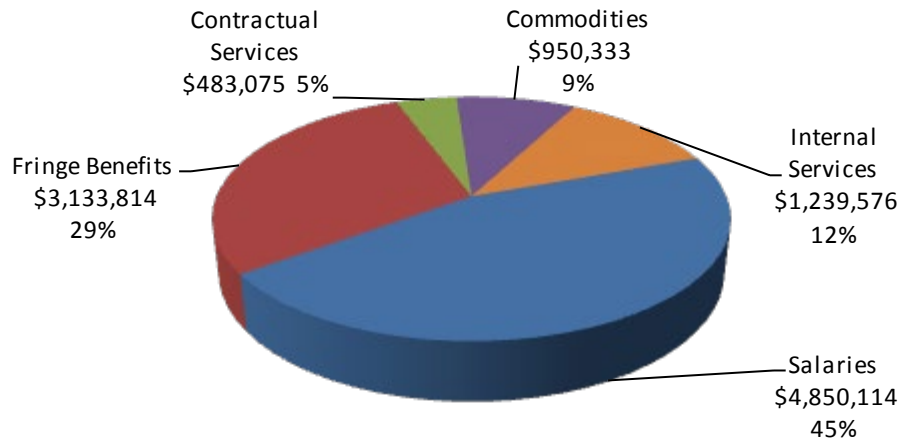
| General Government Expenditure by Department (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|---------------------|-----------------------|---------------------|---------------------|---------------------|
| Clerk - Register of Deeds | 9,112,140 | 11,023,060 | 10,656,912 | 10,930,729 | 10,709,098 |
| Board of Commissioners | 4,177,767 | 5,134,071 | 4,677,010 | 4,567,536 | 4,574,250 |
| Water Resources Commissioner | 7,972,468 | 7,027,983 | 7,396,607 | 7,470,527 | 7,515,978 |
| Treasurers Office | 8,313,043 | 9,088,384 | 8,849,110 | 8,864,398 | 8,865,452 |
| Total General Government | \$29,575,418 | \$32,273,498 | \$31,579,639 | \$31,833,190 | \$31,664,778 |

| General Government Personnel by Department (GF/GP) | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|----------------|----------------|----------------|
| Clerk - Register of Deeds | 104 | 104 | 104 |
| Board of Commissioners | 39 | 39 | 39 |
| Water Resources Commissioner | 24 | 24 | 24 |
| Treasurers Office | 40 | 40 | 40 |
| Total Personnel | 207 | 207 | 207 |

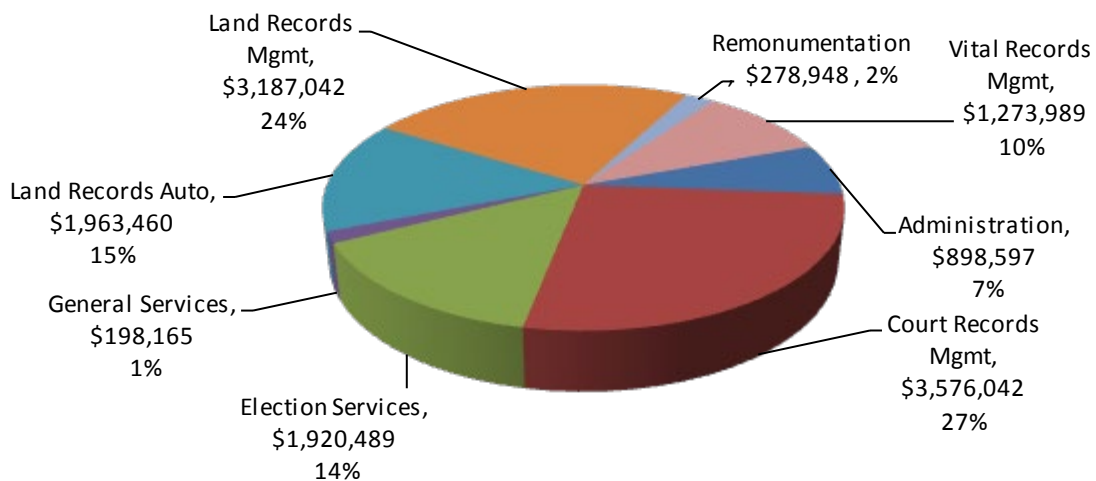
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Mission

The office of the Clerk/Register of Deeds statutory function is to act as the official record keeper for a variety of public and non-public documents.

Department Description Summary

This office has three (3*) separate divisions which are mandated by statute and also operates the Micrographics and Jury Commission divisions. The office of the Clerk/Register of Deeds strives to make government more accessible by placing as many documents on the Internet for easy retrieval.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|--------------------|-----------------------|---------------------|---------------------|---------------------|
| Co Clerk Register of Deeds Adm | 682,631 | 895,345 | 898,597 | 900,573 | 900,710 |
| County Clerk* | 4,071,358 | 4,878,304 | 4,558,679 | 4,577,107 | 4,578,379 |
| Elections* | 1,681,253 | 1,961,157 | 1,925,489 | 2,163,964 | 1,939,894 |
| Register of Deeds* | 2,180,248 | 2,633,808 | 2,606,691 | 2,617,395 | 2,618,134 |
| Jury Commission | 60,161 | 84,330 | 84,517 | 84,517 | 84,517 |
| Micrographics | 436,489 | 570,116 | 582,939 | 587,173 | 587,464 |
| Total Expenditures | \$9,112,140 | \$11,023,060 | \$10,656,912 | \$10,930,729 | \$10,709,098 |

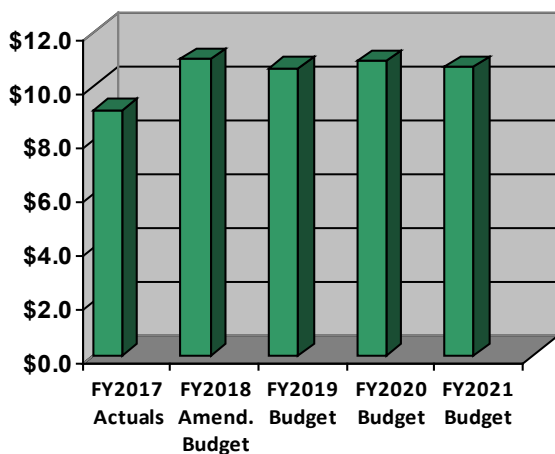
Current Issues

- Reduce fraudulent recordings in Register of Deeds division.
- Monitor legislation regarding changes to applicable laws.
- Implement Register of Deeds statutory changes.
- Monitor changes to court rules and forms.
- Continue successful implementation of a new voting system.

Department Goals

- Continue to provide accountable and quality services to the public.
- Utilize state of the art technology for recording, maintaining and retrieving public documents in the most cost efficient manner possible.
- Provide enhanced election training and support for local clerks and poll workers, in compliance with Michigan law
- Utilize technology to facilitate legal and vital records storage retrieval and transmission.
- Increase community outreach through voter registration drives at high schools, college campuses, naturalization ceremonies and local office visits.
- Continue to make public aware of the free, award winning Property Records Notification service for deed fraud prevention.
- Ensure all documents being recorded in the Register of Deeds office meet legal requirements.
- Make services more accessible to all community members
- Continue to educate and cross-train employees within the Register of Deeds division to maximize overall staff efficiency and flexibility.

Department Expenditures (\$ in millions)



| Department Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|---------------------|--------------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 3,798,812 | 4,765,269 | 4,850,114 | 4,850,114 | 4,850,114 |
| Fringe Benefits | 2,475,022 | 3,238,534 | 3,133,814 | 3,133,814 | 3,133,814 |
| Contractual Services | 461,389 | 483,075 | 483,075 | 483,075 | 483,075 |
| Commodities | 525,231 | 950,333 | 950,333 | 1,175,333 | 950,333 |
| Capital Outlay | 90,000 | 0 | 0 | 0 | 0 |
| Internal Services | 1,761,686 | 1,585,849 | 1,239,576 | 1,288,393 | 1,291,762 |
| Total GF/GP Expenditures | \$9,112,140 | \$11,023,060 | \$10,656,912 | \$10,930,729 | \$10,709,098 |
| Other Funds | | | | | |
| Clerk Survey Remonumentation | 247,401 | 277,765 | 277,765 | 277,765 | 277,765 |
| Help America Vote Act | 161,669 | 228,920 | 0 | 0 | 0 |
| Register of Deeds Automation | 1,403,107 | 2,732,659 | 1,962,055 | 1,962,055 | 1,962,055 |
| Concealed Pistol Licensing | 211,593 | 400,000 | 400,000 | 400,000 | 400,000 |
| Total Other Funds | \$2,023,770 | \$3,639,344 | \$2,639,820 | \$2,639,820 | \$2,639,820 |
| Total Expenditures | \$11,135,910 | \$14,662,404 | \$13,296,732 | \$13,570,549 | \$13,348,918 |

County Clerk

The County Clerk division is comprised of the Legal Records unit and the Vital Records unit. Legal Records is responsible for recording and maintaining all 6th Judicial Circuit Court paper and electronic documents in accordance with all statutory and Supreme Court guidelines. Vital Records is responsible for recording and safeguarding birth, death, marriage, notary public and assumed names documents, as well as processing concealed pistol licenses (CPL).

Register of Deeds

The Register of Deeds division records and safeguards all land related documents including subdivision plats and condominium plans. In 2014, the office launched the Super Index, allowing millions of documents filed with Oakland County to become easily searchable by any piece of information contained within them. A year later, the division unveiled the Property Records Notification system that notifies citizens by e-mail when a document is recorded with their specified search term(s).

Elections Division

The Elections division is responsible for overseeing all county and multi-jurisdictional elections, programming elections tabulators, printing ballots, training poll workers, assisting in the certification of elections, conducting recounts and maintaining permanent records of election results. The division maintains all campaign finance records for local offices and updates the statewide Qualified Voter File (QVF) database. The division records and maintains the official minutes of the Board of Commissioners. In addition, the division also processes passport applications.

Micrographics

The Micrographics division films and scans county records so that the records may be retrieved over the next 100 years. The division scans records for the Register of Deeds using auto-indexing software that eliminates as many as 80% of the keystrokes for indexing land related documents. The division also microfilms records for Record Retention, Circuit Court, Probate Court, and Treasurer's Office.

Jury Commission

The Jury Commission compiles a list of those eligible for jury duty and provides those lists to the District Courts in Oakland County.

Summary of Major Program Changes

Revenue

No changes for FY 2019 – FY 2021.

Expenditures

Controllable Personnel for FY 2019 includes a 2% increase in salary and associated fringe benefits. The overall Internal Services decrease is due to Information Technology Development and Maintenance Department Charges which are a result of appropriations being budgeted in Non-Departmental and transferred to departments as needed per the General Appropriations Act. Additionally, Internal Services decreased due to rate and usage adjustments for various line items, such as Information Technology Operations and Information Technology Managed Print Services. Also, Building Space Cost Allocation decreased due to Facilities Maintenance & Operations determining the rates for each building based on estimated costs to operate and maintain the building. The building rates have been adjusted to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2020 – FY 2021 building rates are based on a full cost recovery for maintenance and operations.

| Department Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| Administration | 682,706 | 895,345 | 898,597 | 900,573 | 900,710 |
| Court Records Mgmt | 3,144,391 | 3,822,727 | 3,576,042 | 3,587,517 | 3,588,447 |
| Election Services | 1,840,400 | 2,185,077 | 1,920,489 | 2,158,964 | 1,934,894 |
| General Services | 108,607 | 204,139 | 198,165 | 200,165 | 200,165 |
| Land Records Auto | 1,403,107 | 2,732,659 | 1,963,460 | 1,963,460 | 1,963,460 |
| Land Records Mgmt | 2,615,657 | 3,202,913 | 3,187,042 | 3,201,980 | 3,203,010 |
| Rezonementation | 248,481 | 278,776 | 278,948 | 278,948 | 278,948 |
| Vital Records Management | 1,092,560 | 1,340,768 | 1,273,989 | 1,278,942 | 1,279,284 |
| Total Expenditures | \$11,135,910 | \$14,662,404 | \$13,296,732 | \$13,570,549 | \$13,348,918 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--------------------------|----------------|----------------|----------------|
| Administration | 6 | 6 | 6 |
| Court Records Management | 40 | 40 | 40 |
| Election Services | 10 | 10 | 10 |
| General Services | 1 | 1 | 1 |
| Land Records Mgmt | 42 | 42 | 42 |
| Vital Records Management | 13 | 13 | 13 |
| Total Personnel | 112 | 112 | 112 |

Clerk/Register of Deeds- Programs

- **Administration Program** - Sets the overall policies and procedures for, and gives directions to, all divisions. It is responsible for tracking legislation and assists in the shaping of statewide policies.
 - Provide employees and public with state of the art technology.
 - Insure prompt and professional services in recording, maintaining and retrieving records.
 - Promote professional, friendly and courteous service.
 - Serve on the Election Commission.
 - Officiate wedding ceremonies.
 - Register citizens to vote at high schools, college campuses and naturalization ceremonies.

- **Courts Records Management** - Receives files, maintains and retrieves all court records for the 6th Judicial Circuit Court in such a manner to allow easy accessibility by the public.

| Performance Measures (Caseload) | CY 2015 | CY 2016 | CY 2017 | CY 2018 |
|----------------------------------|---------|---------|---------|---------|
| Appeals | 438 | 386 | 360 | 375 |
| Civil | 5,766 | 5,419 | 5,867 | 7,606 |
| Criminal | 4,123 | 4,130 | 4,246 | 3,977 |
| Domestic | 6,722 | 6,736 | 6,077 | 5,746 |
| Personal Protection Orders (PPO) | 2,390 | 2,312 | 2,271 | 2,244 |
| Name Change | 505 | 504 | 509 | 559 |

- **Vital Records Management** – Receives, files, maintains and retrieves various official County records, such as birth, death, marriage, military discharge, business registrations and notary public applications.

- **CPL records Management** – Receives, processes, files, and maintains concealed Pistol License applications for Oakland County residents.

| Performance Measures | CY 2015 | CY 2016 | CY 2017 | CY 2018 |
|---------------------------------|---------|---------|---------|---------|
| Births | 20,638 | 20,698 | 20,166 | 21,319 |
| Deaths | 12,485 | 12,357 | 15,249 | 13,590 |
| Marriages | 7,580 | 7,740 | 7,415 | 7,332 |
| CPL's | 16,298 | 18,648 | 16,207 | 15,810 |
| Assumed Names & Co-Partnerships | 5,241 | 4,946 | 4,695 | 4,015 |
| Notaries | 2,498 | 2,078 | 2,571 | 3,116 |
| Military Discharge | 786 | 706 | 656 | 533 |

- **Election Services** - Oversees all county-wide and multi-jurisdictional elections, maintaining permanent records of elections, and campaign finance records for local offices. Performs functions related to the Qualified Voter File (QVF). Records and maintains official minutes of the Oakland County Board of Commissioners and accepts passport applications.

| Performance Measures | CY 2015 Actual | CY 2016 Actual | CY 2017 Actual | CY 2018 Actual* |
|----------------------------------|-------------------|-------------------|-------------------|--------------------|
| Voter Registrations Processed | 30,197 | 29,721 | 20,024 | 10,670 |
| Passport Applications | 633 | 789 | 942 | 359 |
| County-wide elections programmed | 1 | 3 | 0 | 1 |
| Special Elections Programmed | 43 | 4 | 43 | 5 |

*as of September 5, 2018

- **Land Records Management** - Records official documents affecting property ownership such as warranty deeds, quit claim deeds, mortgages, land contracts, state, federal and mechanics liens, etc. Also records fixture filings in the Financing Unit, facilitates the redemption of Sheriff/Clerk Deeds in the Real Estate Unit and is the official recorder of subdivision plats and condominiums.

| Performance Measures | CY 2015 Actual | CY 2016 Actual | CY 2017 Actual | CY 2018 Actual |
|-------------------------|-------------------|-------------------|-------------------|-------------------|
| Deeds (b) | 47,775 | 48,406 | 49,052 | 46,491 |
| Mortgages (b) | 54,032 | 58,846 | 52,257 | 45,719 |
| Misc. Recordings (a)(b) | 150,258 | 140,603 | 129,774 | 114,606 |
| Plats | 1 | 2 | 2 | 2 |
| Condos/Amendments | 152 | 168 | 205 | 179 |
| Sheriffs Deeds | 1622 | 1178 | 868 | 653 |
| Clerks Deeds | 5 | 0 | 10 | 6 |
| Foreclosures Redeemed | 286 | 291 | 251 | 234 |

(a) Discharges, Assignments, Affidavits, Liens, Releases

(b) The number of electronic documents is included in the individual totals listed above for each category

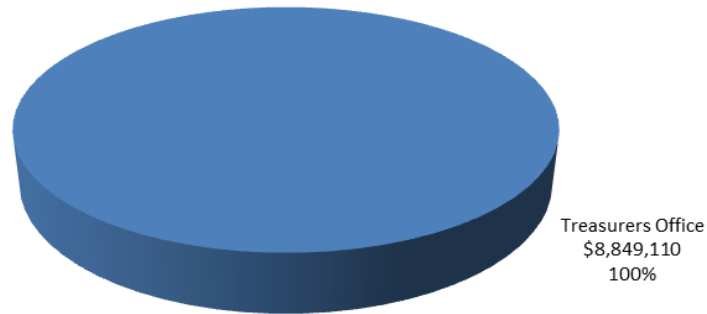
- **Micrographics** - Responsible for preserving county documents for various departments. Presently, this program is microfilming documents for Register of Deeds, Record Retention, Circuit Court, Probate Court, and Treasurers Office. This is accomplished by first preparing the documents, filming, indexing and storing these records on film, thus preserving the records. In addition, non-County businesses, such as title companies, engineers, and surveyors utilize Micrographics services.

| Performance Measures | CY 2015 Actual | CY 2016 Actual | CY 2017 Actual | CY 2018 Actual |
|---|-------------------|-------------------|-------------------|-------------------|
| Hard Copies (8 ½ x 11 sheets) | 28,176 | 43,761 | 20,264 | 24,230 |
| Film Duplicating (rolls) | 2,806 | 2,644 | 2,310 | 1,954 |
| Microfilming (approx. for all projects) | 2,814,323 | 2,881,480 | 2,708,822 | 2,344,240 |
| Plats (11 x 17) | 37 | 11 | 48 | 29 |
| Plats (18 x 24) | 34 | 5 | 17 | 12 |
| Jackets and Indexing | 15,539 | 18,482 | 43,629 | 23,755 |
| Laminated Plats (11 x 17) | 49 | 0 | 0 | 12 |
| Laminated Plats (18 x 24) | 2 | 0 | 0 | 6 |
| Laminated Plats (8 x 11) | 59 | 33 | 150 | 1 |

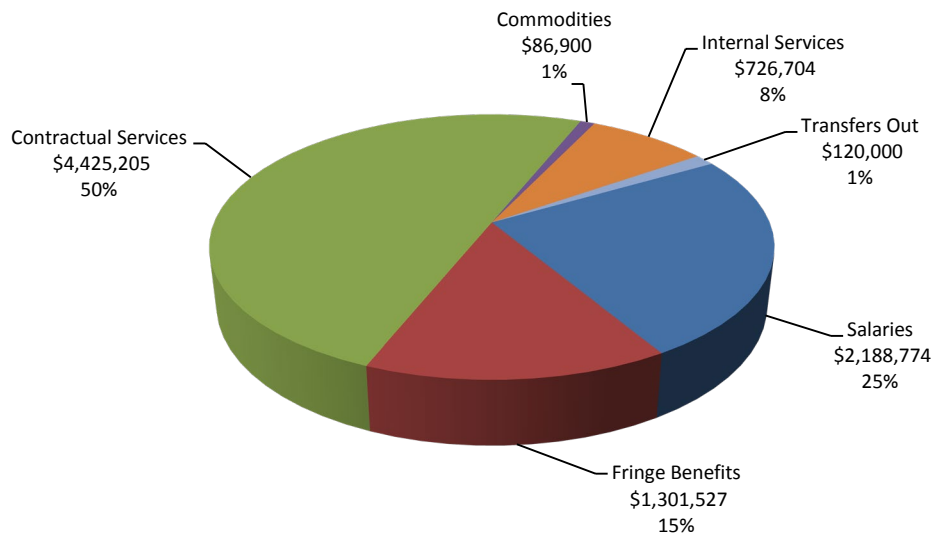
- **Remonumentation** - Act 345 of the Public Acts of 1990 requires all counties to establish and submit a model plan for the monumentation and remonumentation of property controlling corners. Property controlling corners are used by surveyors to establish property lines and to develop the grid that is the foundation of the County's geographic information system (GIS). This program coordinates the accurate location of each corner and also the on-going maintenance of monument boxes to identify the corner. The State provides funding through a grant.
 - Ensure that property controlling corners are accurately identified.
 - Provide ongoing maintenance to monument boxes that have been destroyed or moved.

- **Land Records Automation** - Public Act 698 of 2002 took effect on March 31, 2003 and required counties to establish an "Automation Fund" to be used to upgrade technology within the Register of Deeds. Two examples of initiatives that have been created from the Automation fund are the Super Index and the Property Records Notification service. Oakland County is the first in the country to have a system that allows the enrollee to be notified of documents being recorded in the Register of Deeds office by any search term – all other systems have been by name only.

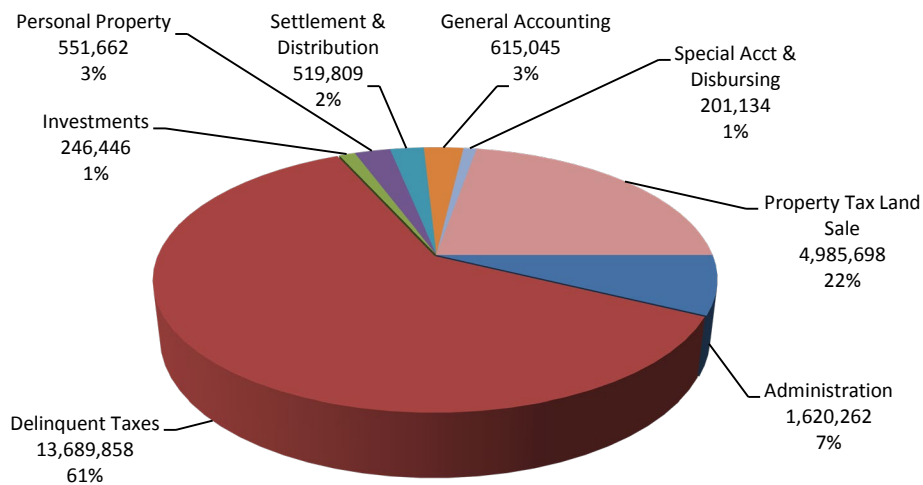
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Mission

The mission of the Oakland County Treasurer’s Office is to serve taxpayers, governmental, and private sector partners with respect, professional customer service and innovative problem-solving.

Vision

The vision of the Oakland County Treasurer is for the Oakland County taxpayers to understand and easily access the services and resources of the Treasurer’s Office. The Treasurer’s Office adapts to new challenges facing taxpayers, including foreclosure prevention, economic development, small business lending, neighborhood stabilization, financial literacy, and regional cooperation.

Department Summary

The County Treasurer is an office created by the Michigan Constitution to serve as the banker of the County. The functions of the Office of the Treasurer are authorized and governed by the Michigan Constitution, Michigan statute, administrative regulations and the County Board of Commissioners. As the banker for the County, the Oakland County Treasurer acts as the custodian of all County funds and as the collector and distributor of all revenues. As revenues come into the Treasurer’s Office from many different local, state and federal sources, the Treasurer disburses those dollars on a timely basis to ensure the efficient administration of County government. These disbursements include paychecks for County employees, funding for road projects, and other County functions. Under state law, the County Treasurer is authorized to invest excess revenues on a short-term basis. The Oakland County Treasurer employs a conservative investment strategy focusing first on safety and capital preservation, then liquidity considerations and, finally, yield. These prudent investment practices have resulted in Oakland County’s investment portfolio outperforming its benchmark, the short-term U.S. Treasury T-Bill (year over year).

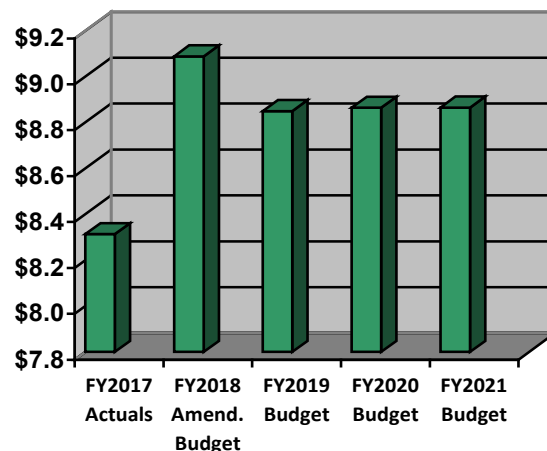
In addition, the Oakland County Treasurer performs several other important functions which includes the collection of delinquent real and personal property taxes through the use of monthly payment plans, administration of the Oakland County Land Sale where tax foreclosed properties are sold at public auction to recover delinquent tax amounts, administration of the Delinquent Tax Revolving Fund (DTRF) used to help local cities, villages, and townships (CVTs) meet their cash flow needs as well as assisting Oakland County homeowners facing challenges associated with both mortgage and property tax foreclosure.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Treasurer’s Office | 8,313,043 | 9,088,384 | 8,849,110 | 8,864,398 | 8,865,452 |
| Total Expenditures | \$8,313,043 | \$9,088,384 | \$8,849,110 | \$8,864,398 | \$8,865,452 |

Current Issues

- Fighting to protect Oakland County property values by preventing mortgage and tax foreclosures, and ensuring that foreclosed properties are returned to productive use to provide homes for families, stabilize neighborhoods, and generate revenue.
- Administering the Office of the Treasurer in a way that is efficient and cost-effective.
- Prudent investment of public funds in a volatile and historically low interest rate environment.

Department Expenditures (\$ in millions)



Department Goals

- Timely and efficient collection of delinquent real and personal property taxes through the use of monthly payment plans and automatic withdrawal which allow taxpayers to take responsibility for their delinquency and the County to collect needed revenues.
- Balance compassion and accountability for taxpayers facing hardships, in the form of clear and determined notification of deadlines and obligations, one-on-one Taxpayer Assistance Meetings, referrals to public and non-profit agencies to provide relevant assistance, promoting financial literacy and education, among other strategies.
- Partnership with the private sector to overcome real estate and land use challenges associated with mortgage and property tax foreclosure.
- Ensure the prudent investment and stewardship of public funds so that the County can meet its short and long term financial obligations and maintain a AAA bond rating.
- Serve taxpayers, governmental, and private sector partners with respect, professionalism, and a commitment to professional customer service and innovative problem-solving.

| Department Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|---------------------|--------------------------|---------------------|---------------------|---------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 1,884,192 | 2,115,538 | 2,188,774 | 2,188,774 | 2,188,774 |
| Fringe Benefits | 1,145,210 | 1,328,197 | 1,301,527 | 1,301,527 | 1,301,527 |
| Contractual Services | 3,965,583 | 4,425,205 | 4,425,205 | 4,425,205 | 4,425,205 |
| Commodities | 65,669 | 86,900 | 86,900 | 86,900 | 86,900 |
| Capital Outlay | 14,386 | 0 | 0 | 0 | 0 |
| Internal Services | 1,042,448 | 1,012,544 | 726,704 | 741,992 | 743,046 |
| Transfers Out | 195,555 | 120,000 | 120,000 | 120,000 | 120,000 |
| Total GF/GP Expenditures | \$8,313,043 | \$9,088,384 | \$8,849,110 | \$8,864,398 | \$8,865,452 |
| <u>Other Funds</u> | | | | | |
| Delinquent Tax Revolving | 17,644,533 | 14,782,900 | 13,100,000 | 12,700,000 | 12,500,000 |
| Delinquent Personal Tax Admin | 290,862 | 485,365 | 480,804 | 484,161 | 485,603 |
| Total Other Funds | \$17,935,395 | \$15,268,265 | \$13,580,804 | \$13,184,161 | \$12,985,603 |
| Total Expenditures | \$26,248,438 | \$24,356,649 | \$22,429,914 | \$22,048,559 | \$21,851,055 |



Treasurer - Programs

Summary of Major Program Changes

Revenue

The Treasurer’s overall FY 2019 revenue increase is attributable to increased property values and an improved economy. The increase is partially offset due to a decrease in the number of parcels turned over to the County Treasurer as delinquent. Overall revenue for FY 2020- FY 2021 decreased due to less Transfers-In from the Delinquent Tax Revolving Fund (DTRF). The amount that is transferred in is dependent on the number of parcels returned delinquent; the lower number of delinquencies results in lower collection fees and interest and penalties earned. The Transfers-In from DTRF assists in the support of General Fund/General Purpose Operations.

Expenditures

Controllable Personnel for FY 2019 includes a 2% salary increase and associated fringe benefits. The overall decrease in expenditures for Internal Services is due to rate and usage adjustments for various line items, such as Information Technology Operations and Information Technology Managed Print Services. Also, Information Technology Development and Maintenance Department Charges decreased as the appropriations for these areas are budgeted in a Non-Departmental and transferred to departments as needed per the General Appropriation Act. In addition, Building Space Cost Allocation decreased due to Facilities Maintenance & Operations determining the rates for each building based on estimated costs to operate and maintain the building. The building rates have been adjusted to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2020 – FY 2021 building rates are based on a full cost recovery for maintenance and operations.

| Department Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| Administration | 1,792,346 | 1,901,780 | 1,620,262 | 1,635,550 | 1,636,604 |
| Delinquent Taxes | 18,183,107 | 15,345,312 | 13,689,858 | 13,289,858 | 13,089,858 |
| Investments | 230,305 | 247,208 | 246,446 | 246,446 | 246,446 |
| Personal Property | 292,586 | 556,223 | 551,662 | 555,019 | 556,461 |
| Settlement & Distribution | 421,150 | 519,715 | 519,809 | 519,809 | 519,809 |
| General Accounting | 558,936 | 601,594 | 615,045 | 615,045 | 615,045 |
| Special Acct & Disbursing | 195,025 | 202,723 | 201,134 | 201,134 | 201,134 |
| Property Tax Land Sale | 4,574,983 | 4,982,094 | 4,985,698 | 4,985,698 | 4,985,698 |
| Total Expenditures | \$26,248,438 | \$24,356,649 | \$22,429,914 | \$22,048,559 | \$21,851,055 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------|----------------|----------------|----------------|
| Administration | 7 | 7 | 7 |
| Delinquent Taxes | 9 | 9 | 9 |
| General Accounting | 8 | 8 | 8 |
| Investments | 2 | 2 | 2 |
| Personal Property | 4 | 4 | 4 |
| Property Tax Land Sale | 8 | 8 | 8 |
| Settlement / Distribution | 6 | 6 | 6 |
| Special Acct / Disbursing | 2 | 2 | 2 |
| Total Personnel | 46 | 46 | 46 |

Treasurer Programs

- **Administration** - Responsible for establishing, managing and measuring the policies that govern all functions of the office, including but not limited to investments, delinquent real and personal property tax collections, and disbursements. Serves as liaison to other County departments, local, state, federal and private sector partners, and as an advocate in the County, state and federal legislative and executive arenas promoting public policy that benefits taxpayers and secures the financial future of Oakland County.

Objectives

- Assessing, measuring and allocating staff resources in a manner that increases productivity, identifies efficiencies, enhances the work experience of our valued staff, and provides the greatest value to Oakland County taxpayers.
 - Ensuring that the office operates cost-effectively, leveraging state of the art technology and national best practices in all functions.
- **Investments** - Responsible for administering existing and future debt on behalf of the County and County departments, including verification of debt service payments and helping to manage relationships with bond ratings agencies. The Investment Section, in conjunction with the General Accounting Section and various departments, determines and facilitates disbursements for the daily cash needs of the County. This section operates and maintains a Local Government Investment Pool providing cities, villages, townships and other departments an opportunity to achieve higher yields, while minimizing risk and maintaining appropriate liquidity. In addition, monitors and verifies the activities of the three retirement funds: Pension, Voluntary Employee Benefit Account (VEBA) and Superseding Retiree Medical Benefits Trust (SRMBT) working with the Investment Managers and Custodian to ensure sufficient cash for retiree payments and that all funds are invested consistent with the various contracts.

Objectives

- Ensuring the continued safety and appropriate liquidity of all public funds, while generating optimal yield.
- Providing adequate cash flow for County financial obligations.
- Ensuring that the County’s bond debt offering documents fully disclose the County’s financial and economic position and that bond rating agencies have all information necessary to maintain the highest rating.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|----------------------------------|------------------|------------------|------------------|------------------|
| Investment Purchases | 154 | 136 | 194 | 147 |
| Funds Managed | 1,010 | 1,073 | 1,099 | 1,108 |
| Current Number of Investments | 197 | 207 | 188 | 197 |
| Performance Over Benchmark | 80 bps | 87 bps | 82 bps | 42 bps |
| Average Value of Investments | \$6,999,273 | \$7,341,940 | \$8,726,337 | \$9,301,361 |
| Interest Earned (annual) | \$17,033,365 | \$11,002,638 | \$10,936,937 | \$14,751,273 |
| Interest Earned (since purchase) | \$20,032,209 | \$13,921,121 | \$15,193,969 | \$20,887,970 |
| Local Government Pool (1) | \$406,414,221 | \$500,105,443 | \$517,532,333 | \$546,371,088 |
| Total Investments | \$1,378,856,725 | \$1,519,781,491 | \$1,640,551,303 | \$1,832,368,126 |

(1) 41 Non-County Participants

bps – basis points

Delinquent Taxes - Responsible for billing and collection of all real property taxes returned delinquent by the County's sixty-three (63) cities, villages and townships (CVTs). Bills and collects Special Assessments for the Oakland County Road Commission and Water Resource Commissioner, certifies warranty deeds, covenant deeds and land contracts and responds to incoming telephone calls and personal visits from taxpayers, businesses and the general public. Administers all elements of Public Act 123 of 1999, including notice to taxpayers of delinquencies, administrative show cause hearings, the Oakland County Land Sales, taxpayer assistance meetings and, where appropriate, payment plans.

- The Step Forward Michigan program utilizes federal funds to assist homeowners in resolving delinquent property taxes, interest, and fees. Through mid-2018, over 1,100 Oakland County families have been helped and the Oakland County Treasurer's Office has received over \$10.3 million for delinquent taxes. Since 2014, the Oakland County Treasurer has operated the Oakland County Financial Empowerment Center (OCFEC) through private partnerships with Community Economic Development Association of Michigan (CEDAM), JVS Human Services, the Accounting Aid Society, and Huntington Bank. The OCFEC co-locates free one-on-one financial counseling in the Treasurer's Office and assisted hundreds of taxpayers with budgeting, credit repair, debt management and banking solutions. Additionally, OCFEC helps with the Step Forward Michigan program applications as well as staffs the Entrepreneurial Boot Camp which provides support to entrepreneurs through support accessing capital backing in the form of microloans ranging anywhere from \$1,000 to \$250,000.

Objectives

- Administering an efficient process for collection of delinquent taxes and special assessments through forfeiture, foreclosure and sale process pursuant to PA 123, including process billing, collection, and notices.
- Ensuring that every eligible delinquent taxpayer is offered a monthly payment plan allowing them to take responsibility for their delinquency, while generating revenue for the County and local governmental units.
- Achieving mortgage and tax foreclosure prevention through communication, outreach, resource sharing, and education.
- Promoting courteous customer service that consistently meets the needs of taxpayers, business owners and others, unsurpassed in promptness and professionalism.
- Selling foreclosed property pursuant to PA 123 to reduce chargeback to local units of government.
- Leveraging technology to expand options for payment with emphasis on community-based payment options.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|-------------------------------------|------------------|------------------|------------------|------------------|
| Real Property Delinquent Parcels | 64,846 | 60,062 | 56,171 | 54,524 |
| Real Property Delinquent Taxes | \$ 80,115,401 | \$ 72,476,317 | \$ 68,797,631 | 66,517,083 |
| Special Assessment Billings | 2,589 | 1,998 | 1,251 | 1,470 |
| Special Assessment Rolls | 94 | 79 | 53 | 61 |
| Payments Processed (full & partial) | 71,744 | 73,343 | 73,424 | 71,730 |
| Notices Mailed | 132,350 | 151,324 | 156,322 | 153,266 |
| Deeds Certified | 23,730 | 23,917 | 25,853 | 27,147 |
| Payment Plans | 4,981 | 3,880 | 3,792 | 2,780 |

- **Property Tax Land Sale** - Real property taxes returned delinquent by the County's sixty-three (63) cities, villages and townships are sold at public auctions administered by the County Treasurer if they remain unpaid after a twenty-five-month period. The Property Tax Land Sale Section of the County Treasurer's Office acts as foreclosing governmental unit (FGU), executing the preparation and analysis of land sale data, administering two annual sales, and subsequently accounting for monies collected, including net proceeds to the County. PA 123 of 1999 requires a title search to identify all interested parties on every parcel subject to tax foreclosure to ensure due process notification through mailed notices and personal service. Taxpayer assistance meetings are offered as an additional measure to prevent tax foreclosure as a one on one meeting with the Treasurer or a Deputy Treasurer to offer payment plans to eligible taxpayers and suggest referrals to other available resources.

- **Property Tax Land Sale (continued)** - As a final check of due process, every parcel receives a thorough review prior to going to the land sale. To encourage participation in the land sale, a partnership with REALTORS known as “REALTOR to the Rescue,” was developed to encourage homeownership and provide access to select properties. The program was recognized by the National Association of Counties for a 2017 Achievement Award and was further honored as “Best in Class” and was included among their national “100 Best Ideas” listing. Parcels that are not sold at the annual land sale nor accepted by the local unit of government are returned to the County Treasurer as Surplus Property. The goal of the Surplus Property Program is to responsibly return the unsold property to the tax rolls through a rigorous application process.

Objectives

- Verifying due process was achieved for former owners and former interested parties.
- Ensuring responsible participation in the land sale by encouraging good stewardship and discouraging real estate speculation.
- Providing for a full accounting of all funds collected from the tax foreclosure sale.
- Administering the land sale to ensure equal and fair treatment of all participants.
- Returning tax foreclosed property to the tax rolls responsibly.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|------------------------------|------------------|------------------|------------------|------------------|
| Title Searches Processed | 9,680 | 9,177 | 8,394 | 8,372 |
| Personal Services Processed | 7,694 | 7,754 | 6,930 | 6,094 |
| Taxpayer Assistance Meetings | 3,880 | 3,792 | 2,780 | 1,846 |
| Number of Parcels Forfeited | 12,117 | 10,986 | 9,824 | 9,406 |
| Number of Foreclosed | 4,142 | 3,765 | 3,232 | 3,104 |
| Parcels Offered at Auction | 570 | 628 | 572 | 369 |
| Parcels Sold at Auction | 209 | 163 | 238 | 213 |
| Auction Total Sold | \$9,541,443 | \$7,289,069 | \$6,008,098 | \$10,316,575 |
| Proceeds (above min. bid) | \$5,522,435 | \$4,539,518 | \$3,402,329 | \$11,455,831 |
| Average Sale Price (August) | \$33,005 | \$34,875 | \$36,860 | \$43,347 |
| Average Sale Price (October) | \$3,966 | \$6,518 | \$6,132 | \$4,730 |
| Surplus Property Sales | 256 | 391 | 294 | 218 |

- **Personal Property Tax and Bankruptcy** - Responsible for the collection of delinquent Personal Property taxes levied on furniture, fixtures, equipment, and leasehold improvements of businesses. Collects delinquent real and personal property taxes on properties involved in bankruptcy by manually checking each bankruptcy case filed for any unpaid taxes and filing a Proof of Claim on behalf of the city, village or township for the amount due. Assists local treasurers with collection of current Personal Property Taxes and filing forms necessary to claim exemptions and enforce collection.

Objectives

- Protecting essential local services by ensuring timely collection of personal property taxes returned delinquent on behalf of local units of government.
- Assisting businesses in meeting their tax obligations through thoughtful case management and use of reasonable payment plans.
- Communicating with taxpayers about the importance of filing an annual Personal Property tax form listing the value of their personal property, or an exemption if applicable.
- Filing Proof of Claims on Chapter 13 and Chapter 11 bankruptcy cases to obtain as much, if not all, tax dollars for city, townships, villages, schools and other public partners.

| Performance Measures* | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|---|------------------|------------------|------------------|------------------|
| Personal Property Delinquent Parcels | 5,492 | 5,642 | 5,255 | 5,419 |
| Dollars Returned | \$ 4,867,769 | \$ 5,091,795 | \$ 4,940,852 | \$4,857,455 |
| Personal Payments Processed | 9,542 | 7,147 | 6,829 | 5,602 |
| Dollars Collected | \$ 6,309,753 | \$ 4,690,025 | \$ 5,092,588 | \$ 5,822,858 |
| Bankruptcy Payments Processed | 1,072 | 952 | 796 | 799 |
| Bankruptcy Dollars Collected | \$1,684,646 | \$ 2,202,165 | \$3,046,867 | \$1,604,457 |

*Data Is Reported For Tax Levy Year.

- **Settlement and Distribution** - Works with state and local officials to verify the tax collections of the County, local treasurers, and to make adjustments to property tax rolls consistent with the general property tax law as ordered by local Boards of Review and state agencies. This section is also responsible for accounting of monies on behalf of several other authorities whose taxes are spread on County tax rolls and providing treasurer bond information to insurance agents, among other duties.

Objectives

- Providing for the settlement of tax rolls with local treasurers facilitating the purchase of delinquent taxes through the Delinquent Tax Revolving Fund.
- Adjusting and/or refunding taxes for taxpayers whose assessments are amended by local Boards of Review, Michigan Tax Tribunal, state and other agencies.
- Ensuring County dollars are received timely and accurately by working with assessors to effectively orchestrate tax certifications and monitoring the current tax collections handled at the local level.

| Performance Measures* | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|-------------------------------------|------------------|------------------|------------------|------------------|
| Bonded Dollars | \$931,343,211 | \$960,545,606 | \$981,771,266 | \$1,012,095,059 |
| Settlement Dollars (1) | \$2,227,615,812 | \$2,297,531,392 | \$2,338,883,904 | \$2,409,495,518 |
| Tax Rolls Audited | 164 | 175 | 176 | 173 |
| Parcels Settled | 556,414 | 558,793 | 557,220 | 557,303 |
| Capture Districts Audited | 173 | 183 | 212 | 218 |
| County Captured Dollars (2) | \$4,096,952 | \$4,201,950 | \$4,084,313 | \$4,362,136 |
| Tax Collections (3) | \$790,741,702 | \$815,901,957 | \$831,420,409 | \$860,066,448 |
| Delinquent Tax Load (1) | \$77,398,517 | \$73,891,426 | \$71,457,627 | \$67,952,522 |
| Amended Tax Roll Valuations (4)* | 50,206,556,614 | 52,114,348,115 | 52,979,516,741 | 54,882,784,692 |
| Number of Adjustments (5) | 6,517 | 5,728 | 4,403 | 4,134 |

*All data is reported on tax levy year which is July 1st-June 30th except adjustments.

- (1) Real, leasehold and personal property dollars for all tax authorities.
- (2) County operating dollars lost due to capture districts.
- (3) Dollars passed through County July 1st through June 30th each year.
- (4) Taxable valuations before captures. As reported on assessor's warrant each year.
- (5) Adjustments processed January 1st through December 31st each year.

General Accounting - Responsible to receive, receipt, and account for all funds that come into the County. Cash, check, charge, Account Clearing House (ACH), and E-check deposits to the system of bank accounts managed by the County Treasurer are balanced to the accounting postings daily while maintaining a complete and retrievable record-keeping system. Also, acts as the fund manager for many funds that fall under the responsibility of the County Treasurer, including accounting for authorities (Zoo, Arts, Public Transportation Authority, Economic Development Corporation, Business Finance Corporation) and providing reports.

Objectives

- Providing electronic movement of funds from the Deposit Account to the General Account and from the General Account to the Disbursing Account.
- Accounting for and ensuring the timely deposit of all money that comes to the County Treasurer.
- Implementing state of the art technology for the receiving and depositing of County funds in a way that ensures safety and fraud protection.
- Providing semi-annual cash handling training for County and other municipalities' employees.
- Providing excellent customer service for our taxpayers focused on respect, dignity and gratitude for their partnership.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|----------------------------------|------------------|------------------|------------------|------------------|
| Number of Cash Receipts | 10,027 | 11,710 | 11,497 | 11,954 |
| Number of Accts Receiv. Receipts | 12,137 | 12,131 | 12,098 | 12,001 |
| Delinquent Tax Receipts | \$138,341,573 | \$114,738,997 | \$105,010,621 | \$101,577,692 |
| Del-tax E-tax Receipts | \$9,479,320 | \$9,530,900 | \$10,505,679 | \$11,443,099 |
| Accounts Receivable Receipts | \$180,653,310 | \$192,950,988 | \$197,125,975 | \$182,115,437 |
| All other Cash Receipts | \$248,983,628 | \$269,257,403 | \$279,714,565 | \$295,614,125 |
| Total Receipts Deposited | \$577,457,831 | \$586,478,288 | \$592,356,840 | \$590,750,353 |
| Total Cash | \$15,970,384 | \$14,859,673 | \$15,472,864 | \$16,175,037 |
| Total Checks | \$479,522,729 | \$500,036,638 | \$791,773,914 | \$498,627,947 |
| Total Charge Cards | \$36,876,026 | \$46,866,335 | \$59,837,985 | \$72,933,050 |
| Treas. Over the Counter Charges | \$1,301,828 | \$1,161,075 | \$1,399,284 | \$1,523,716 |
| Accts Receiv. Wire Receipts | \$138,265,878 | \$152,145,039 | \$150,900,008 | \$165,640,156 |
| Other Wire Receipts | \$1,557,396,569 | \$1,052,762,086 | \$1,072,322,170 | \$1,035,316,309 |
| Total Wire Receipts | \$1,695,662,447 | \$1,767,830,846 | \$2,091,706,225 | \$1,790,216,215 |
| Total All Receipts | \$2,273,120,278 | \$2,354,309,134 | \$2,684,063,065 | \$2,380,966,568 |

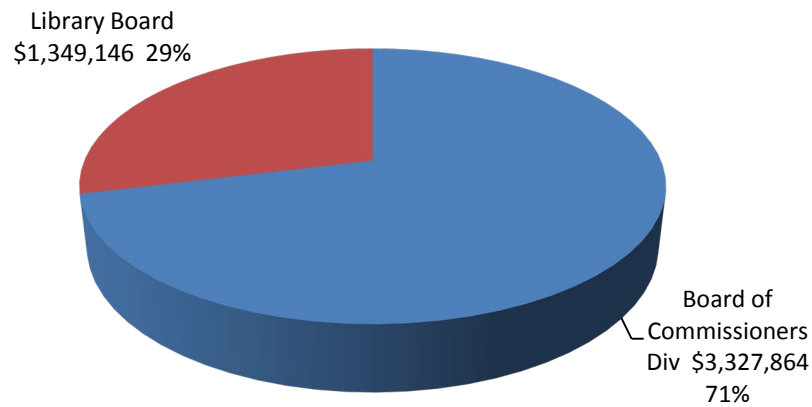
- **Special Accounting and Disbursing** - Provides accounting services related to delinquent real and personal property taxes, Road Commission for Oakland County, Oakland County Sheriff Narcotics Enforcement (NET) forfeitures, escheats, contractor retainage, missing legatees, petty cash, veteran's trust, public libraries, district courts, Economic Development Corporation, and the Business Finance Corporation. Also, assists the Fiscal Services Division with preparations of financial reports and annual audits; creates and distributes checks and electronic payment remittances for accounts payable, jury, restitution, payroll, retirement payroll, and the Road Commission for Oakland County; updates and reconciles the disbursement account and assists with the transmissions of check issued files to financial institutions as part of the County's check fraud deterrence program; processes daily disbursements; maintains audit records and assists internal departments with resolution and balancing.

Objectives

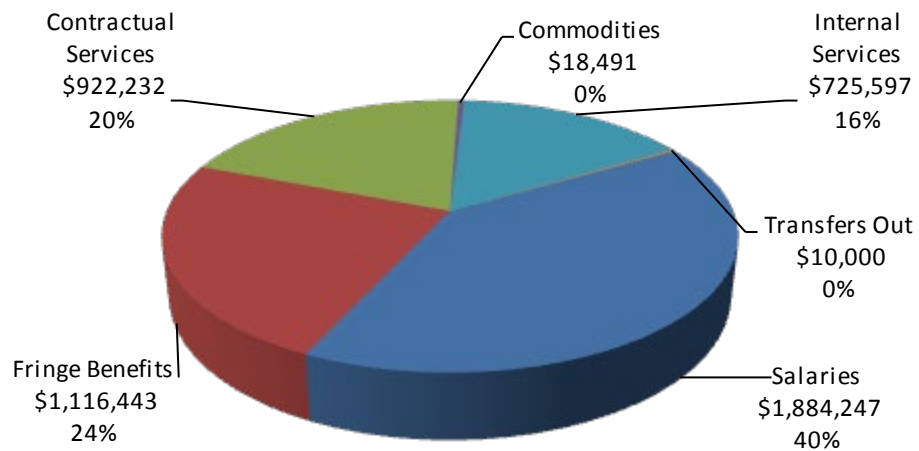
- Accounting for and issuing all authorized County payments.
- Providing accounting services and information updates to special functions of the County.
- Integrating technology solutions for the safe disbursement of County funds and ensuring cost effectiveness.
- Increasing use of direct deposit and electronic notices to reduce cost and promote environmental conservation.
- Working together as a team to promote friendly, timely, and courteous service to all County departments, citizens, and taxpayers.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|---------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <u>Total Dollars Disbursed:</u> | \$1,969,212,463 | \$1,848,469,244 | \$2,126,998,428 | \$2,380,306,467 |
| Number of Direct Deposits | 19,770 | 21,900 | 23,500 | 24,621 |
| Number of Checks | 48,492 | 45,146 | 41,919 | 39,375 |
| <u>Total Dollars Paid Payroll:</u> | \$157,676,399 | \$164,865,164 | \$175,170,043 | \$178,493,994 |
| Number of Direct Deposits | 112,405 | 116,132 | 119,084 | 122,002 |
| Number of Checks | 14,104 | 12,385 | 11,198 | 9,441 |
| <u>Total Dollars Paid Retirement:</u> | \$58,379,521 | \$60,349,166 | \$62,111,539 | \$62,041,282 |
| Number of Direct Deposits | 33,180 | 33,759 | 34,297 | 33,748 |
| Number of Checks | 282 | 240 | 206 | 161 |

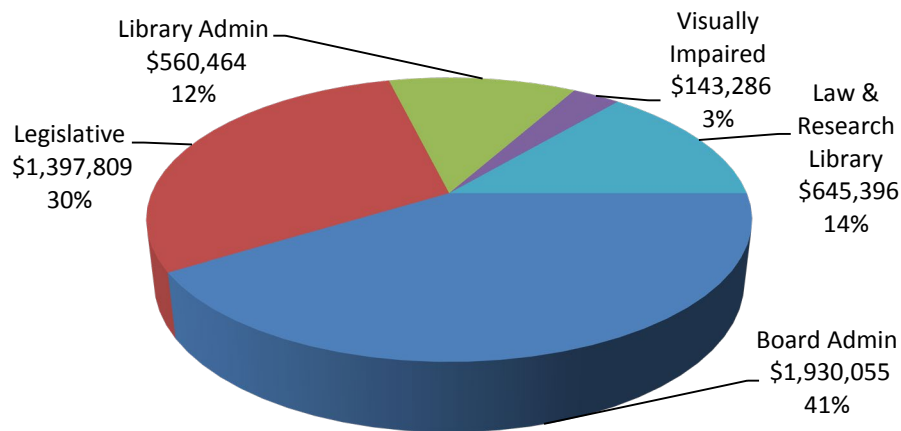
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Description Summary

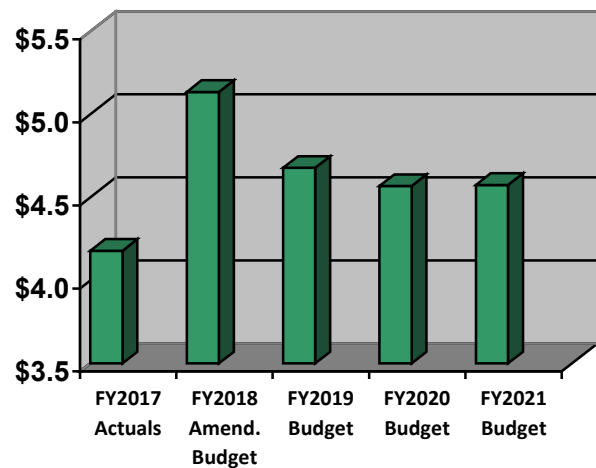
The twenty-one (21) member Board of Commissioners is the governing body of Oakland County. The Commissioners represent twenty-one (21) equally populated districts and are elected for a two-year term of office. The board is responsible for the adoption of the annual budget, establishing the county property tax millage rate, formulating and establishing county policies, making appointments to various boards and commissions, and adopting ordinances and rules. Five standing committees have been established to facilitate the business of the Board. Each Committee serves as liaison to appropriate county departments and elected officials.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Board of Commissioners Div | 2,838,452 | 3,738,436 | 3,327,864 | 3,190,456 | 3,191,111 |
| Library Board | 1,339,315 | 1,395,635 | 1,349,146 | 1,377,080 | 1,383,139 |
| Total Expenditures | \$4,177,767 | \$5,134,071 | \$4,677,010 | \$4,567,536 | \$4,574,250 |

Current Issues

- Oakland County is one of the few counties that send more tax dollars to Lansing than it receives in State services. Due to the State of Michigan’s budget difficulties, the County must remain poised to react to changing financial conditions.
- As a result of sound fiscal policies, Oakland County has been granted the highest possible bond rating, AAA, by both major bond-rating agencies. Maintaining this superior rating allows the County to finance projects at the lowest interest rate available.
- The Great Lakes Water Authority, a regional authority, established by the Board of Commissioners and neighboring counties, will have a significant impact on the rates the citizens of Oakland County will face and the future of water rates and quality going forward.

Department Expenditures -GF/GP (\$ in millions)



| Department Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 1,601,418 | 1,717,685 | 1,884,247 | 1,884,247 | 1,884,247 |
| Fringe Benefits | 924,801 | 1,057,673 | 1,116,443 | 1,116,443 | 1,116,443 |
| Contractual Services | 869,086 | 1,540,848 | 922,232 | 834,931 | 839,359 |
| Commodities | 21,491 | 17,291 | 18,491 | 17,291 | 17,291 |
| Capital Outlay | 5,664 | 16,000 | 0 | 0 | 0 |
| Internal Services | 755,307 | 784,574 | 725,597 | 714,624 | 716,910 |
| Transfers Out | 0 | 0 | 10,000 | 0 | 0 |
| Total GF/GP Expenditures | \$4,177,767 | \$5,134,071 | \$4,677,010 | \$4,567,536 | \$4,574,250 |
| <u>Other Funds</u> | | | | | |
| Total Other Funds | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$4,177,767 | \$5,134,071 | \$4,677,010 | \$4,567,536 | \$4,574,250 |

| Department Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Board Administration | 1,584,244 | 2,369,936 | 1,930,055 | 1,892,647 | 1,893,302 |
| Legislative | 1,254,208 | 1,368,500 | 1,397,809 | 1,297,809 | 1,297,809 |
| Library Administration | 568,210 | 570,256 | 560,464 | 584,099 | 585,730 |
| Visually Impaired | 135,060 | 139,113 | 143,286 | 147,585 | 152,013 |
| Law Library (a) | 635,993 | 686,266 | 642,926 | 642,926 | 642,926 |
| Research Library | 6 | 0 | 2,470 | 2,470 | 2,470 |
| Non Departmental | 46 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$4,177,767 | \$5,134,071 | \$4,677,010 | \$4,567,536 | \$4,574,250 |

(a) Research Library and Law Library combined programs

Division Summary

The Administration Division is responsible for coordinating and overseeing all Board of Commissioner activities, budget preparation and interacting with the County Departments and elected officials.

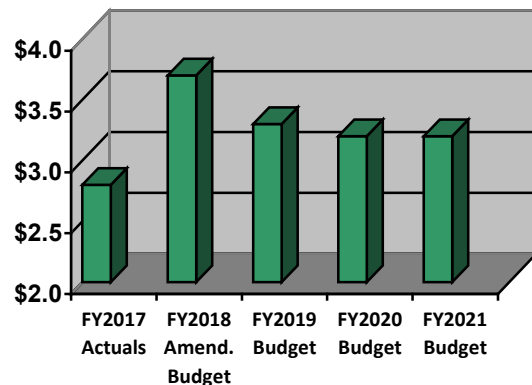
| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Board of Commissioners Div | 2,838,452 | 3,738,436 | 3,327,864 | 3,190,456 | 3,191,111 |
| Total Expenditure | \$2,838,452 | \$3,738,436 | \$3,327,864 | \$3,190,456 | \$3,191,111 |

| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 1,273,093 | 1,377,350 | 1,534,732 | 1,534,732 | 1,534,732 |
| Fringe Benefits | 771,210 | 887,409 | 952,207 | 952,207 | 952,207 |
| Contractual Services | 500,550 | 1,179,228 | 551,639 | 458,839 | 458,839 |
| Commodities | 16,406 | 11,578 | 11,578 | 11,578 | 11,578 |
| Internal Services | 277,192 | 282,871 | 267,708 | 233,100 | 233,755 |
| Transfers Out | 0 | 0 | 10,000 | 0 | 0 |
| Total GF/GP Expenditures | \$2,838,452 | \$3,738,436 | \$3,327,864 | \$3,190,456 | \$3,191,111 |
| <u>Other Funds</u> | | | | | |
| Total Other Funds | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$2,838,452 | \$3,738,436 | \$3,327,864 | \$3,190,456 | \$3,191,111 |

Current Issues

- The Board of Commissioners will endeavor to continue the conservative fiscal policies that have resulted in Oakland County's healthy, viable financial condition.
- The Board of Commissioners will continue its commitment to provide responsive programs and services of the highest quality to the communities of Oakland County.
- The ongoing commitment of the Oakland County Board of Commissioners is to provide services that will enhance the quality of life for all residents with initiatives such as the Live Healthy Oakland discount card program, distribution of free trigger lockers to promote gun safety, anti-school bullying training for educators, training volunteers to monitor lake water quality, investing in local road infrastructure, promoting public health and ecology by purchasing drinking fountains for local schools, and using the latest technology to make governmental services more accessible, efficient and transparent.

Department Expenditures (\$ in Millions)



Summary of Major Program Changes

Revenue

The Board of Commissioners overall revenues decreased in FY 2019 due to Fee Income for prescription royalties from the County’s health services discount card program. The change in revenues is expected to be short term and is attributable to the transition to a new program with expanded services.

Expenditures

The Board of Commissioners has decreased its overall expenditures from FY 2019 to FY 2021 due to special projects appropriated in FY 2018. Controllable Personnel for FY 2019 includes a 2% increase in salary and associated fringe benefits. In FY 2019, there is also a creation of one (1) Full Time Eligible Board of Commissioners analyst and one (1) Communications and Marketing Assistant. Contractual Services decreased due to appropriations from assigned fund balance for various Special Projects. Furthermore, an increase in the Public Information line item will be used to launch a direct constituent contact program for Commissioners. There are decreases to Internal Service accounts - Information Technology Development and Maintenance Department Charges which are budgeted in a Non-Departmental account and transferred to departments as needed per the General Appropriation Act. In addition, Insurance Fund decrease is due to fluctuations associated with the allocation methodology used for purposes of assigning risk to the County’s various cost centers, which is based on historical experience. Building Space Cost Allocation decreased as Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building. The FY 2019 building rates have been adjusted in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2020-FY 2021 building rates are based on a full cost recovery for maintenance and operations. Partially offsetting is an increase in Information Technology Operations, Telephone Communications and Information Technology Managed Print Services due to rate and usage level adjustments.

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Board Administration | 1,584,244 | 2,369,936 | 1,930,055 | 1,892,647 | 1,893,302 |
| Legislative | 1,254,208 | 1,368,500 | 1,397,809 | 1,297,809 | 1,297,809 |
| Total Expenditures | \$2,838,452 | \$3,738,436 | \$3,327,864 | \$3,190,456 | \$3,191,111 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------|----------------|----------------|----------------|
| Board Administration | 12 | 12 | 12 |
| Legislative | 21 | 21 | 21 |
| Total Personnel | 33 | 33 | 33 |

Board of Commissioners Programs

- **Board Administration** - Administration provides support for the activities of the Board of Commissioners, its’ Committees, leadership and individual Commissioners.
- **Legislative** - The Legislative program describes activities unique to the legislative process. Included are public information, legal services and expenditures unique to legislative activities.

Mission

The mission of the Adams-Pratt Oakland County Law Library is to provide legal research assistance to the public, to the bench, to county departments and to the bar.

Department Summary

Established in 1973 under PA 138 of 1917 and Board of Commissioners Resolution #6233, the Oakland County Library Board, is a division of the Oakland County Board of Commissioners and oversees the administration of the Adams-Pratt Oakland County Law Library. For 38 years, the Library Board also administered the Library for the Visually and Physically Impaired. In 2012, this collection was transferred to the Rochester Hills Public Library. The Board also operated the Research Library from 1975 until October, 2015. At that time, this service was decommissioned. Members of the Library Board are appointed and include representatives from the Board of Commissioners, Circuit Court, County Executive, Oakland Schools, and the general public.

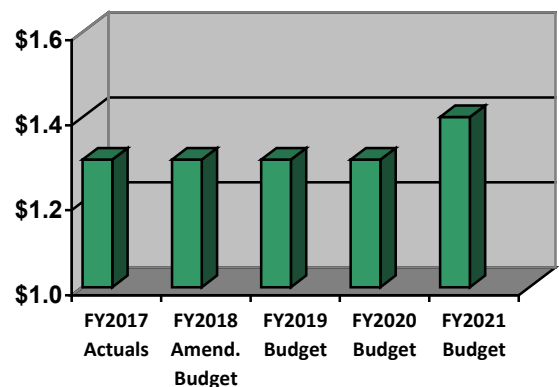
| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Library Board | 1,339,315 | 1,395,635 | 1,349,146 | 1,377,080 | 1,383,139 |
| Total Expenditure | \$1,339,315 | \$1,395,635 | \$1,349,146 | \$1,377,080 | \$1,383,139 |

| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 328,325 | 340,335 | 349,515 | 349,515 | 349,515 |
| Fringe Benefits | 153,591 | 170,264 | 164,236 | 164,236 | 164,236 |
| Contractual Services | 368,535 | 361,620 | 370,593 | 376,092 | 380,520 |
| Commodities | 5,085 | 5,713 | 6,913 | 5,713 | 5,713 |
| Capital Outlay | 5,664 | 16,000 | 0 | 0 | 0 |
| Internal Services | 478,115 | 501,703 | 457,889 | 481,524 | 483,155 |
| Total GF/GP Expenditures | \$1,339,315 | \$1,395,635 | \$1,349,146 | \$1,377,080 | \$1,383,139 |
| <u>Other Funds</u> | | | | | |
| Total Other Funds | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$1,339,315 | \$1,395,635 | \$1,349,146 | \$1,377,080 | \$1,383,139 |

Division Goals

- Meet the legal information needs of Oakland County and its people.
- Give Oakland County citizens access to government information and documents.
- Facilitate public access to the legal system.
- Participate in and support Countywide and Statewide activities including: the Oakland County HELP Legal Aid Services Taskforce, Oakland County Historical Resources Consortium and the Michigan Legal Help Taskforce.

Division Expenditures (\$ in millions)



Summary of Major Program Changes

Revenue

No changes.

Expenditures

Controllable Personnel for FY 2019 includes a 2% salary increase and associated fringe benefits. Contractual Services overall increased due to a 3% annual increase for the contract with the Rochester Hills Library to provide the Library for the Visually and Physically Impaired (LVPI) services. Building Space Cost Allocation decreased as Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building. The FY 2019 building rates have been adjusted in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2020-2021 building rates are based on a full cost recovery for maintenance and operations. There is also a decrease Info Tech Development which is budgeted in a Non-Departmental account and transferred to departments as needed per the General Appropriation Act. In addition, a decrease in Info Tech Operations and Equipment Rental; partially offset by an increase in Info Tech Managed Print Services due to usage and rate adjustments.

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Library Administration | 568,210 | 570,256 | 560,464 | 584,099 | 585,730 |
| Visually Impaired | 135,060 | 139,113 | 143,286 | 147,585 | 152,013 |
| Law Library | 635,993 | 686,266 | 642,926 | 642,926 | 642,926 |
| Research Library | 6 | 0 | 2,470 | 2,470 | 2,470 |
| Non Departmental | 46 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$1,339,315 | \$1,395,635 | \$1,349,146 | \$1,377,080 | \$1,383,139 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------|----------------|----------------|----------------|
| Library Administration | 2 | 2 | 2 |
| Law Library | 4 | 4 | 4 |
| Total Personnel | 6 | 6 | 6 |

Library Board Programs

- Administration - Coordinates the activities of the Adams-Pratt Oakland County Law Library and works to ensure that service is provided in a cost-effective manner. Responsibilities include planning, budgeting and personnel. The Director of Library Services reports to the Library Board.
- Visually Impaired - Contracts with the Rochester Hills Library to provide library services for the visually and physically impaired.
- Law Library - The Adams-Pratt Oakland County Law Library provides a legal research collection for use by the general public and legal professionals alike. Although a legal collection has been available in Oakland County since 1904, the Clark J. Adams-Phillip Pratt Oakland County Law Library was not officially designated until 1976. Today it is the largest public county law library in the State of Michigan, serving the public, government, court employees, attorneys, students and other visitors.
 - Maintains a primary law collection and selected secondary law materials.

- Directs patrons to resources pertinent to their questions about the law and instructs them on their use.
- Provides free computer access for legal research.
- Assists public access to justice through local and state court systems by serving as a Michigan Legal Help Self-Help Center, as well as providing court rules, procedural information and forms. Additionally, refers patrons to resources beyond the library for legal aid assistance.

| Performance Measures | FY2016 Actual | FY2017 Actual | FY2018 Projected |
|----------------------|--------------------------|--------------------------|-----------------------------|
| Library Visits | 30,611 | 31,616 | 29,200 |
| Reference Requests | 16,589 | 16,431 | 15,100 |
| Electronic Visits | 10,463 | 15,444 | 19,200 |



Parks and Recreation

Oakland County Parks and Recreation Commission Mission Statement

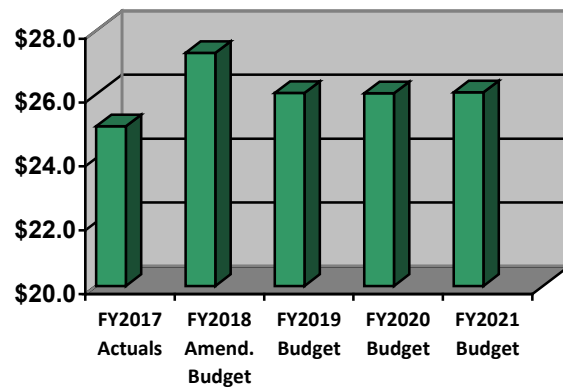
The Oakland County Parks and Recreation Commission (OCPRC) is dedicated to providing quality recreation experiences that encourage healthy lifestyles, support economic prosperity and promote the protection of natural resources.

| Expenditures by Department | FY 2017 Actual | FY 2018 Amend Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------|---------------------|----------------------|---------------------|---------------------|---------------------|
| Parks and Recreation | 25,050,628 | 27,390,928 | 26,164,421 | 26,143,698 | 26,178,177 |
| Total Expenditures | \$25,050,628 | \$27,390,928 | \$26,164,421 | \$26,143,698 | \$26,178,177 |

Department Goals

- Acquire, maintain and improve Oakland County park lands to provide county-wide recreational experiences and protect natural resources.
- Provide thoughtfully-designed and well-maintained facilities that support a variety of recreational uses throughout the year.
- Provide recreational programs and services that promote healthy, active lifestyles; meet the need of Oakland County residents and maximize the use; and promote the value of Oakland County Parks.
- Be an efficient, valued and sustainable park system that offers a variety of recreational experiences and contributes to community place-making.

Department Expenditures (\$ in millions)



| Expenditures by Category | FY 2017 Actual | FY 2018 Amend Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|---------------------|----------------------|---------------------|---------------------|---------------------|
| Total GF/GP Expenditures | \$-0- | \$-0- | \$-0- | \$-0- | \$-0- |
| Parks & Recreation Funds | | | | | |
| Salaries | 9,025,079 | 9,731,005 | 10,024,244 | 10,124,486 | 10,225,731 |
| Fringe Benefits | 3,044,442 | 3,020,326 | 3,145,008 | 3,176,458 | 3,208,222 |
| Contractual Services | 6,313,586 | 7,624,095 | 7,055,607 | 7,082,652 | 7,082,652 |
| Commodities | 1,607,558 | 1,671,374 | 1,301,235 | 1,301,235 | 1,301,235 |
| Depreciation | 3,636,023 | 3,467,470 | 3,024,590 | 2,845,130 | 2,746,600 |
| Internal Services | 1,423,940 | 1,686,658 | 1,613,737 | 1,613,737 | 1,613,737 |
| Transfers Out | 0 | 190,000 | 0 | 0 | 0 |
| Total Parks & Recreation Funds | \$25,050,628 | \$27,390,928 | \$26,164,421 | \$26,143,698 | \$26,178,177 |
| Total Expenditures | \$25,050,628 | \$27,390,928 | \$26,164,421 | \$26,143,698 | \$26,178,177 |



Parks and Recreation - Programs

Summary of Major Program Changes

FY 2019 REVENUES

As compared to the FY 2018 Amended Budget, Property Tax Levy revenue decreased based on estimated actual collection trend. Other Intergovernmental Revenues decreased due to personal property tax loss reimbursement from the State of Michigan. Charges for Services increased to bring the budget in line with historical and seasonal fluctuations, including Sales Retail, Rental Golf Carts, Commission Food Services and Special Contracts; partially offset by decrease in Rental Units or Events Entrance Fees General Admission based on current trends. Contributions decreased primarily due to an agreement with Independence Township for reimbursement for the FY 2018 completion of a Safety Path at Independence Oaks Park. Overall Planned Use of Balance decreased in response to overall operating decreases, including a decrease in Depreciation and net operating revenue gains. Investment Income is increased due to increased interest rates. Capital Contributions decreased due to the completion of capital improvement project #1261 'SAC Fair Paving Improvements' at Springfield Oaks.

FY 2019 EXPENDITURES

As compared to the FY 2018 Amended Budget, Controllable Personnel for FY 2019 includes a 2.0% salary increase and associated fringe benefits. Salary and Fringe Benefit accounts were also adjusted to bring the budget in line with recent usage trends in part-time non eligible positions and reflect Human Resources recommendations. Contractual Services decreases included: General Program Administration, related to Independence Township Safety Path project, Software Support Maintenance, and Contracted Services. Offset by increases in Indirect Costs, Advertising, Building Maintenance Charges, Equipment Maintenance, Training, Security Expense and Charge Card Fee. Overall Commodities decreased predominately due to the Expendable Equipment purchase of golf carts in FY 2018 and Depreciation expense based on current level of depreciable assets. Commodities budget also reflect updates to bring the various accounts in line with historical trends: Office Supplies, Small Tools, and Uniforms; offset by increases for Special Event Supplies, Merchandise and Recreational Supplies. Internal Services decreased overall by due to reductions in Insurance Fund which is due to fluctuations associated with the allocation methodology used for purposes of assigning risk to the County's various cost centers, which is based on historical experience and current exposure of budgeted positions. Also, decreases in Information Technology Operations, Motor Pool Fuel Charges Telephone Communications due to usage. Building Space Allocation decreased; Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building. The FY 2019 building rates have been adjusted in order to bring the equity in line with Federal OMB Uniform Guidance requirements; partially offset by an increase in Information Technology Development. Finally, Transfers Out decreased reflecting the purchase of three vehicles in FY 2018.



Parks and Recreation - Programs

| Expenditures by Program | FY 2017 Actual | FY 2018 Amend Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--------------------------------|---------------------|----------------------|---------------------|---------------------|---------------------|
| Administration | 5,846,256 | 5,928,912 | 6,434,053 | 6,592,790 | 6,725,799 |
| Concessions Conference Centers | 1,756,628 | 2,022,664 | 2,037,348 | 2,039,048 | 2,039,048 |
| Parks | 6,761,427 | 7,302,043 | 6,204,079 | 6,142,709 | 6,115,079 |
| Technical Support | 1,547,858 | 2,801,221 | 2,829,936 | 2,818,436 | 2,810,336 |
| Recreation | 4,222,846 | 4,383,255 | 4,212,382 | 4,156,192 | 4,150,692 |
| Golf | 4,752,044 | 4,763,056 | 4,242,276 | 4,190,176 | 4,132,876 |
| County Market | 163,569 | 189,777 | 204,347 | 204,347 | 204,347 |
| Total Expenditures | \$25,050,628 | \$27,390,928 | \$26,164,421 | \$26,143,698 | \$26,178,177 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-----------------------------------|----------------|----------------|----------------|
| Administration | 55 | 55 | 55 |
| Parks Administration | 8 | 8 | 8 |
| Parks | 186 | 186 | 186 |
| Technical Support | 31 | 31 | 31 |
| Recreation | 75 | 75 | 75 |
| Golf | 138 | 138 | 138 |
| County Market | 4 | 4 | 4 |
| Total Authorized Personnel | 497 | 497 | 497 |

Parks and Recreation Programs

- **Administrative Services** – Administrative Services includes support in the areas of administration, communication and marketing, financial, information technology, park planning, business and resource development, organizational development, recreation programs and services, and clerical support. Note that Recreation Programs & Services is split between delivery of park and recreation services and support for the delivery of services throughout OCPRC.
- **Communications and Marketing** staff provides support in the areas of public information, marketing and community relations. Among these are coordinating media information, writing and designing publications, updating the website, developing employee communications and planning event promotion. Additional activities include creating advertisements, planning and executing special marketing incentive projects, providing graphic design, coordinating group sales promotion, and providing photography and video services.
- **County Executive** staff conducts operational audits.
- **Fiscal Services** staff provides support in the areas of developing and monitoring budgets; accounting for revenue and expenditures; managing cash and investments; internal/external auditing for financial and compliance review; evaluating and modifying departmental procedures; facilitating purchasing requests; directing and coordinating Information Technology requirements; meeting personnel requirements and requests (e.g. payroll, hiring/terminating, etc); also responding to public inquiries and requests for information.



Parks and Recreation - Programs

- **Business Operations** staff provides support in areas of information technology planning and utilization, contract management, Collaborative Asset Management System utilization, website design and development, social media promotion, Point of Sale system implementation, data collection systems support and communication technology management.
- **Planning** staff provides support in areas of master plan development for each park, 5-Year Recreation Plan development, strategic master plan implementation tracking, trail and recreation planning, environmental education planning, property acquisition documentation and research, utilization of Geographic Information System (GIS) resources and business development opportunities.
- **Resource Development** staff provides support in areas of business plan development, grant application development, grant management, partnership and sponsorship management system support, donation and contribution management.
- **Organizational Development** staff provides support in areas of organization planning, human resources support, professional and career development planning, policy development, training and certification management.
- **Recreation Programs and Services** staff encompasses the delivery of programs and events for the core services identified in the Oakland County Park Strategic Plan for the County, including all 62 cities, villages and townships. Among the core services is outreach, special events, adaptive, nature, dog park programming, volunteers, mobile recreation, including bus transportation and show mobiles (stages), and plans and implements events in the 13 county parks, campgrounds and dog parks. The section is responsible for the hiring, training and management of over 150 part-time employees. The recreation section is responsible for the management of the organizations Recreation Assistance Partnership Program. This is a grant that provides mobile recreation opportunities to the county organizations, DDA’s non-profit organizations, parks and recreation departments, and assists the historic urban corridor in events and services. This section also oversees the programming for both the Independence Oaks Nature Center and the newly acquired Red Oaks Nature Center. The nature center staff provides a system wide environmental education program at the nature centers, day use parks and waterparks. The naturalists are involved with outreach programs for service organizations, volunteers, scouts and Oakland County Schools. The Nature Interpretive staff monitors and inventories the natural history of the parks. In addition, they are involved in the Oakland County Parks and Recreation’s management of its natural resources.
- **Capital Improvement** – Planning and Facilities Operations & Maintenance staff provide support to all Oakland County golf courses and parks in the following areas: project planning, project design, project management, contract management, construction management, Request For Proposal development to engage consulting/construction services, grant management, acquisition documentation and research, natural resource conservation/management, Capital Improvement Program budget development, utilization of Government Information System resources, computer assisted design (CAD) site plan development, specification development, master plan development for each park and for the entire park system, and state/local permitting and approvals. Parks and Recreation’s capital funding comes from the net balance of each fiscal year’s actual operating revenue minus the operating expense. In addition, grant and contribution revenue offset capital project expenses.
- **Concessions and Conference Centers** – Parks staff operates concessions at Red Oaks and Waterford Oaks waterparks and at Groveland Oaks. The table below shows the annual number of guests who attended banquets and other events at the four conference centers.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|--------------------------|------------------|------------------|------------------|
| Conference Center Guests | 87,436 | 89,888 | 71,488 |

Parks and Recreation - Programs

- **Golf Courses-** The golf staff is responsible for providing playable, affordable and well-maintained golf courses for all segments of the Oakland County population. The golf courses are maintained in an environmentally sensitive manner and present a reasonable challenge to all levels of play.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|--------------------------|------------------|------------------|------------------|
| Individual Tee-Times | 106,855 | 104,546 | 101,439 |
| League Players | 43,836 | 43,644 | 43,478 |
| Golf Outings | 2,488 | 5,190 | 3,676 |
| Classes and Clinics | 1,575 | 1,299 | 297 |
| Driving Range | 6,532 | 6,216 | 5,269 |
| Total Golf Visits | 161,286 | 160,895 | 154,159 |

- **Parks and Facilities** - The Parks staff provide recreation facilities for the general public's use. These facilities consist of, but are not limited to; day use sites, picnic areas, pavilions, swimming beaches, lake access for boating and fishing, multi-use trails, campgrounds and the Oakland County Market.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|-----------------------------------|------------------|------------------|------------------|
| Parks, Dog Parks, Market Visits | 782,299 | 913,525 | 1,287,504 |
| Campground Visits | 117,095 | 119,806 | 148,285 |
| Conference Center Visits | 87,436 | 89,888 | 71,488 |
| Golf Course Visits | 155,027 | 161,286 | 154,159 |
| Waterpark Visits | 156,024 | 189,755 | 139,971 |
| Recreation Programs Participation | 122,014 | 182,969 | 212,257 |
| Total Annual Visits | 1,419,895 | 1,657,229 | 2,013,664 |

- **Recreation Programs and Services** - The Recreation staff provide the day to day operations of the recreation facilities, programs and special events. These include, but are not limited to; Red Oaks Waterpark, Waterford Oaks Waterpark, Mobile Recreation, BMX, as well as adaptive and senior recreation programming. This section hires and trains approximately 1,100 volunteers that play an integral part in providing recreation opportunities park wide. The Recreation staff provides recreational opportunities at the Oakland County Parks facilities as well as in partnership with other communities, organizations and special interest groups. The nature staff at Independence Oaks and Lyon Oaks provides a system wide environmental education program at the nature centers, day use parks and waterparks. The naturalists are involved with outreach programs for service organizations, volunteers, scouts and Oakland Schools. The Nature interpretive staff monitors and inventories the natural history of the parks. In addition, they are involved in the Oakland County Parks and Recreation's management of its natural resources.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|---------------------------------|------------------|------------------|------------------|
| Adaptive Program | 8,368 | 7,978 | 8,819 |
| Bus Trips | 28,835 | 14,488 | 28,501 |
| Mobile Recreation | 126,663 | 82,356 | 156,858 |
| Wint Nature Center Programs | 13,927 | 10,761 | 10,662 |
| Red Oaks Nature Center Programs | 4,051 | 5,554 | 7,299 |
| Citizen Science Programs | 1,125 | 687 | 118 |

Parks and Recreation - Programs

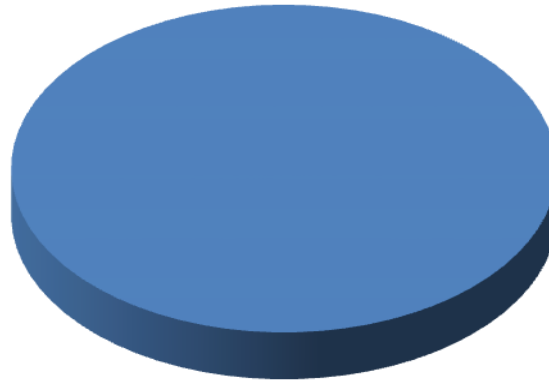
- County Market** - The Oakland County Farmers Market, open three days a week, provides grower-direct fresh produce, flowers and hand-made goods. Vendors showcase their products via indoor and outdoor stalls. Red Wood Grill provides on-site BBQ fare. Special events are held throughout the year, including Oakland Uncorked, food truck rallies and community garage sales. Nutrition and health programs are hosted by Michigan State University Extension and Master Gardeners, as well as the Oakland Conservation District and the Oakland County Health Division.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|----------------------|------------------|------------------|------------------|
| Market Visits | 182,222 | 158,085 | 175,748 |

- Technical Support** - The Facilities & Maintenance staff is responsible for the preventive maintenance, repair maintenance, building and renovation of significant buildings and facilities. These facilities include, but are not limited to; campgrounds, restroom facilities, pavilion shelters, clubhouse and activity center buildings, banquet facilities, office buildings, septic systems, water towers, maintenance facilities and storage buildings. The Facilities & Maintenance staff includes highly skilled trades' personnel. This section has a large pool of construction equipment and vehicles. It has a full-time auto mechanic that maintains and repairs this floating equipment, as well as all of the Mobile Recreation equipment that includes: trailers, buses and trucks.

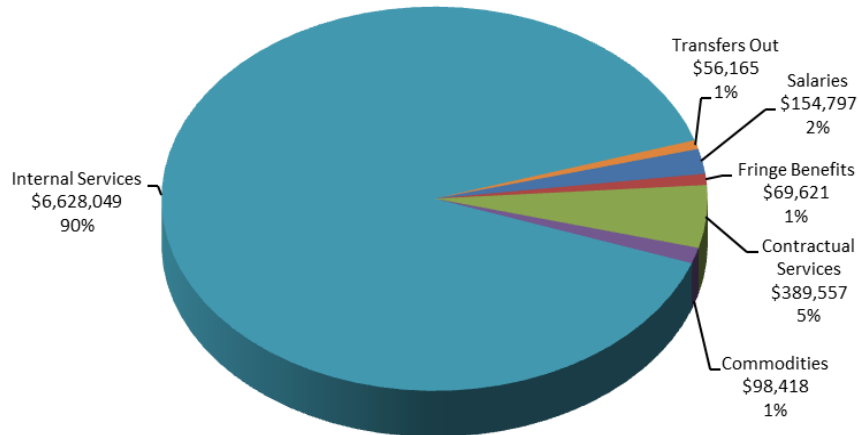
| Performance Measures (Dollars) | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|---|--------------------|--------------------|--------------------|
| Concessions Conference Centers | \$513 | \$36,111 | \$920 |
| Golf | 476,881 | 333,968 | 172,754 |
| County Market | 130 | 2,705 | 951 |
| Parks | 774,318 | 1,097,426 | 1,347,997 |
| Administrative | 0 | 9,967 | 25,236 |
| Total Park-wide Facilities Expense | \$1,251,842 | \$1,480,177 | \$1,547,858 |

Budget Distribution by Division (GF/GP)

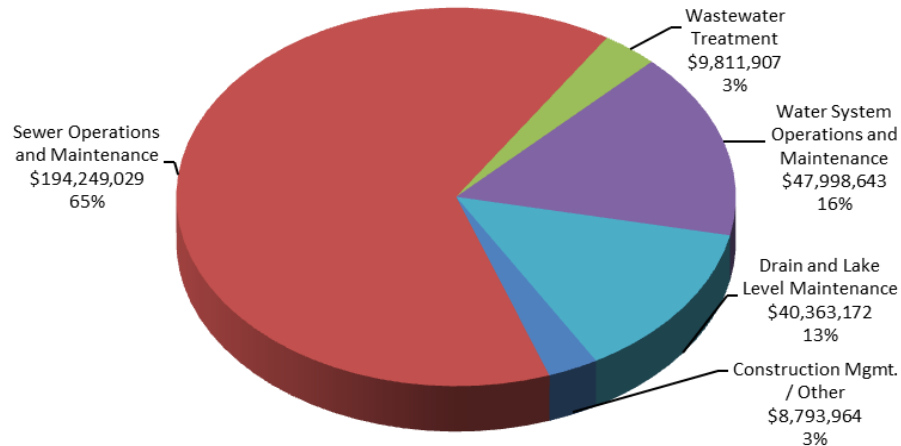


Water Resources
Administration
\$7,396,607
100%

Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Mission

The Water Resources Commissioner's (WRC) office provides leadership in areas of regional cooperation while making responsible decisions about infrastructure, the environment and water quality.

Department Summary

The Water Resources Commissioner's office is a key component in providing quality water, drainage systems and sewage disposal systems in Oakland County that protect the environment and promote responsible growth. State law, Act 40, of the Public Acts of 1956, as amended, also known as the Michigan Drain Code, gives the office responsibilities to govern legally established drainage systems within Oakland County. The Water Resources Commissioner also has additional statutory authority as well as responsibilities delegated by the Oakland County Board of Commissioners. These responsibilities include the operation and maintenance of county-owned sewers and, through various contractual agreements with municipalities, individual municipal sewer systems and drinking water systems. Other functions include operation and maintenance of facilities such as sewage pump stations, retention treatment basins, stormwater retention facilities and lake level augmentation sites. Additionally, duties include drain and sewer construction inspection, sewage flow metering, engineering plan review and permitting, as well as a soil erosion control program to monitor construction activities to protect Oakland County lakes and streams from the effects of soil erosion and sedimentation.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Total Water Resources Administration | \$7,972,468 | \$7,027,983 | \$7,396,607 | \$7,470,527 | \$7,515,978 |

Current Issues

- The WRC is coordinating with the Great Lakes Water Authority (GLWA) in the development of a master plan that will address sanitary sewer system improvements within the Southeast Michigan region.
- The office continues to maintain a Collaborative Asset Management System (CAMS) that tracks the condition of water, sewer and drain infrastructure to establish a preventative maintenance approach to extend the life of these infrastructure systems.
- As an essential part of the office's continuous improvement measures, numerous projects are under way to remove stormwater from sanitary sewer systems to provide additional sewer capacity and improve treatment efficiency.

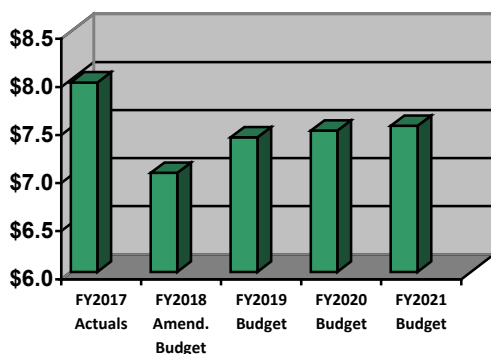
Current Issues (con't)

- Recently the office completed the rehabilitation of seven miles of the Oakland-Macomb Interceptor sewer system to extend the useful life of the system which serves approximately 800,000 customers in Oakland and Macomb counties.
- Recently the Water Resources Commissioner introduced important legislation to protect communities from costly defense of basement flooding litigation, while ensuring that residents are aware of the risks of such events and how to address and limit them.
- Environmental outreach programs are a priority to protect and enhance Oakland County's ability to promote and safeguard our critical eco-system.

Department Goals

- Provide responsible management of the environment and the protection of public health.
- Provide leadership in the region for water resources management through education, innovation and technical expertise.
- Provide excellent customer service with an emphasis on convenience, cost-effectiveness and professionalism.
- Provide a team-oriented workplace that values safety, trust and creativity.

Department Expenditures - GF/GP (\$ in millions)



| Department Expenditures by Category (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|----------------------|--------------------------|----------------------|----------------------|----------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 147,185 | 151,762 | 154,797 | 154,797 | 154,797 |
| Fringe Benefits | 65,742 | 72,844 | 69,621 | 69,621 | 69,621 |
| Contractual Services | 221,782 | 389,557 | 389,557 | 389,557 | 389,557 |
| Commodities | 83,422 | 98,418 | 98,418 | 98,418 | 98,418 |
| Internal Services | 5,858,048 | 6,227,717 | 6,628,049 | 6,701,969 | 6,747,420 |
| Transfers Out | 1,596,289 | 87,685 | 56,165 | 56,165 | 56,165 |
| Total GF/GP Expenditures | \$7,972,468 | \$7,027,983 | \$7,396,607 | \$7,470,527 | \$7,515,978 |
| <u>Other Funds</u> | | | | | |
| Clinton-Oakland SDS | 36,592,484 | 40,323,802 | 40,146,777 | 40,151,900 | 40,158,045 |
| Drain Equipment | 37,078,615 | 44,807,719 | 46,212,954 | 46,658,915 | 47,064,548 |
| George W. Kuhn SDS | 52,423,909 | 52,692,164 | 54,822,767 | 54,836,237 | 54,849,885 |
| Evergreen-Farmington SDS | 42,129,047 | 46,118,551 | 46,216,951 | 46,221,149 | 46,230,872 |
| Huron-Rouge SDS | 6,927,936 | 7,234,888 | 7,441,262 | 7,474,660 | 7,475,599 |
| Water and Sewer Trust | 86,102,134 | 98,131,250 | 98,979,397 | 98,700,154 | 98,881,730 |
| Total Other Funds | \$261,254,125 | \$289,308,374 | \$293,820,108 | \$294,043,015 | \$294,660,679 |
| Total Expenditures | \$269,226,593 | \$296,336,357 | \$301,216,715 | \$301,513,542 | \$302,176,657 |

Summary of Major Program Changes

Revenues

In FY 2019, revenues increased \$678,454 as a result of increased Reimbursement General Revenue \$590,407 for drain administration labor allocation to special revenue and proprietary funds and increased Soil Erosion Fees \$88,184 due to improvement in the housing market.

In FY 2020, revenues decreased (\$29,100) a result of decreased Reimbursement General Revenue (\$30,000) for drain administration labor allocation to special revenue and proprietary funds and increased Reimbursement of Salaries for Construction Administration \$900 to reflect 1% salary increase and associated fringe benefits related to various program allocations.

Expenditures

Controllable Personnel for FY 2019 decreased (\$188) which reflects the Water Resources Commissioner position and includes a 2% salary increase and the Fringe Benefit rate reduction as referenced in the April 2018 Fiscal Plan document. Internal Services increased \$492,310 as a result of the following: Drain Equipment Labor increased \$379,519 due to the general salary/fringe benefit increase. Other adjustments reflect changes in rates and usage for Information Technology Operations \$192,559 and Drain Equipment \$67,000. Building Space Cost Allocation \$17,564 also increased because building rates are based on full cost recovery for building maintenance and operations and Telephone Communications \$1,835. Information Technology Development (\$155,022) and Maintenance Department Charges (\$10,573) allocations are reduced since appropriations for these areas are budgeted in a Non-Departmental account and transferred to departments as needed per the General Appropriations Act.

In FY 2020 Internal Services increased \$73,920 as a result of increased Drain Equipment Labor \$42,882 which reflects a 1% salary increase and associated fringe benefits, and Building Space Cost Allocation \$31,038 increased because building rates are based on full cost recovery for building maintenance and operations.

Water Resources Commissioner - Programs

| Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|----------------------|-----------------------|----------------------|----------------------|----------------------|
| Construction Management | 6,565,690 | 7,226,822 | 7,345,840 | 7,353,079 | 7,369,251 |
| Environmental | 464,172 | 510,912 | 519,326 | 519,838 | 520,981 |
| Site Plan and Plat Review | 59,898 | 65,930 | 67,016 | 67,082 | 67,229 |
| Soil Erosion | 770,258 | 847,819 | 861,782 | 862,631 | 864,528 |
| Sewer Operations & Maintenance | 173,619,198 | 191,101,778 | 194,249,029 | 194,440,448 | 194,868,078 |
| Wastewater Treatment | 8,769,853 | 9,652,933 | 9,811,907 | 9,821,576 | 9,843,176 |
| Water System Operation & Maint. | 42,901,043 | 47,220,962 | 47,998,643 | 48,045,943 | 48,151,609 |
| Drain and Lake Level Maintenance | 36,076,481 | 39,709,201 | 40,363,172 | 40,402,945 | 40,491,805 |
| Total Expenditures | \$269,226,593 | \$296,336,357 | \$301,216,715 | \$301,513,542 | \$302,176,657 |

| Personnel by Program (*) | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--------------------------------------|----------------|----------------|----------------|
| Construction Management | 9 | 9 | 9 |
| Environmental | 3 | 3 | 3 |
| Site Plan and Plat Review | 1 | 1 | 1 |
| Soil Erosion | 3 | 3 | 3 |
| Sewer Operations & Maintenance | 246 | 246 | 246 |
| Wastewater Treatment | 12 | 12 | 12 |
| Water System Operation & Maintenance | 61 | 61 | 61 |
| Drain and Lake Level Maintenance | 47 | 47 | 47 |
| Total Personnel | 382 | 382 | 382 |

(*) Due to Time and Labor Distribution, the number of positions by programs varies from year to year; positions allocated by Program costs.

Water Resources Commissioner's Programs

- **Construction Management** - The Construction Management program includes a multitude of engineering tasks necessary for the Water Resources Commissioner to satisfy various state laws and construct a variety of public works facilities. A staff of professional engineers and technical personnel are responsible for the design and construction of new storm drains, sanitary sewers, water mains, wastewater treatment facilities and lake level control measures.
 - **Objectives** - To preserve and enhance existing infrastructure to meet the needs of local and regional municipalities now and in the future, while continuing to attract and welcome new businesses and residents to the community.
- **Environmental** - Environmental program staff manage the development and implementation of water quality programs in coordination with other Oakland County agencies, subwatershed groups and communities within the County's five major watersheds. Staff members also coordinate public education efforts, surface water quality sampling programs, required employee training programs and pollution complaint response through the 24-Hour Pollution Hotline. Additionally, the Oakland County Water Resources Commissioner's office is represented on various interagency environmental and water quality-related projects.

- **Objectives** - To ensure that the office of the Oakland County Water Resources Commissioner provides effective programs that address complex water quality issues on a watershed-wide basis.

| Performance Measure | FY 2016 | FY 2017 | FY 2018 |
|--|---------|---------|---------|
| Discharge Point Inspections | 51 | 28 | 103 |
| Environmental Hotline Complaints | 40 | 40 | 18 |
| Illicit Discharges Eliminated | 26 | 37 | 13 |
| Estimated Annual Gallons of Pollution Eliminated | 992,195 | 410,744 | 700,800 |

- **Site Plan and Plat Review** - Under the provisions of the Land Division Act, the Water Resources Commissioner’s office reviews and approves subdivision plats in Oakland County to ensure that adequate storm drainage facilities have been included in the engineering plan. Additionally, the Mobile Home Commission Act requires this office to review and approve the outlet drainage for new mobile home developments. This program also includes the review and evaluation of site plans for proposed developments to determine involvement with legally established drains under the jurisdiction of this office.
 - **Objectives** - To meet statutory requirements that ensure adequate storm drainage facilities have been included in proposed plats, mobile home developments and proposed developments involving legally established drains under the jurisdiction of this office.
 - **Performance Measures** - Site plan reviews are completed in accordance with state statutes including the Drain Code, the Land Division Act and Mobile Home Commission Act. The Land Division Act states that this office shall approve or reject preliminary plats within 30 days. Once final construction plans are approved, processing of the final plat is required within 10 days. The Mobile Home Commission Act requires that preliminary plans be approved or rejected within 60 days.
- **Soil Erosion** - This program serves 48 communities in Oakland County through regular construction site inspections and when necessary. The WRC initiates enforcement with the cooperation of local communities in accordance with Part 91 of Public Act 451 of 1994, as amended, the Soil Erosion and Sedimentation Control Act.
 - **Objectives** - To protect Oakland County’s lakes, streams and wetlands from the preventable and detrimental effects of accelerated soil erosion and sedimentation.

| Performance Measure | FY 2016 | FY 2017 | FY 2018 |
|---|---------|---------|---------|
| Inspection Visits | | | |
| Commercial Permits | 6,075 | 6,475 | 5,946 |
| Single Family/Single Lot /Residential Permits | 17,840 | 16,681 | 15,955 |

| Performance Measures | FY 2016 | FY 2017 | FY 2018 |
|---|---------|---------|---------|
| Average Days for Plan Reviews | | | |
| Commercial Permits | 11 | 12 | 9 |
| Single Family/Single Lot /Residential Permits | 1 | 2 | 1 |

- **Sewer System Operations and Maintenance** – The Water Resources Commissioner’s office is responsible for several major sewer interceptor systems that serve local communities. Maintenance operations consist of pipe cleaning and repairs, manhole inspection and repairs, and digital video inspection of the pipe systems on a routine basis. In addition, there are contracts with 16 separate communities for this office to operate and maintain their lateral collection systems. Billing services for communities are provided as requested. This program also provides plan reviews for proposed sewer extensions which connect directly into the Oakland County interceptor systems.

- **Objectives** - To maintain sewage disposal systems to extend the useful life of the infrastructure and ensure that residents are provided with the best and most cost effective service.

| Performance Measures | FY 2016 | FY 2017 | FY 2018 |
|------------------------|---------|---------|---------|
| Total Sewer Miles | 1,370.7 | 1,376.2 | 1,387.7 |
| Retail Sewer Customers | 56,603 | 56,948 | 57,635 |

- **Wastewater Treatment** – Since the wastewater treatment plant (WWTP) in Pontiac was converted to a Chapter 20 drainage district in 2012, numerous improvements have been made to the plant to increase capacity and efficiency while extending the life of the plant. The facility which was approaching the end of its useful life has been restored for the benefit not only to the residents of Pontiac, but to several of its neighboring communities as well. The plant, recently renamed the Clinton River Water Resource Recovery Facility (WRRF), is recreating its biosolids process from a traditional anaerobic digestion and dewatering procedure to a state-of-the-art Thermal Hydrolysis Process (THP) with anaerobic digestion. The THP process produces exceptional quality biosolids, the nutrient-rich organic materials that can be treated, processed and recycled for use as fertilizer. The proposed biosolids system is anticipated to process an average of 15 tons of solids per day with a maximum capacity of 26 tons per day. During the normal treatment process, methane gas is created. As a cost-saving measure and with an eye toward fiscal responsibility, most of the methane gas currently produced is used by the facility. Nevertheless, the WRC is interested in exploring alternative uses of the gas to maximize any revenue opportunity that might be available for the facility. It’s part of the process of being conscientious stewards of both the environment and the bottom line. In addition, all overhead lines were restored and improvements to the disinfection and hydraulic systems were made. Additionally, the Walled Lake-Novu Wastewater Treatment Plant underwent a major overhaul of the facility’s headworks system. The scope included new screens, washer compactor, upgrade to building HVAC, and grit removal and washing system. The facility is currently under design for full overhaul of the secondary treatment tanks.

- **Objectives** - To ensure that wastewater treatment facilities are operated in accordance with their discharge permits and that they comply with state and federal regulations to preserve and protect water quality.

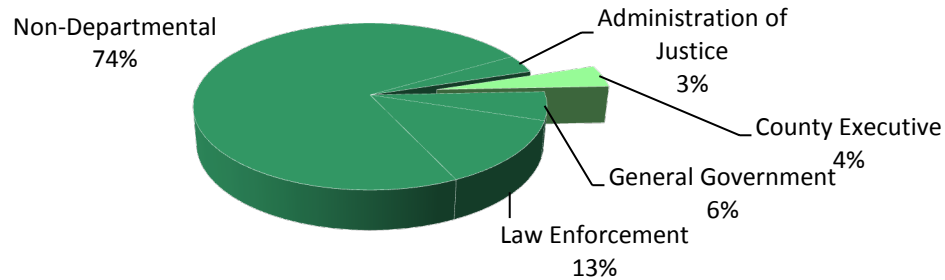
| Performance Measure – Municipal Wastewater Treatment Plants | FY 2016 | FY 2017 | FY 2018 |
|---|---------|---------|---------|
| Commerce Township WWTP: | | | |
| Volume Treated (Millions of Gallons) | 689 | 731 | 780 |
| Volume of Biosolids Land Filled (Dry Tons) | 455 | 470 | 485 |
| Controllable Permit Violations | 0 | 0 | 0 |
| Walled Lake Novi WWTP: | | | |
| Volume Treated (Millions of Gallons) | 752 | 773 | 797 |
| Volume of Biosolids Land Applied (Dry Tons) | 255 | 398 | 297 |
| Controllable Permit Violations | 0 | 0 | 0 |
| Clinton River WRRF: | | | |
| Volume Treated (Billions of Gallons) | 6.9 | 5.8 | 6.2 |
| Volume of Biosolids Land Applied and Land Filled (Dry Tons) | 3,633 | 3,678 | 3,380 |
| Controllable Permit Violations | 0 | 0 | 2 |

- **Water System Operations and Maintenance** - The Water System Operation and Maintenance program includes approximately 1,300 miles of water mains, located within 22 communities. They also install water service connections and water meters. Repairs to broken water mains and fire hydrants are also done on a regular basis. Technical staff review engineering plans for water systems constructed in the communities served by the Oakland County Water Resources Commissioner's office.
- One ambitious project is designed to provide every home in the City of Pontiac with a new water meter. The new meters, which employ state-of-the-art technology, allow faster and more accurate collection of data. The meters will allow data retrieval via radio towers and eliminate the need for a vehicle to drive down each street. Not only does that save time, reduce cost and improve accuracy, it promotes environmental protection because of significantly reduced fuel emissions.
 - **Objectives** - To maintain water systems to extend the useful life of the infrastructure and ensure that residents are provided with the best and most cost effective service.

| Performance Measure | FY 2016 | FY 2017 | FY 2018 |
|----------------------------------|---------|---------|---------|
| New Water Meters Installed | 928 | 870 | 599 |
| Water Meters Replaced | 2,066 | 8,866 | 8,900 |
| Water Main Break Service Repairs | 137 | 122 | 152 |
| Retail Water Customers | 63,027 | 63,794 | 64,621 |

- **Drain and Lake Level Maintenance** - The Water Resources Commissioner operates and maintains approximately 500 drains within Oakland County. In addition, the lake levels of 52 Oakland County lakes are maintained using 35 control structures and seven lake augmentation pumps. Responsibilities include drain cleaning and inspection, lake level structure operations and periodic repair.
 - **Objectives** - To maintain drainage facilities and lake level control structures to extend the useful life of the infrastructure as part of the service provided to Oakland County residents.

FY 2019 General Fund/General Purpose Revenues:



| County Executive Revenues | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|---------------------|-----------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose: | | | | | |
| County Executive | | | | | |
| Charges for Services | 289,087 | 265,690 | 265,690 | 265,690 | 265,690 |
| Total | \$289,087 | \$265,690 | \$265,690 | \$265,690 | \$265,690 |
| Management and Budget | | | | | |
| Charges for Services | 3,910,193 | 3,765,600 | 3,765,600 | 3,765,600 | 3,765,600 |
| Other Revenues | 5 | 0 | 0 | 0 | 0 |
| Total | \$3,910,197 | \$3,765,600 | \$3,765,600 | \$3,765,600 | \$3,765,600 |
| Central Services | | | | | |
| Charges for Services | 343,736 | 321,950 | 320,000 | 320,000 | 320,000 |
| Other Revenues | 1,033 | 600 | 600 | 600 | 600 |
| Total | \$344,769 | \$322,550 | \$320,600 | \$320,600 | \$320,600 |
| Facilities Management | | | | | |
| Other Revenues | 6,112 | 0 | 0 | 0 | 0 |
| Total | \$6,112 | \$0 | \$0 | \$0 | \$0 |
| Human Resources | | | | | |
| Other Revenues | 1,797 | 0 | 0 | 0 | 0 |
| Total | \$1,797 | \$0 | \$0 | \$0 | \$0 |
| Health and Human Services | | | | | |
| Federal Grants | 540,559 | 708,591 | 596,683 | 596,683 | 596,683 |
| State Grants | 4,727,715 | 4,811,324 | 4,813,432 | 4,813,432 | 4,813,432 |
| Other Intergovern. Revenues | 0 | 18,000 | 9,000 | 9,000 | 9,000 |
| Charges for Services | 8,391,112 | 7,292,434 | 7,986,760 | 8,034,364 | 8,034,364 |
| Contributions | 651 | 0 | 0 | 0 | 0 |
| Other Revenues | 78,538 | 0 | 0 | 0 | 0 |
| Transfers In | 8,822 | 813 | 0 | 0 | 0 |
| Total | \$13,747,397 | \$12,831,162 | \$13,405,875 | \$13,453,479 | \$13,453,479 |
| Public Services | | | | | |
| State Grants | 20,000 | 0 | 0 | 0 | 0 |
| Charges for Services | 1,478,267 | 1,627,399 | 1,667,764 | 1,667,564 | 1,662,114 |
| Planned Use of Fund Balance | 0 | (3,315) | 0 | 0 | 0 |
| Other Revenues | 327 | 0 | 0 | 0 | 0 |
| Transfers In | 35,500 | 19,524 | 0 | 0 | 0 |
| Total | \$1,534,094 | \$1,643,608 | \$1,667,764 | \$1,667,564 | \$1,662,114 |

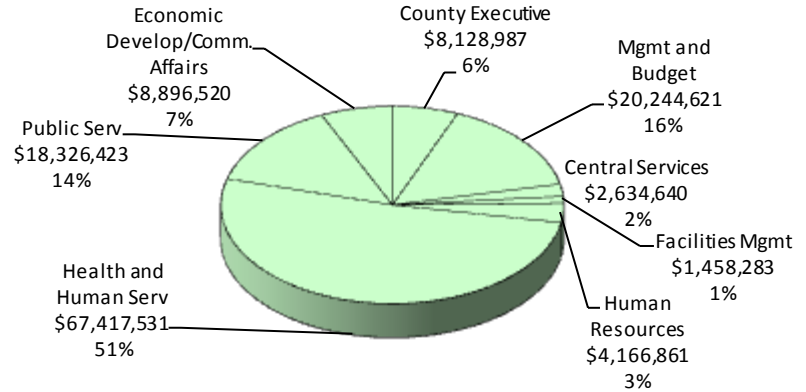
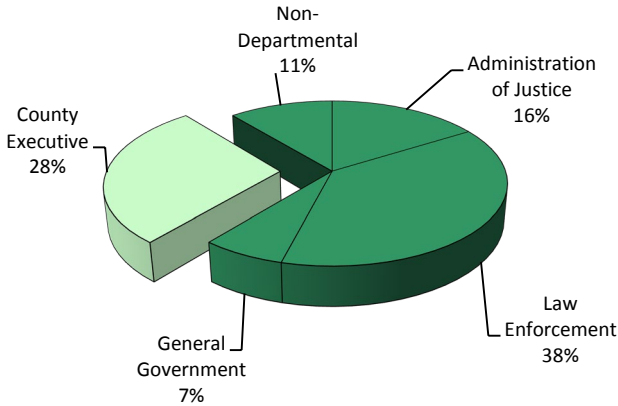
| County Executive Revenues (continued) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|---------------------|-----------------------------|---------------------|---------------------|---------------------|
| Economic Development and Community Affairs | | | | | |
| State Grants | 0 | 10,000 | 0 | 0 | 0 |
| Charges for Services | 384,718 | 477,725 | 393,375 | 416,001 | 440,759 |
| Contributions | 38,007 | 72,612 | 29,240 | 29,240 | 29,240 |
| Other Revenues | 35,000 | 0 | 0 | 0 | 0 |
| Total | \$457,726 | \$560,337 | \$422,615 | \$445,241 | \$469,999 |
| Total GF/GP Revenues | \$20,291,179 | \$19,388,947 | \$19,848,144 | \$19,918,174 | \$19,937,482 |
| Other Funds: | | | | | |
| Animal Control Grants | 2,000 | 10,000 | 0 | 0 | 0 |
| BFC Personnel | 452,268 | 619,124 | 634,166 | 634,166 | 634,166 |
| Brownfield Consortium Assessmt | 143,441 | 0 | 0 | 0 | 0 |
| Child Lead Poisoning | 0 | 75,000 | 0 | 0 | 0 |
| CMH OSAS Medicaid | 8,787 | 0 | 0 | 0 | 0 |
| Community Corrections | 1,044,520 | 1,297,400 | 1,278,794 | 1,278,794 | 1,278,794 |
| Community Develop Block Grants | 5,725,848 | 5,699,086 | 5,699,086 | 5,699,086 | 5,699,086 |
| County Veterans Trust | 42,868 | 63,460 | 63,460 | 63,460 | 63,460 |
| Domestic Preparedness Equipment | 322,047 | 619,765 | 619,765 | 619,765 | 619,765 |
| Economic Development Corp | 17,832 | 23,000 | 23,000 | 23,000 | 23,000 |
| Emergency Solutions Grants | 323,716 | 328,673 | 328,673 | 328,673 | 328,673 |
| EVD Phase II | (33,945) | 0 | 0 | 0 | 0 |
| FEMA Grants | 39,700 | 0 | 0 | 0 | 0 |
| Fetal Infant Mortality Review | 6,840 | 0 | 0 | 0 | 0 |
| Health Adolescent Screening | 112,000 | 121,667 | 121,667 | 121,667 | 121,667 |
| Health AIDS Counseling | 518,900 | 518,900 | 450,325 | 450,325 | 450,325 |
| Health HIV Surveillance | 35,000 | 42,682 | 46,572 | 46,572 | 46,572 |
| Health Bioterrorism | 20,000 | 20,000 | 17,500 | 17,500 | 17,500 |
| Public Hlth Emerg Preparedness | 567,801 | 392,067 | 369,709 | 369,709 | 369,709 |
| Healthy Communities Planning | 86,963 | 135,000 | 50,000 | 50,000 | 50,000 |
| Health MCH Block | 1,267,338 | 831,494 | 856,440 | 856,440 | 856,440 |
| Health MDPH OSAS | 156,411 | 195,910 | 195,910 | 195,910 | 195,910 |
| Health TB Outreach | 127,011 | 48,678 | 48,678 | 48,678 | 48,678 |
| Health Tobacco Reduction | 30,000 | 30,000 | 20,000 | 20,000 | 20,000 |
| Health Vaccines for Children | 111,722 | 110,181 | 105,231 | 105,231 | 105,231 |
| Health WIC | 2,593,265 | 2,545,779 | 2,545,779 | 2,545,779 | 2,545,779 |
| Hlth Immunization Action Plan | 521,764 | 525,434 | 531,105 | 531,105 | 531,105 |
| Hlth Nurse Family Partnership | 627,095 | 639,040 | 621,040 | 621,040 | 621,040 |
| Hlth Great Parents Great Start | 31,313 | 31,500 | 31,500 | 31,500 | 31,500 |
| Health Zika Virus | 20,000 | 0 | 0 | 0 | 0 |
| Health Data To Care | 0 | 128,800 | 128,800 | 128,800 | 128,800 |
| Hep A Response | 0 | 203,000 | 5,000 | 5,000 | 5,000 |
| OU Prescription for Health | 0 | 13,308 | 0 | 0 | 0 |

| County Executive Revenues (continued) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|---------------------------|--------------------------------------|---------------------------|---------------------------|---------------------------|
| REACH | 47,567 | 150,258 | 0 | 0 | 0 |
| Hlth qPCR Methods-OC Beaches | 0 | 0 | 59,905 | 7,241 | 0 |
| Health West Nile Grant | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 |
| Suicide Prevention | 116,245 | 120,629 | 120,629 | 0 | 0 |
| RWJ Invest Health | 538 | 0 | 0 | 0 | 0 |
| Home Investment Partner Grants | 3,016,809 | 3,495,097 | 3,495,097 | 3,495,097 | 3,495,097 |
| Home Visiting Initiative | 120,119 | 126,106 | 0 | 0 | 0 |
| Housing Counseling Grants | 28,229 | 28,229 | 31,771 | 31,771 | 31,771 |
| Nat Foreclosure Mitigation Con | 0 | 6,600 | 0 | 0 | 0 |
| National Mortgage Settlement | 655 | 0 | 0 | 0 | 0 |
| MSHDA HEPA Grant | 19,998 | 0 | 29,500 | 29,500 | 29,500 |
| Michigan Economic Development | 49,922 | 0 | 0 | 0 | 0 |
| Neighborhood Stblztn Program | 78,347 | 50,000 | 50,000 | 50,000 | 50,000 |
| OSAS Adult Benefit Waiver Gt | 72,911 | 0 | 0 | 0 | 0 |
| Waste Resource Management | 137,586 | 0 | 0 | 0 | 0 |
| Workforce Development | 16,090,256 | 14,045,849 | 14,045,849 | 14,045,849 | 14,045,849 |
| CLEMIS | 8,104,781 | 11,175,791 | 10,826,138 | 10,943,427 | 11,010,255 |
| County Airports | 5,961,209 | 6,393,754 | 6,585,554 | 6,584,737 | 6,540,396 |
| Fire Records Management | 687,633 | 826,870 | 1,017,901 | 1,021,554 | 1,025,243 |
| Motor Pool | 9,307,880 | 10,015,695 | 9,897,591 | 9,693,972 | 9,693,972 |
| Radio Communications | 7,786,311 | 14,443,201 | 13,014,558 | 12,639,786 | 11,063,705 |
| Total Other Funds | \$57,249,603 | \$66,139,332 | \$64,077,102 | \$63,649,162 | \$62,092,016 |
| Total Revenues | \$77,540,781 | \$85,528,279 | \$83,925,246 | \$83,567,336 | \$82,029,498 |

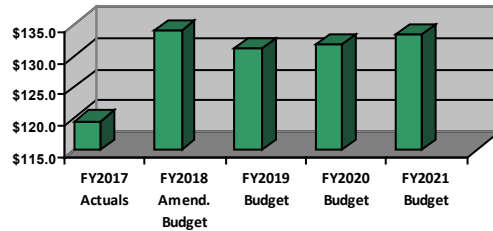
Budget at a Glance: County Executive General Fund/General Purpose Expenditures

Total County 2019 Adopted Budget

County Executive 2019 Adopted Budget



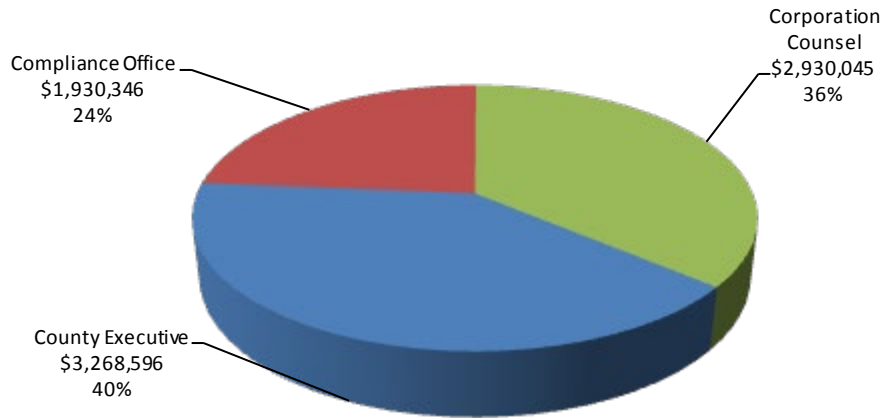
County Executive GF/GP Expenditures (\$ in millions)



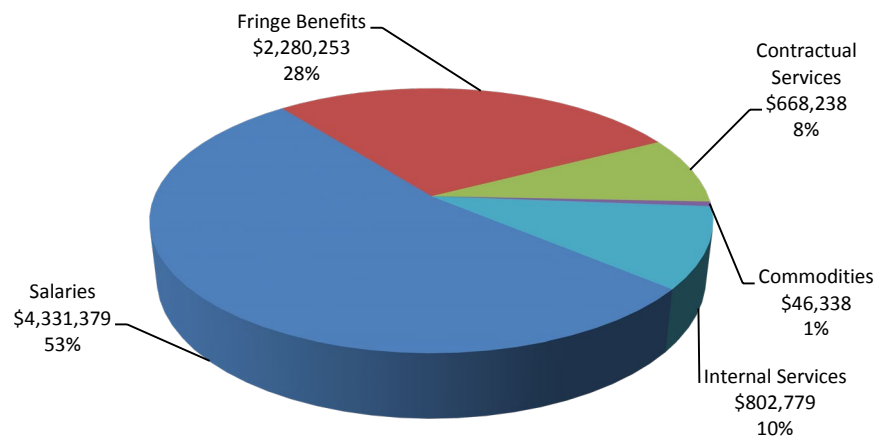
| County Executive Expenditures by Department (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|----------------------|-----------------------|----------------------|----------------------|----------------------|
| County Executive | 7,452,026 | 7,964,476 | 8,128,987 | 8,160,664 | 8,696,485 |
| Management and Budget | 18,186,095 | 20,905,864 | 20,244,621 | 20,286,120 | 20,823,618 |
| Central Services | 2,535,738 | 2,925,935 | 2,634,640 | 2,678,015 | 2,681,012 |
| Facilities Management Dept | 1,258,400 | 1,403,860 | 1,458,283 | 1,421,831 | 1,421,972 |
| Human Resources | 4,194,687 | 4,487,361 | 4,166,861 | 4,176,525 | 4,710,826 |
| Health and Human Svc Dept | 61,555,535 | 68,660,986 | 67,417,531 | 67,645,127 | 67,661,357 |
| Public Services | 16,892,846 | 18,501,207 | 18,326,423 | 18,495,024 | 18,513,036 |
| Economic Develop/Comm. Affairs | 7,486,424 | 9,321,767 | 8,896,520 | 8,921,337 | 8,923,050 |
| Total Expenditures | \$119,561,751 | \$134,171,456 | \$131,273,866 | \$131,784,643 | \$133,431,356 |

| County Executive Personnel by Department (GF/GP) | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|----------------|----------------|----------------|
| County Executive | 53 | 53 | 53 |
| Management and Budget | 179 | 179 | 179 |
| Central Services | 19 | 19 | 19 |
| Facilities Management Dept | 8 | 8 | 8 |
| Human Resources | 29 | 29 | 29 |
| Health and Human Svc Dept | 507 | 507 | 507 |
| Public Services | 135 | 135 | 135 |
| Economic Develop/Comm Affairs | 56 | 56 | 56 |
| Total Personnel | 986 | 986 | 986 |

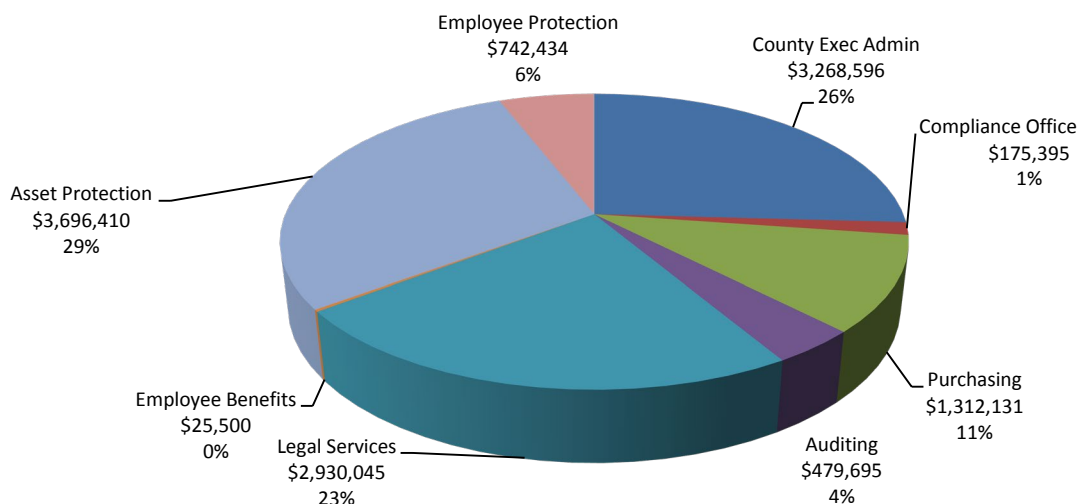
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Mission

Oakland County, Michigan is committed to serving its communities through empowerment and progressive leadership that is entrusted to embrace innovation in every aspect of governmental services.

Department Summary

Pursuant to Public Act 139 of 1973, the voters of Oakland County elected a County Executive form of government in 1974. The County Executive Administration Division is made up of the County Executive and Executive Liaisons. The powers and duties of the County Executive are to supervise, direct and control the functions of County Departments under Executive control. The County Executive is responsible to enforce all orders, rules and resolutions of the Board of Commissioners, including the preparation and submission of a recommended County Budget to the Board each fiscal year. The County Executive coordinates County activities, including appointing directors to head various departments within the Executive branch. The Executive Liaison includes the Media & Communications Office.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|---------------------|-----------------------|---------------------|---------------------|---------------------|
| County Executive | 2,857,434 | 3,015,431 | 3,268,596 | 3,285,875 | 3,287,068 |
| Compliance Office | 1,875,758 | 1,960,382 | 1,930,346 | 1,937,561 | 2,471,693 |
| Corporation Counsel | 2,718,834 | 2,988,663 | 2,930,045 | 2,937,228 | 2,937,724 |
| Total Expenditures | \$7,452,026 | \$7,964,476 | \$8,128,987 | \$8,160,664 | \$8,696,485 |
| Other Funds | | | | | |
| Fringe Benefits* | 609,903 | 748,200 | 767,934 | 780,233 | 792,002 |
| Parks and Recreation** | 0 | 42,866 | 36,875 | 37,214 | 37,573 |
| Building Liability Insurance | 3,387,988 | 3,641,668 | 3,696,410 | 3,723,385 | 3,755,356 |
| Total Other Funds | \$3,997,891 | \$4,432,734 | \$4,501,219 | \$4,540,832 | \$4,584,931 |
| Total Expenditures | \$11,449,917 | \$12,397,210 | \$12,630,206 | \$12,701,496 | \$13,281,416 |

*Staff expenditure funded by Fringe Benefit Fund

**Compliance staff expenditure funded by and included in overall Parks and Recreation Fund

Current Issues

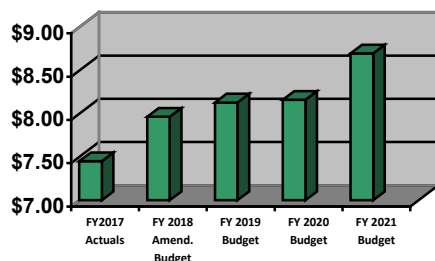
- The County Executive has initiated several projects with the goal of securing new commercial entities to locate within Oakland County and to bring jobs with them. The County Executive's ground-breaking programs such as Emerging Sectors and Medical Mainstreet will help to ensure that the County's economic climate remains strong and vibrant. In doing so, the County should retain its AAA bond rating – providing the County's residents, commercial entities and individuals who work in the County a cost-effective and safe community in which to work and live.

Department Goals

- Enhance the quality of life for Oakland County citizens by providing excellent services in the most expedient, dependable and cost-effective manner possible.
- Ensure that county government is fiscally accountable and transparent to its citizens.
- Ensure that services are cost-efficient and effective, quality driven and improving within the resources provided by taxpayers.
- Strive to make Oakland County an economic powerhouse in a global market in order to increase its ability to compete in the corridors of commerce around the world with programs such as Medical Mainstreet and Emerging Sectors.
- Reinforce a commitment to technological advances to enhance the County's ability to compete in the marketplace of the 21st century, provide efficiencies to the county government and local governmental units as well.
- Cultivate partnerships between governments, businesses, educators and artists that produce successful projects, which enhance the quality of life in Oakland County.

Department Expenditures

(\$ in millions)



Summary of Major Program Changes

Revenue

No changes for FY 2019 – FY 2021.

Expenditures

Controllable Personnel for FY 2019 includes a 2% salary increase and associated fringe benefits. Contractual Services increased primarily due to an increase in County Executive Admin-Contracted Services \$300,000 to provide additional support for due diligence necessitated by regional projects. Also in FY 2019 Internal Services reflects a decrease in Insurance Fund (\$140,267) which is due to fluctuations associated with the allocation methodology used for purposes of assigning risk to the County's various cost centers, which is based on historical experience. In addition, there are decreases to Maintenance Department Charges and Info Tech Development which are budgeted in a Non-Departmental account and transferred to departments as needed per the General Appropriation Act. There is also a decrease in Info Tech Operations due to rate and usage level adjustments. Building Space Cost Allocation decreased as Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building. The FY 2019 building rates have been adjusted in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2020 - FY 2021 building rates are based on a full cost recovery for building maintenance and operations.

Division Summary

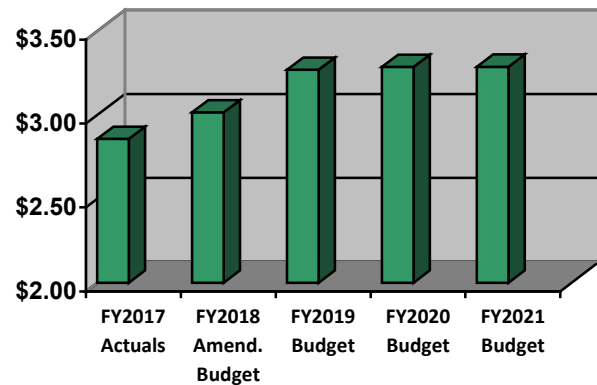
The County Executive Administration is responsible for coordinating County activities, maintaining fiscal policies and interacting with the County Board of Commissioners and other County-wide elected officials. The Administration strives to achieve the goals and objectives as set forth by the County Executive.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| County Executive | 2,857,434 | 3,015,431 | 3,268,596 | 3,285,875 | 3,287,068 |
| Total Expenditures | \$2,857,434 | \$3,015,431 | \$3,268,596 | \$3,285,875 | \$3,287,068 |

Division Goals

- Promote economic development and secure jobs within the County.
- Provide fiscal and financial analysis and programs necessary to demonstrate to the public a fiscally-sound County government.
- Retain the AAA bond rating resulting in lower borrowing costs for the taxpayers of Oakland County, including local units of government.
- Ensure policies and programs established by the County comply with required legal and fiscal standards and are adhered to.
- Maintain the quality of life enjoyed by the citizens of Oakland County.
- Coordinate planning activities involving infrastructure and environmental issues.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 1,423,532 | 1,472,331 | 1,506,871 | 1,506,871 | 1,506,871 |
| Fringe Benefits | 739,156 | 806,389 | 763,921 | 763,921 | 763,921 |
| Contractual Services | 219,856 | 251,047 | 551,047 | 551,047 | 551,047 |
| Commodities | 17,262 | 26,944 | 26,944 | 26,944 | 26,944 |
| Internal Services | 457,628 | 458,720 | 419,813 | 437,092 | 438,285 |
| Total GF/GP Expenditures | \$2,857,434 | \$3,015,431 | \$3,268,596 | \$3,285,875 | \$3,287,068 |

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| General Judicial | 7,789 | 0 | 0 | 0 | 0 |
| County Executive Admin | 2,849,645 | 3,015,431 | 3,268,596 | 3,285,875 | 3,287,068 |
| Total Expenditures | \$2,857,434 | \$3,015,431 | \$3,268,596 | \$3,285,875 | \$3,287,068 |



County Executive Administration - Programs

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------|-------------------|-------------------|-------------------|
| General Executive Services | 15 | 15 | 15 |
| Total Personnel | 15 | 15 | 15 |

- General Executive Services - The County Executive coordinates County activities and appraises management of its affairs, including appointing directors to head various departments within the Executive branch.
- The Media & Communications Office is within the Executive Liaison function and provides the following services: distributes press releases, arranges for press conferences, organizes periodic editorial meetings between the major local newspapers and members of the administration, responds to media requests for information and interviews and actively participates in media information releases in connection with Homeland Security events. Media & Communications has been involved in providing public relations and marketing support for the Oakland County Business Roundtable, the Oakland Partnership, the Woodward Corridor Study, World AIDS Day and Student Government Day programs.

Division Summary

The Compliance Office is responsible for the centralized internal auditing and purchasing functions within Oakland County:

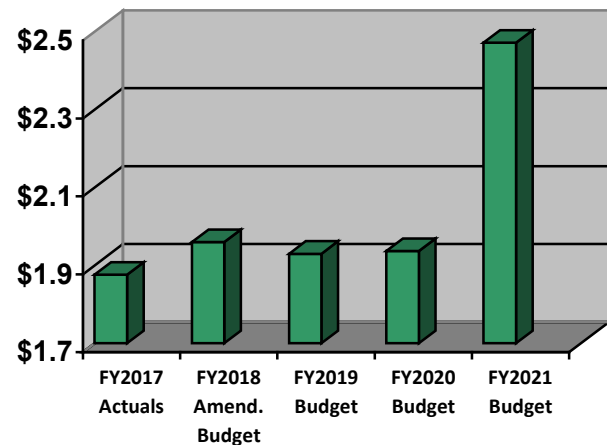
- Auditing provides independent internal audit services to Oakland County. Auditing assists the County's administration, management and elected officials in the effective discharge of their responsibilities by providing analyses, recommendations, counsel and information concerning the activities reviewed.
- Purchasing is responsible for the acquisition of supplies, materials, equipment and contracted services used by County departments and countywide elected officials. Purchasing was established as a centralized operation to implement the County's procurement policies, reduce and control acquisition costs, and formalize the acquisition process.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Compliance Office | 1,875,758 | 1,960,382 | 1,930,346 | 1,937,561 | 2,471,693 |
| Total Expenditure | \$1,875,758 | \$1,960,382 | \$1,930,346 | \$1,937,561 | \$2,471,693 |

Division Goals

- Foster compliance with the County's policies and procedures, applicable laws and regulations, and best practices by proactively developing relationships with County departments.
- Provide value-added internal auditing and non-audit services to County departments by delivering useful and timely information to audit customers and stakeholders.
- Optimize acquisition costs and the quantity of goods and services purchased while maintaining expenditures within adopted budget parameters.
- Utilize technology to enhance Compliance Office program efficiencies, maximize resources, provide process transparency and improve accessibility to information.
- Develop staff through training, professional certification, and involvement in professional organizations.
- Fully comply with Generally Accepted Government Auditing Standards.
- Maintain the Outstanding Agency Accreditation Achievement Award from the National Institute of Government Purchasing (NIGP) which recognizes excellence in public procurement.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 1,014,726 | 1,067,512 | 1,093,953 | 1,093,953 | 1,093,953 |
| Fringe Benefits | 551,938 | 633,375 | 611,910 | 611,910 | 611,910 |
| Contractual Services | 73,046 | 43,781 | 45,932 | 45,932 | 45,932 |
| Commodities | 1,902 | 5,471 | 3,320 | 3,320 | 3,320 |
| Internal Services | 234,146 | 210,243 | 175,231 | 182,446 | 716,578 |
| Total GF/GP Expenditures | \$1,875,758 | \$1,960,382 | \$1,930,346 | \$1,937,561 | \$2,471,693 |
| <u>Other Funds</u> | | | | | |
| Fringe Benefits* | 10,169 | 13,500 | 13,500 | 13,500 | 13,500 |
| Parks and Recreation** | 0 | 42,866 | 36,875 | 37,214 | 37,573 |
| Total Other Funds | 10,169 | 56,366 | 50,375 | 50,714 | 51,073 |
| Total Expenditures | \$1,885,927 | \$2,016,748 | \$1,980,721 | \$1,988,275 | \$2,522,766 |

*Employee In-Service Training funded by Fringe Benefit Fund

**Compliance staff expenditure funded by and included in overall Parks and Recreation Fund

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Compliance Office Admin | 239,368 | 179,541 | 175,395 | 175,395 | 175,395 |
| Purchasing | 1,275,112 | 1,333,322 | 1,312,131 | 1,318,916 | 1,853,018 |
| Auditing | 361,278 | 490,385 | 479,695 | 480,464 | 480,853 |
| Employee Benefits* | 10,169 | 13,500 | 13,500 | 13,500 | 13,500 |
| Total Expenditures | \$1,885,927 | \$2,016,748 | \$1,980,721 | \$1,988,275 | \$2,522,766 |

*Employee In-Service Training funded by Fringe Benefit Fund

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------|-------------------|-------------------|-------------------|
| Compliance Office Admin | 1 | 1 | 1 |
| Audit | 5 | 5 | 5 |
| Purchasing | 11 | 11 | 11 |
| Total Personnel | 17 | 17 | 17 |

Compliance Office Programs

- **COMPLIANCE OFFICE ADMINISTRATION** - Administration is responsible for the overall administration of the Compliance Office and oversees the Auditing and Purchasing functions of the County. Activities include providing direction and guidance for the Auditing and Purchasing functions; updating Compliance Office policies and procedures to maintain conformance with Board resolutions, laws, standards, and best practices; budget development and revenue and expense monitoring; staff development and performance; and responding to requests for compliance advice.

Objectives:

- Encourage Auditing and Purchasing staff to obtain professional certifications.
 - Professional designations earned by Audit staff include: Certified Public Accountant (CPA), Certified Fraud Examiner (CFE), Certified Internal Auditor (CIA) and Certified Government Audit Professional (CGAP).
 - Professional designations earned by Purchasing staff include: National Institute of Government Purchasing (NIGP) Certified Professional Public Buyer (CPPB) and Certified Public Procurement Officer (CPPO).
- Encourage participation in professional organizations.
 - The Compliance Officer currently serves as president-elect on the Board of the Association of Local Government Auditors and has actively participated on the Detroit Chapter of the Institute of Internal Auditors (IIA) Board of Governors and the Comptroller General's Government Accountability Office (GAO) Midwestern Inter-Governmental Audit Forum's (MIAF) Executive Committee.
 - The Purchasing Administrator serves on the NIGP's Legislative and Position Committee.
 - Two Buyers serve on the Board of the Michigan Public Purchasing Officers Association (MPPOA) holding the roles of past president and president elect.
- Develop staff by providing opportunities to attend relevant training courses to meet their professional education requirements.

| Performance Measures | FY 2015 Actual | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual |
|---|-------------------|-------------------|-------------------|-------------------|
| Percentage of Auditors with Professional Certifications | 67% | 67% | 67% | 40% |
| Percentage of Buyers with Procurement Certifications | 83% | 83% | 100% | 100% |
| Percentage of Compliance Office staff meeting professional education requirements | 100% | 100% | 100% | 100% |

- **AUDITING PROGRAM** - Auditing’s mission is to provide audit and non-audit services that are timely, objective, fact-based, independent, fair and balanced to improve government services and protect the public interest.
 - Auditing provides value-added audit, non-audit, and investigative services to the County administration, management, and elected officials. Auditing reviews and reports on the reliability and integrity of information, compliance with contracts, policies and regulations and the processes for safeguarding assets, as well as makes suggestions for improvement in operating efficiencies and internal controls. Assignments are completed using a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.
 - Auditing’s recurring projects include reconciling the County’s cash bank accounts, providing assurance on the accuracy of the County’s flexible spending plan activity, auditing areas where maintaining confidentiality is an issue and investigating cash shortages. Remaining direct time hours are allocated to projects based on risk priority and by request.

Objectives:

- Provide value-added internal auditing and non-audit services to County departments.
- Gain efficiencies in the audit process through standardized processes and the use of technology.

| Performance Measures | FY 2015 Actual | | FY 2016 Actual | | FY 2017 Actual | | FY 2018 Actual | |
|-------------------------------|----------------|-------------|----------------|-------------|----------------|-------------|----------------|-------------|
| | # of Projects | % of Time | # of Projects | % of Time | # of Projects | % of Time | # of Projects | % of Time |
| Advisory Services | 5 | 0% | 4 | 11% | 4 | 1% | 1 | 0% |
| Bank Reconciliations | 13 | 37% | 13 | 35% | 13 | 48% | 15 | 48% |
| Financial & Compliance Audits | 7 | 36% | 8 | 37% | 9 | 44% | 7 | 38% |
| Investigations | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| Monitoring | 6 | 15% | 3 | 17% | 4 | 7% | 3 | 14% |
| Special Projects | 2 | 11% | 0 | 0% | 0 | 0% | 0 | 0% |
| Total | 33 | 100% | 28 | 100% | 30 | 100% | 26 | 100% |

| Performance Measures | FY 2015 Actual | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual |
|--|----------------|----------------|----------------|----------------|
| Direct time hours | 4,665 | 4,770 | 4,291 | 5,610 |
| Number of audit projects incorporating data analysis | 8 | 6 | 6 | 7 |
| Number of continuous auditing or monitoring projects that use data analytics | 2 | 3 | 3 | 3 |

- **PURCHASING PROGRAM** - Purchasing’s mission is to provide equal opportunity to the vendor community, while acquiring products and services at the best value for all County departments, through an efficient procurement process.
 - Procurement - Purchasing’s procurement efforts are designed to optimize County acquisition costs and the quality of goods and services purchased within the departments and countywide elected officials budgetary constraints. Program activities include continuously:
 - Assisting departments and divisions with bid specifications and documents, soliciting bids and proposals, tabulating and evaluating bids and proposals, summarizing solicitation results, and recommending award of contracts or purchase orders.
 - Posting bid solicitations and receiving solicitations on the Michigan Inter-Governmental Trade Network (MITN) website that sends e-mail notices to registered vendors/bidders.
 - Actively participating in the MITN community to incorporate “best practices” into the electronic exchange of solicitations and responses.
 - Encouraging vendor participation by attending vendor outreach programs and initiating vendor contacts.
 - Instructing county employees on the County’s Purchasing Policies and Procedures, Procurement Card Policies and Procedures, and the financial system procurement process.
 - Developing and communicating standardized processes to ensure departmental consistency.

Objective:

- Encourage participation of all vendors in the procurement process.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|--|------------------|------------------|------------------|------------------|
| Bid Solicitations | 359 | 324 | 337 | 334 |
| Average Number of Vendors Notified | 168 | 187 | 196 | 194 |
| Average Number of Vendors Accessing Bid | 24 | 24 | 28 | 14 |
| Average Number of Responses per Bid | 4.83 | 4.5 | 4.7 | 3.2 |
| Number of Fully Electronic Bids Received | 116 | 93 | 117 | 123 |
| Purchase Orders Generated | 19,248 | 19,815 | 21,573 | 20,949 |
| Total Purchase Order Expenditures (millions) | \$190.7 | \$176.5 | \$171.8 | \$185.0 |
| New Contracts | 311 | 287 | 319 | 293 |

- Cooperative Purchasing - Purchasing administers and operates a cooperative purchasing program used by over 2,100 municipalities. Participating cities, villages, townships (CVTs) and counties can take advantage of economies of scale and scope to achieve more favorable pricing by combining their purchase quantities or consolidating the services being bid out. This proves particularly beneficial to smaller CVTs. To foster our efforts, Oakland County works with and actively pursues membership in governmental purchasing cooperatives.

The County's extended contracts are posted on Purchasing's webpage. One of these – the OfficeDepot/OfficeMax contract – provides a rebate to users when volume surpasses certain thresholds, thereby providing an additional revenue source for the County and participating entities.

Objective:

- Expand cooperative purchasing efforts with, and the number of extended contracts available to, other counties and CVTs.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|---------------------------------|------------------|------------------|------------------|------------------|
| Number of Cooperative Contracts | 37 | 39 | 53 | 51 |

- Purchasing, in cooperation with the MITN, is developing a web-based module to track CVT participation and expenditures on the County's cooperative contracts.
- Contract Administration – Purchasing performs contract administration for multi-departmental professional service, maintenance and blanket order (supply) contracts. Contract Administration includes bidding and negotiations, budget verification, and monitoring the price and invoicing process.
- Purchasing verifies that County vendors maintain the contracted level of insurance coverage throughout the length of the contract.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|--------------------------------------|------------------|------------------|------------------|------------------|
| Number of Multi-Department Contracts | 58 | 60 | 64 | 58 |

- P-Card Administration - The County’s Procurement Card (P-Card) Program allows departments to use County issued credit cards to make purchases (i.e. products, travel, professional development). Merchant codes are used to control the types of purchases cardholders are authorized to make. The administration of the program includes: loading transactions from the credit card bank into the financial system, training cardholders and department reconcilers, monitoring daily transaction reports for use and abuse, and rectifying purchase disputes. Purchasing staff continually analyzes data to identify procurement trends for use to develop P-Card vendor contracts and to update procedures.

Objective:

- Expand P-Card usage to gain ordering and payment efficiencies.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|--------------------------------------|------------------|------------------|------------------|------------------|
| Number of P-Card Transactions | 29,421 | 29,432 | 30,484 | 31,560 |
| Total P-Card Expenditures (millions) | \$6.41 | \$6.54 | \$6.78 | \$6.83 |
| P-Card Transaction Average | \$229 | \$222 | \$222 | \$216 |
| P-Card Vendor Contracts | 27 | 29 | 37 | 42 |

Division Summary

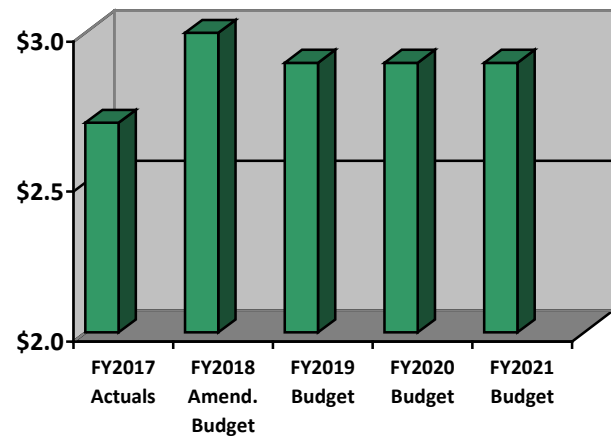
Pursuant to P.A. 139 of 1973 (MCL 45.563(e)), Corporation Counsel performs all civil law functions for the County. The Department supervises and manages all civil cases filed against the County, its divisions, departments, officials, and employees; assists in negotiating business transactions with third parties; reviews contracts with other entities and evaluates changes in laws impacting the County.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Corporation Counsel | 2,718,834 | 2,988,663 | 2,930,045 | 2,937,228 | 2,937,724 |
| Total Expenditures | \$2,718,834 | \$2,988,663 | \$2,930,045 | \$2,937,228 | \$2,937,724 |

Division Goals

- Efficiently and accurately provide a high quality of professional legal services to Oakland County and its' County Executive, Board of Commissioners, and Elected and Appointed Officials.
- Deliver legal opinions to elected and appointed officials, department heads and managers in a timely manner.
- Work closely with departments to negotiate business transactions with third parties.
- Promptly review contracts with other entities, including grants.
- Closely monitor litigation and outside counsel to insure efficient use of Oakland County financial resources.
- Counsel at law of the various officials and departments.
- Defend the actions or conduct taken by officials and departments of the County.
- Save County funds relating to outside counsel costs and expenses by handling selected civil law cases in-house.
- Advise departments impacted by changes in State and Federal laws.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 1,471,538 | 1,639,239 | 1,730,555 | 1,730,555 | 1,730,555 |
| Fringe Benefits | 759,073 | 893,312 | 904,422 | 904,422 | 904,422 |
| Contractual Services | 72,077 | 71,259 | 71,259 | 71,259 | 71,259 |
| Commodities | 11,193 | 16,074 | 16,074 | 16,074 | 16,074 |
| Internal Services | 404,954 | 368,779 | 207,735 | 214,918 | 215,414 |
| Total GF/GP Expenditures | \$2,718,834 | \$2,988,663 | \$2,930,045 | \$2,937,228 | \$2,937,724 |
| Other Funds | | | | | |
| Fringe Benefits* | 5,925 | 9,000 | 9,000 | 9,000 | 9,000 |
| Building Liability Insurance | 215,307 | 220,729 | 204,480 | 205,909 | 207,352 |
| Total Other Funds | \$221,232 | \$229,729 | \$213,480 | \$214,909 | \$216,352 |
| Total Expenditures | \$2,940,066 | \$3,218,392 | \$3,143,525 | \$3,152,137 | \$3,154,076 |

*Employee In-Service Training funded by Fringe Benefit Fund

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Legal Services | 2,718,834 | 2,988,663 | 2,930,045 | 2,937,228 | 2,937,724 |
| Asset Protection | 215,307 | 220,729 | 204,480 | 205,909 | 207,352 |
| Employee Benefits* | 5,925 | 9,000 | 9,000 | 9,000 | 9,000 |
| Total Expenditures | \$2,940,066 | \$3,218,392 | \$3,143,525 | \$3,152,137 | \$3,154,076 |

*Employee In-Service Training funded by Fringe Benefit Fund

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------|-------------------|-------------------|-------------------|
| Asset Protection | 1 | 1 | 1 |
| Legal Services | 22 | 22 | 22 |
| Total Personnel | 23 | 23 | 23 |

- Legal Services Program** - This program/department handles all civil law functions for Oakland County. These include, but are not limited to the following: providing written opinions to the County Executive, Board of Commissioners, elected and appointed officials, and County departments on matters of the law; reviewing, preparing, and/or negotiating contracts, professional services agreements, grants, Freedom of Information Act (FOIA) requests, Board of Commissioners resolutions, and collections on behalf of the County; appearing on behalf of the County in administrative hearings and lawsuits, serving as Parliamentarian to the Board and its standing committees. The nature of legal topics covered runs the entire gamut of civil law (e.g., employment, tax, municipal, constitutional, contracts, real estate, intellectual property, collections, health law, etc.). Finally, the Department represents the County in mental health commitment cases.

Objectives

- To efficiently and accurately provide a high quality of professional legal services to Oakland County and its County Executive, Board of Commissioners and Elected and Appointed Officials.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017** Actual | FY2018** Actual |
|--------------------------|------------------|------------------|------------------|--------------------|--------------------|
| New Assignments | 1,431 | 1,528 | 1,591 | 1,697 | 1632 |
| Ongoing Assignments | 405 | 371 | 124 | 362 | 202 |
| Mental Health Hearings | 912 | 775 | 631 | 621 | 740 |
| | *(4 Jury) | *(3 Jury) | *(9 Jury) | *(2 Jury) | *(2 Jury) |
| Assignment Totals | 2,748 | 2,674 | 2,346 | 2,680 | 2,574 |

*Jury Total counted in New Assignments Total

**Totals do not include staff time for FOIA Coordinator duties of reviewing FOIA requests and responses

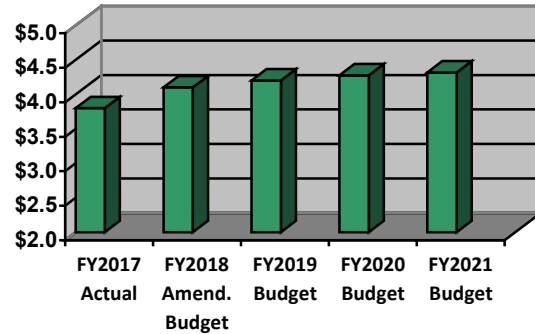
Division Summary

The Risk Management and Safety Division is responsible for establishing programs and processes that support Oakland County’s efforts to create the highest quality environment for its residents, visitors and businesses. The Division cost effectively manages County exposure to losses in ways that assure continuity of its operations and protect the County’s employees and property.

Division Goals

- Minimize the long-term cost of County activities through the identification, prevention and control of accidental losses and their consequences.
- Apply risk management techniques through aggressive claims management to minimize the adverse effects of losses and to serve as a cost reduction center.
- Preserve the County’s assets and service capabilities from destruction or depletion.
- Protect the County against the financial consequences of accidental losses of a catastrophic nature through cost effective risk transfer where economically feasible.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-----------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Other Funds | | | | | |
| Fringe Benefits | 593,809 | 725,700 | 745,434 | 757,733 | 769,502 |
| Building Liability Insurance | 3,172,681 | 3,420,939 | 3,491,930 | 3,517,476 | 3,548,004 |
| Total Expenditures | \$3,766,490 | \$4,146,639 | \$4,237,364 | \$4,275,209 | \$4,317,506 |

| Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Asset Protection | 3,172,681 | 3,420,939 | 3,491,930 | 3,517,476 | 3,548,004 |
| Employee Protection | 593,809 | 722,700 | 742,434 | 754,733 | 766,502 |
| Employee Benefits* | 0 | 3,000 | 3,000 | 3,000 | 3,000 |
| Total Expenditures | \$3,766,490 | \$4,146,639 | \$4,237,364 | \$4,275,209 | \$4,317,506 |

*Employee In-Service Training funded by Fringe Benefit Fund

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------|----------------|----------------|----------------|
| Asset Protection | 5 | 5 | 5 |
| Employee Protection | 3 | 3 | 3 |
| Total Personnel | 8 | 8 | 8 |

Risk Management Programs

- **Asset Protection** - Risk Management categorizes County exposures and determines the most cost effective method of protecting assets by self-insuring or by transferring the risk through the purchase of insurance. Risk Management handles all self-insured liability claims against the County and oversees all insured claims and litigated matters.

Objectives

- Risk Management objectives are to identify, analyze and evaluate all risks which could adversely affect the assets and operations of Oakland County and to implement programs to eliminate, reduce, transfer insure or self-insure risks at the lowest costs. In addition, Risk Management will ensure all just claims are settled and the others are vigorously defended.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|--|------------------|------------------|------------------|------------------|
| <u>Subrogation</u> | | | | |
| Number of Subrogations | 53 | 67 | 69 | 55 |
| Subrogation Amount Collected | \$37,288 | \$100,488 | \$100,482 | \$82,969 |
| <u>General Liability Claims</u> | | | | |
| Number of New Claims | 20 | 20 | 14 | 13 |
| Claim Amount Paid | \$592,375 | \$2,151,719 | \$459,875 | \$82,630 |
| <u>Auto Claims</u> | | | | |
| Number of Accidents / Incidents | 190 | 249 | 234 | 233 |
| Claims Paid | \$9,995 | \$30,165 | \$198,844 | \$128,055 |

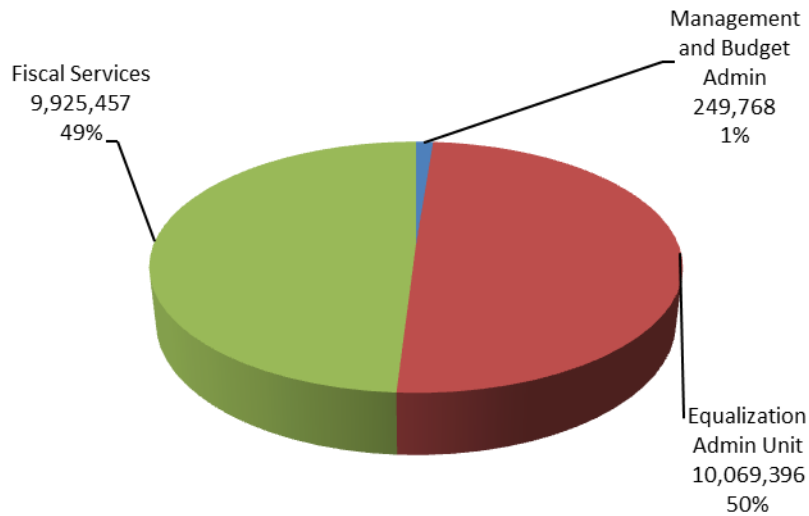
- **Employee Protection** - The Risk Management program is primarily related to preventing Oakland County employees from injury on the job and the administration of the Worker’s Compensation Program for Oakland County employees that may be injured on the job. Risk Management personnel conduct work site safety inspections (including MIOSHA inspections) and conduct a variety of training programs to County employees. These activities are intended to reduce the number of injuries and to eliminate workplace hazards.

Objectives

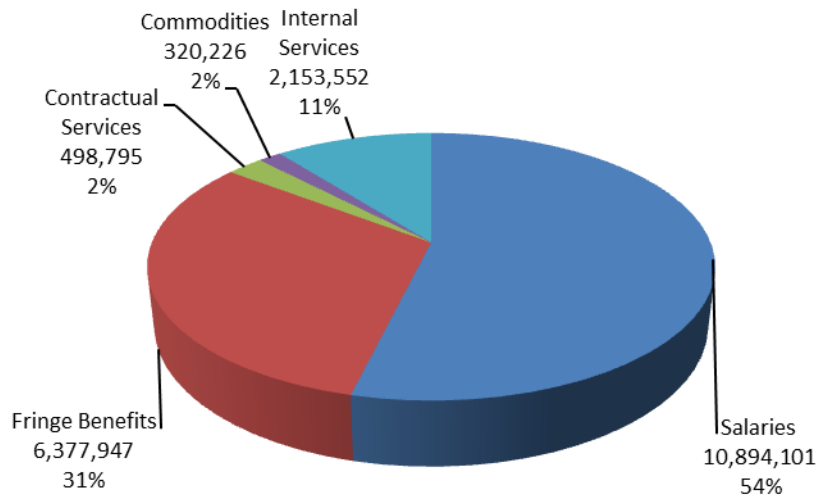
- To return employees to a productive status as soon as practical.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|--|--------------------|------------------|------------------|--------------------|
| <u>Worker’s Comp Claims</u> | | | | |
| Number of Claims | 324 | 300 | 314 | 267 |
| Indemnity | 66 | 66 | 77 | 57 |
| Medical | 196 | 184 | 199 | 196 |
| Open | 87 | 72 | 85 | 97 |
| Total Claims Paid | \$1,241,232 | \$541,388 | \$670,832 | \$1,617,167 |
| <u>Employee Safety Activity</u> | | | | |
| Safety Inspections / Inspections & Loss Control Visits | 88 | 64 | 64 | 28 |
| Training Classes Held | 138 | 105 | 116 | 66 |

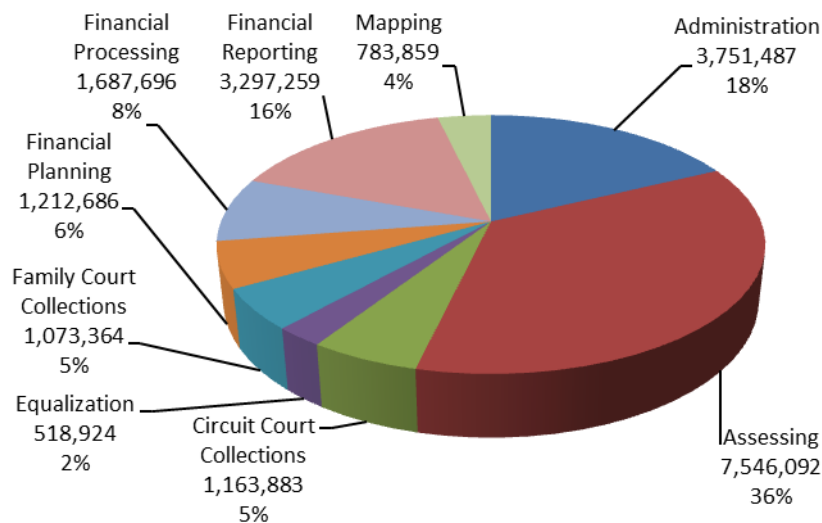
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Mission

The **Department of Management and Budget** strives to maintain the **highest standards** of fiscal stewardship on behalf of the County Executive, the other county elected officials, the employees, and the citizens.

This includes the duty to:

- be **proactive** in making recommendations to the County Executive,
- **protect** the county's financial resources and assets, and
- **execute** fiscal policy.

This **guiding set of values** applies to the overall management of the department's responsibilities as it relates to financial resource allocations, compliance with the county's general appropriations act and other statutory mandates, financial planning, financial reporting, operational efficiency enhancements, cost effectiveness, and citizen service level enhancements.

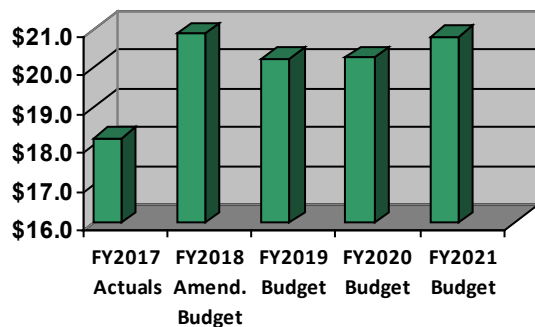
Department Summary

The Department of Management and Budget (DMB) was established under the authority of Public Act 139 of 1973, the Unified Form of County Government Act, and Public Act 621 of 1978, the Uniform Local Budgeting Act. DMB supervises the preparation and execution of the County's Triennial Budget and maintains expenditure control; performs all central accounting functions, including payroll and accounts payable/receivable; promotes fiscal responsibility across departments; coordinates with the internal audit division to oversee internal accounting controls and separation of duties; collects moneys owed the County not within the jurisdiction of other County departments; contracts to provide assessing services to local municipalities and prepares the annual property tax reports, including the Equalization Report and the Local Tax Report; performs the equalization function; participates in major County initiatives as fiscal advisor. The DMB Director also directs the central purchasing function, which was relocated from DMB to the County Executive Administration as part of a managerial reorganization in FY 2013, which resulted in ongoing annual savings of \$180,000.

The Director of DMB is designated as the Fiscal Officer of Oakland County by the County Board of Commissioners.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|---------------------|-----------------------|---------------------|---------------------|---------------------|
| Management and Budget Admin | 235,612 | 250,153 | 249,768 | 250,710 | 250,775 |
| Equalization Admin Unit | 8,775,047 | 10,328,020 | 10,069,396 | 10,079,781 | 10,080,498 |
| Fiscal Services | 9,175,436 | 10,327,691 | 9,925,457 | 9,955,629 | 10,492,345 |
| Total Expenditures | \$18,186,095 | \$20,905,864 | \$20,244,621 | \$20,286,120 | \$20,823,618 |

Department Expenditures (\$ in millions)



Current Issues

- The DMB Administration's primary focus has been on future financial planning for long-term budgetary sustainability. Oakland County utilizes a multi-year budgeting process which includes a triennial line item budget supplemented by a five-year long-term financial forecast. This multiple year "rolling" budget ensures a current and dynamic long-term outlook which enables the County to proactively plan for potential economic and budgetary challenges that may be looming on the horizon. Oakland County's budget is projected to be balanced through FY 2023.

Current Issues (Continued)

- The County is beginning the transition to a new enterprise-wide system to replace the current Financial and Human Resources (HR) database system. This is a major project estimated to require approximately two years for full implementation and will impact Accounting, Financial Planning, Receivables, Payables, Purchasing and Vendor Management as well as HR and Payroll functions.
- From 1996 through 1998, the Board of Commissioners approved the County Executive's recommendation for three consecutive millage rate reductions, cumulatively reducing the millage rate from 4.48 mills down to 4.19 mills over that three-year period. Oakland County's millage rate for general operations remained at 4.19 mills from 1998 through 2014 and was maintained at that low rate despite the budget challenges brought on by the Great Recession. Most recently, there have been two consecutive millage reductions: a .10 mills reduction in 2015 and an additional .05 mills reduction for 2016. Oakland County's current levy for general operations is 4.04 mills. DMB will continue to monitor the variables that could potentially reduce the future maximum authorized millage rate because of state tax limitation laws. The plan is to continue the County's past practice of maintaining a millage rate which remains below the maximum authorized rate. Currently, the long-term forecast includes a sequential series of millage reductions over the next five years beginning in FY 2020. It is projected that future reductions will result in a millage rate of 3.90 mills by FY 2023.
- Nearly one-third of the County's workforce will be eligible to retire in the next three years. With the likelihood that many employees will choose to exit the workplace over the next several years, there will be both challenges and opportunities for all County departments, including DMB. The biggest challenge will be maintaining current existing high standards of operations as these future retirees exit and take the vast amount of institutional knowledge with them. This also creates promotional and new hiring opportunities. Thus, there continues to be a focus on knowledge transition, professional development, and recruiting high-quality new employees.

Department Goals

Professional Development/Demonstration of Best Practices: A primary goal for DMB is to continue the development of its staff and encourage its employees to pursue professional certification and active involvement in standard-setting organizations. This will help to ensure continued use of best practices in government finance. Included in this goal is to continue receiving all three awards from the Government Finance Officers Association (GFOA) for the Triennial budget document, Comprehensive Annual Financial Report (CAFR), and the Popular Annual Financial Report (PAFR).

Continued Financial Strength: DMB is committed to retaining the AAA bond rating assigned by Wall Street analysts. As part of that effort, DMB will continue its focus on long-term financial planning, which includes preparation of a Triennial Budget as well as a five-year total revenue and total expenditure projection for General Fund/General Purpose operations. Also, DMB will remain committed to prudent budgetary control practices to ensure continued favorable fund balance.

Shared Knowledge and Expertise: DMB management staff share best practices with other organizations and will continue to do so. It does this through a variety of efforts: direct meetings with local officials, both within and outside of Oakland County's borders; formal presentations as invited guest speakers at state and national conferences; guest authors for financial publications; and participation on GFOA special ad hoc committees as requested by the association.

Innovations: In the role of Fiscal Officer, DMB Administration continues to pursue innovative opportunities for operational improvements and to maintain or enhance financial stability with emphasis on cost reduction/containment and program efficiency.

Summary of Major Program Changes

Revenue

No changes for FY 2019 – FY 2021

Expenditures

Controllable Personnel for FY 2019 includes a 2% salary increase and associated fringe benefits. Other Salary and Fringe Benefit changes reflect the deletion of one (1) General Fund/General Purpose Full-Time Eligible Senior Equalization Clerk position within the Equalization Division. The overall Internal services decrease is due to Info Tech Development and Maintenance Department Charges which are a result of appropriations being budgeted in Non-Departmental and transferred to departments as needed per the General Appropriation Act. Additionally, Internal Services decreased due to rate and usage adjustments for various line items, such as Info Tech Operations. Also, Building Space Cost Allocation decreased due to Facilities Maintenance & Operations determining the rates for each building based on estimated costs to operate and maintain the building. The building rates have been adjusted to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2020 – FY 2021 building rates are based on a full cost recovery for maintenance and operations. These decreases were partially offset by an increase in Insurance Fund due to fluctuations associated with the allocation methodology used for purposes of assigning risk to the County's various cost centers, which is based on historical experience and current exposure of budgeted positions and Telephone Communication due to rate and usage level adjustments.

Division Summary

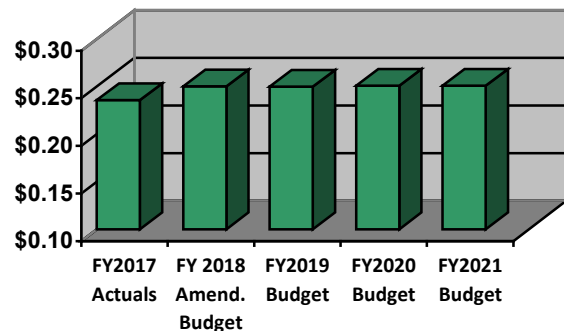
Management and Budget Administration is responsible for the overall administration of the Department of Management and Budget and oversees the Equalization and Fiscal Services functions of the County. The Director is designated as the Fiscal Officer of the County and is responsible for ensuring that the County operates within a balanced budget and that all financial transactions and financial reporting are completed in accordance with the accounting and reporting standards set by the Governmental Accounting Standards Board.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|-------------------|--------------------------|-------------------|-------------------|-------------------|
| Management and Budget Admin | 235,612 | 250,153 | 249,768 | 250,710 | 250,775 |
| Total Expenditures | \$235,612 | \$250,153 | \$249,768 | \$250,710 | \$250,775 |

Division Goals

- Continue a fiscally sound approach to County finances to ensure that expenditures do not exceed the resources available and a balanced budget is maintained.
- Enhance financial stability with an emphasis on long-term planning, cost containment and program efficiency.
- Continue to promote fiscal responsibility among departments.
- Maintain the County's AAA Bond Rating.
- Ensure the integrity of departmental work products and the continued use of best practices through the professional development of Management and Budget staff.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|-------------------|--------------------------|-------------------|-------------------|-------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 149,242 | 153,718 | 156,793 | 156,793 | 156,793 |
| Fringe Benefits | 71,008 | 77,714 | 74,641 | 74,641 | 74,641 |
| Contractual Services | 370 | 3,917 | 3,917 | 3,917 | 3,917 |
| Commodities | 0 | 100 | 100 | 100 | 100 |
| Internal Services | 14,992 | 14,704 | 14,317 | 15,259 | 15,324 |
| Total GF/GP Expenditures | \$235,612 | \$250,153 | \$249,768 | \$250,710 | \$250,775 |
| Other Funds | | | | | |
| Total Other Funds | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$235,612 | \$250,153 | \$249,768 | \$250,710 | \$250,775 |

| Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------|-------------------|--------------------------|-------------------|-------------------|-------------------|
| Administration | 235,612 | 250,153 | 249,768 | 250,710 | 250,775 |
| Total Expenditures | \$235,612 | \$250,153 | \$249,768 | \$250,710 | \$250,775 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-----------------------------|-------------------|-------------------|-------------------|
| Management and Budget Admin | 1 | 1 | 1 |
| Total Personnel | 1 | 1 | 1 |

Management and Budget – Administration Program

- **Administration** - The Administration program is responsible for the overall administration of the Department of Management and Budget (DMB) and oversees the Equalization and Fiscal Services functions of the County. Activities include promoting fiscal responsibility among the departments, providing fiscal advice for major County initiatives, long range financial planning and presenting the County’s financial status to Wall Street and County leaders.

Objective

- Maintain a balanced budget that appropriately allocates limited financial resources while continuing to provide excellent citizen service. Proactively develop recommendations to meet current and future budget challenges resulting from issues such as property tax revenue limitations, State and Federal funding issues that impact grant programs, and expenditure demands for County programs. Continue to maintain the County’s strong financial position as evidenced by low debt and healthy fund balances.

Performance Measures

- Continuation of County’s AAA bond rating.
- Meeting or exceeding targeted General Fund equity in conformance with the Fund Balance Policy as adopted by the Board of Commissioners.
- A multi-year budget plan balanced through Fiscal Year 2021 and a longer-term fiscal outlook which is projected to be balanced through Fiscal Year 2023.
- Balanced budget recommendations provided to the County Executive enabling the County to maintain a low general operating tax levy rate of 4.04 mills which is less than the authorized maximum rate of 4.1125 mills.
- Enhanced financial reporting transparency through posting of monthly, quarterly and annual financial reports on the County’s web site, which also includes other financial reports that might be of interest to the public such as the actuarial reports for the County’s retirement system.
- As of September 30, 2017, the defined benefit pension system is fully funded with assets valued at 102.6% of actuarially accrued liabilities and the retiree health care obligations are fully funded at 142.0%.
- Achieved departmental operational efficiencies through utilization of available technology resources.

Objective

- Continue the development of Management and Budget staff through professional certification and active involvement in standard-setting organizations. This will help to ensure continued use of best practices in government finance.

Performance Measures

- The DMB Director is a Certified Public Finance Officer (CPFO). This certification is administered by the Government Finance Officers Association (GFOA).
- Oakland County continues to receive all three recognition awards from the GFOA: Distinguished Budget Presentation Award, Certificate of Achievement for Excellence in Financial Reporting, and the Popular Annual Financial Reporting Award.
- DMB staff has been recognized as subject matter experts by various professional organizations and have been invited to be guest speakers at national and state conferences.

Division Summary

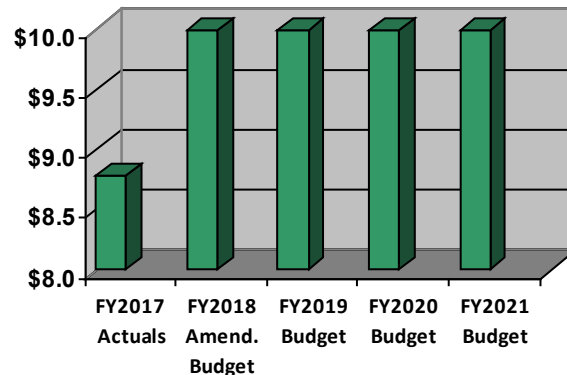
Pursuant to the General Property Tax Law of the State of Michigan, the Equalization Division assists the Board of Commissioners in ascertaining whether the real and personal property in the townships and cities of Oakland County have been equally and uniformly assessed at true cash value. If, on such examination, it deems the assessments to be unequal, it shall equalize the same by adding to or deducting from the valuation of the taxable property in any township or city such an amount as in its judgment will produce a common level of valuation in all 63 assessing units. The division compiles sampling data, reports, and other statistics on property valuations in the County for use by the Finance Committee, and assists in the annual preparation of the Local Tax Report by the Board of Commissioners to the State Tax Commission. The division supervises the preparation of various state required reports; it administers requirements mandated by **Proposal A** and the most current tax law changes. The division provides guidance to local elected officials, assessors and taxpayers on taxation matters. The Equalization Division is also responsible for determining homestead exemptions, ownership transfers, land description changes, taxation exemption determinations as well as handling the appeals pertaining to these activities.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|--------------------------|---------------------|---------------------|---------------------|
| Equalization Admin Unit | 8,775,047 | 10,328,020 | 10,069,396 | 10,079,781 | 10,080,498 |
| Total Expenditures | \$8,775,047 | \$10,328,020 | \$10,069,396 | \$10,079,781 | \$10,080,498 |

Division Goals

- To efficiently provide our citizenry and the tax-paying public with high quality products and services within a healthy work environment, encouraging cooperation, honesty, integrity and respect.
- To provide a stable and equitable tax base for each assessing district in the County in order to generate revenues for the support of police, fire, schools, roads, parks, libraries and other services that citizens require.
- To provide assessing services, reappraisals and maintenance contracts for both real and personal property for cities, townships and villages requesting the service.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|--------------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 4,580,859 | 5,287,643 | 5,435,131 | 5,435,131 | 5,435,131 |
| Fringe Benefits | 2,772,811 | 3,426,521 | 3,285,315 | 3,285,315 | 3,285,315 |
| Contractual Services | 149,244 | 272,378 | 272,378 | 272,378 | 272,378 |
| Commodities | 133,246 | 180,747 | 159,026 | 159,026 | 159,026 |
| Internal Services | 1,138,887 | 1,160,731 | 917,546 | 927,931 | 928,648 |
| Total GF/GP Expenditures | \$8,775,047 | \$10,328,020 | \$10,069,396 | \$10,079,781 | \$10,080,498 |
| Other Funds | | | | | |
| Fringe Benefits* | 13,506 | 18,500 | 13,500 | 13,500 | 13,500 |
| Total Other Funds | \$13,506 | \$18,500 | \$13,500 | \$13,500 | \$13,500 |
| Total Expenditures | \$8,788,553 | \$10,346,520 | \$10,082,896 | \$10,093,281 | \$10,093,998 |

*Employee In-Service Training funded by Fringe Benefit Fund

| Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------|--------------------|--------------------------|---------------------|---------------------|---------------------|
| Administration | 799,334 | 1,263,423 | 1,234,021 | 1,234,021 | 1,234,021 |
| Assessing | 7,122,879 | 7,809,415 | 7,546,092 | 7,556,477 | 7,557,194 |
| Equalization | 293,019 | 508,393 | 518,924 | 518,924 | 518,924 |
| Mapping | 573,321 | 765,289 | 783,859 | 783,859 | 783,859 |
| Total Expenditures | \$8,788,553 | \$10,346,520 | \$10,082,896 | \$10,093,281 | \$10,093,998 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------|-------------------|-------------------|-------------------|
| Administration | 6 | 6 | 6 |
| Assessing | 66 | 66 | 66 |
| Equalization | 5 | 5 | 5 |
| Mapping | 10 | 10 | 10 |
| Total Personnel | 87 | 87 | 87 |

Equalization Division Programs

- **Administration** - Equalization administration provides direction and guidance for the efficient implementation and execution of goals and objectives, oversees budget recommendations for the division, monitors approved budget expenditures, schedules staff training, monitors staff development and performance, responds to public inquiries and requests for information.
- **Assessing** - Provides contracted assessing services for both real and personal property.
 - Real Property Assessing: renders quality assessment services in fulfillment of Equalization Division's responsibilities as the contracted assessor to 32 units of government, maintains and balances assessment rolls in contracted assessing units, provides decisions on homestead applications, property transfer affidavits and various exemption issues raised by taxpayers.
 - Personal Property Assessing: renders quality assessment services as the contracted assessor to 33 local units of government. Three of the local units contract with the division to perform only the personal property portion of the assessing services. This allows them access to current technology and trained staff, ensuring uniform and equitable personal property assessments. Personal property also maintains contact with and provides assistance to all 63 assessing units within Oakland County to achieve uniform and equitable assessments of personal property.
 - Processes Tax Tribunal appeals on behalf of 32 assessing units, starting from the initial filing, to appraisal and final state determination of the property value under appeal.
 - Standards & Data Control: Maintains and updates division manuals pertaining to equalization, real property assessing (residential, commercial and industrial), personal property assessing and office procedures.
 - Reviews and studies state bulletins and communications, incorporating changes into appropriate operating manuals. Annually oversees production and distribution of state mandated reports, Notices of Assessment Change and assessment rolls.
 - Certifies millage rates and rectifies certified rates to spread. Calculates Headlee rollbacks for all assessing units.
 - Monitors Truth in Assessing and Truth in Taxation calculations.
 - Monitors community actions and elections, ensuring that no assessing unit spreads incorrect or untimely tax rates.

Performance Measures

- Update and maintain field records of real property parcels in 32 units of government on contract basis for a total of 196,026 parcels.
- Maintain real property records for approximately 183,783 residential and 12,243 commercial and industrial parcels.
- Attend and assist Board of Review sessions for 32 assessing units.
- Conduct audits of personal property records of taxpayers involving some 20,679 parcels within 33 contracted units of government.

| Performance Measures (Parcel Counts) | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|---|------------------|------------------|------------------|------------------|
| Real Property (assessor 32 units) | 193,544 | 194,904 | 195,366 | 196,026 |
| File Maintenance (assessor 32 units) | 193,544 | 194,904 | 195,366 | 196,026 |
| Personal Property (assessor 33 units) | 20,568 | 20,671 | 20,724 | 20,679 |

- **County Equalization** - Undertakes equalization functions for all classes of property located in Oakland County. Also conducts annual sales, land, and Economic Condition Factor (E.C.F.) studies for each class of property within the county to assist local assessors in valuing all classes of property for assessment purposes.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|---------------------------------|------------------|------------------|------------------|------------------|
| <u>Equalization of Parcels:</u> | | | | |
| Agricultural | 389 | 380 | 384 | 397 |
| Business | 21,320 | 21,401 | 21,545 | 21,663 |
| Industrial | 4,633 | 4,608 | 4,588 | 4,606 |
| Developmental | 0 | 0 | 0 | 0 |
| Residential | 452,394 | 453,837 | 454,815 | 455,948 |

- **Mapping / Land Descriptions** - Writes tax descriptions, assigns tax parcel id's and performs GIS parcel mapping for the 63 municipal units within Oakland County. Is responsible for the accuracy of the Land Address maintenance system consisting of 534,336 parcels. This section is also responsible for updating tax descriptions and maps due to street and alley vacations, Circuit Court actions involving platted & unplatted land, and road right-of-way acquisitions.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|---|------------------|------------------|------------------|------------------|
| Parcel ID #'s in Land File System | 532,139 | 532,888 | 532,755 | 534,336 |
| <u>Parcels processed to the Land File System:</u> | | | | |
| Additions | 2,442 | 2,159 | 2,962 | 1,525 |
| Deletions | 1,131 | 1,010 | 1,255 | 991 |

Division Summary

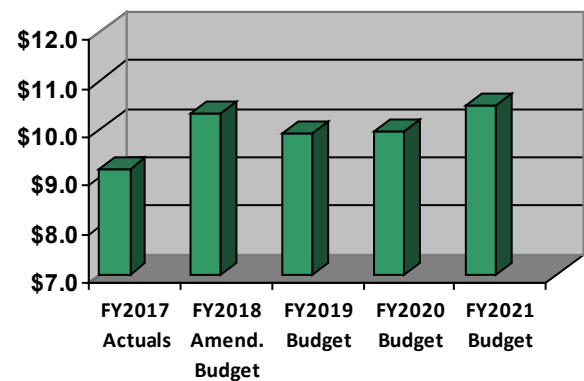
The Fiscal Services Division provides all financial services to the County's departments and divisions, with the exception of cash management and investments, which are provided by the Treasurer. The division's responsibilities extend to externally reporting the financial position and economic condition of the County to interested parties, assisting the executive and legislative branches of Oakland County government in the rational allocation of scarce County resources to promote economic and efficient public services, which effectively meet community needs, as well as managing collections for the Circuit, Family, and Probate Courts for all court-ordered fees and determines the ability to pay for various court services.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|--------------------------|--------------------|--------------------|---------------------|
| Fiscal Services | 9,175,230 | 10,327,691 | 9,925,457 | 9,955,629 | 10,492,345 |
| Total Expenditures | \$9,175,230 | \$10,327,691 | \$9,925,457 | \$9,955,629 | \$10,492,345 |

Division Goals

- Report the financial position and economic condition of the County in an accurate, timely, consistent, reliable manner, leading to the publication of a Comprehensive Annual Financial Report (CAFR) that receives an unqualified audit opinion.
- Issue payments to employees and vendors, for goods and services delivered, in a timely and accurate manner.
- Accurately forecast personnel, contractual services, supplies, equipment, and space requirements for all County activities, and validate needs to accomplish the operational objectives of all County agencies.
- Respond efficiently to requests from elected officials and county staff for financial information and analysis.
- Operate an efficient collections process, assess fees in an accurate and timely manner, and ensure maximum recovery of costs to the Courts and the County.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|--------------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 4,510,152 | 5,147,965 | 5,302,177 | 5,302,177 | 5,302,177 |
| Fringe Benefits | 2,588,844 | 3,117,989 | 3,017,991 | 3,017,991 | 3,017,991 |
| Contractual Services | 167,656 | 222,500 | 222,500 | 222,500 | 222,500 |
| Commodities | 115,578 | 161,100 | 161,100 | 161,100 | 161,100 |
| Internal Services | 1,793,000 | 1,678,137 | 1,221,689 | 1,251,861 | 1,788,577 |
| Total GF/GP Expenditures | \$9,175,230 | \$10,327,691 | \$9,925,457 | \$9,955,629 | \$10,492,345 |
| Other Funds | | | | | |
| Community Develop Block Grants | 54,567 | 57,254 | 57,254 | 57,254 | 57,254 |
| Workforce Development | 79,587 | 88,307 | 92,330 | 92,330 | 92,330 |
| Fringe Benefits* | 109,480 | 120,600 | 125,003 | 126,003 | 127,003 |
| Parks and Recreation** | 473,028 | 413,195 | 502,542 | 505,042 | 505,042 |
| Total Other Funds | \$716,662 | \$679,356 | \$777,129 | \$780,629 | \$781,629 |
| Total Expenditures | \$9,891,892 | \$11,007,047 | \$10,702,586 | \$10,736,258 | \$11,273,974 |

*Fiscal Services staff expenditure funded by Fringe Benefit

** Fiscal Services staff expenditure funded by and included in overall Parks and Recreation Fund

| Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------|--------------------|--------------------------|---------------------|---------------------|---------------------|
| Administration | 2,631,651 | 2,618,136 | 2,267,698 | 2,275,054 | 2,809,196 |
| Financial Planning | 1,038,332 | 1,184,973 | 1,212,686 | 1,219,390 | 1,220,797 |
| Financial Processing | 1,451,125 | 1,571,683 | 1,687,696 | 1,693,907 | 1,694,273 |
| Financial Reporting | 2,866,628 | 3,393,167 | 3,297,259 | 3,310,660 | 3,312,461 |
| Circuit Court Collections | 1,074,236 | 1,153,842 | 1,163,883 | 1,163,883 | 1,163,883 |
| Family Court Collections | 829,920 | 1,085,246 | 1,073,364 | 1,073,364 | 1,073,364 |
| Total Expenditures | \$9,891,892 | \$11,007,047 | \$10,702,586 | \$10,736,258 | \$11,273,974 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------|-------------------|-------------------|-------------------|
| Administration | 8 | 8 | 8 |
| Circuit Court Collections | 17 | 17 | 17 |
| Family Court Collections | 16 | 16 | 16 |
| Financial Planning | 9 | 9 | 9 |
| Financial Processing | 19 | 19 | 19 |
| Financial Reporting | 31 | 31 | 31 |
| Total Personnel | 100 | 100 | 100 |

Fiscal Services Programs

- **Administration** - The Administration is responsible for obtaining and managing the personnel, contractual and technological resources of the division. This activity includes hiring the staff; providing a growth path for deserving individuals and professional development opportunities for staff; and supervising contractual and technological resources, specifically the maintenance of the current County’s human resources/financial information system while working toward the implementation of a new human capital management/financial system over the next two years, to maximize the productivity of division staff. In addition, the Division’s Administration is the primary conduit of financial information to the County Executive, the Board of Commissioners, and other Countywide Elected Officials.

Objective

- Manage and monitor the County’s financial performance in order to maintain sufficient fiscal stability to provide necessary services.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|----------------------|------------------|------------------|------------------|------------------|------------------|
| General Fund Balance | \$253,984,574 | \$260,204,393 | \$255,241,468 | \$264,780,087 | \$245,044,937 |

- Dissemination of County financial information to the widest audience through electronic means, by placing, and updating when appropriate, the following information on the County’s website: the County’s Triennial Budget document (both line-item and summary); the County’s Comprehensive Annual Financial Reports (CAFR); the County’s Popular Annual Financial Reports (Financial Summaries); monthly budget to actual reports for all County agencies and funds; the County’s Indirect Cost Allocation Plan; the County’s Single Audit Reports; the County’s Pension and VEBA valuation reports; and quarterly forecast reports.

Objective (Cont.)

- Also, the Administration is responsible to maintain an Investor Relations website, in conjunction with the Treasurer’s Office, that serves as a “one-stop shop” for information regarding Oakland County’s financial position, including financial planning and budgeting, financial reporting and outstanding obligations such as bonds, notes, and employee benefits; and maintain an updated “Accounting and Transparency” site that includes a Citizen’s Guide, Performance Dashboard, Debt Service Report and Projected Budget Report.
- **Financial Planning** - The program of Financial Planning consists of two activities. The first is to accurately forecast personnel, contractual services, supplies, equipment, and space requirements for all County activities and to validate quantities needed to accomplish the operational objectives of all County agencies. The second is to monitor implementation of the triennial salaries, operating and capital budgets, and to report variances and proposed adjustments on a timely and accurate basis to assist management and the Board of Commissioners in the County’s decision-making process. This second activity includes responding to requests for financial analysis as well as providing recommendations for fiscal improvements.

Objectives

- Develop and maintain the triennial budget that provides flexibility to meet unanticipated and emergency needs.
- Accurately forecast General Fund/General Purpose Funds revenues and expenditures and Proprietary Funds revenue and expenses through the quarterly financial forecast process.
- **Financial Processing** - The activities in this program area include the receipting and disbursing functions, and are conducted with the goal of achieving accuracy and timeliness while maintaining appropriate records for federal and state reporting. The receipting function involves accurately recording all exchange (charge for services) and non-exchange revenues received by the County. Disbursements include payroll activities and vendor payments.

Objective

- Issue paychecks to employees in accordance with all requirements including the filing of all tax statements.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|--|------------------|------------------|------------------|------------------|------------------|
| Average number of payments issued per pay period | 4,319 | 4,399 | 4,484 | 4,608 | 4,670 |
| Average gross payroll each pay | \$8,089,529 | \$8,528,621 | \$8,939,975 | \$9,338,469 | \$9,826,435 |

Objectives

- Record revenue items in an accurate manner.
- Process vendor payments and maintain appropriate records for Internal Revenue Service.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|
| Number of direct vouchers | 57,249 | 58,393 | 58,004 | 58,355 | 58,299 |
| Number of purchasing payments | 26,966 | 29,286 | 29,347 | 32,038 | 32,216 |
| Number of cancelled payments | 890 | 1,009 | 829 | 987 | 1,103 |

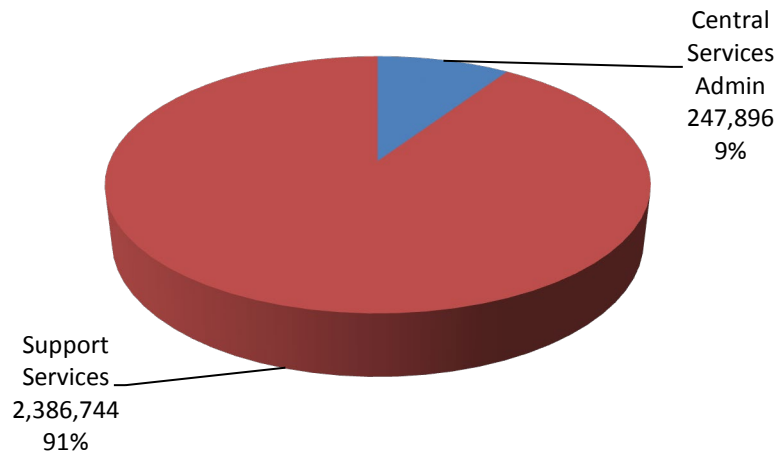
- **Financial Reporting** - This program area is responsible for reporting the financial position and economic condition of the County in accordance with the standards set by the Governmental Accounting Standards Board (GASB). Independent Certified Public Accountants verify that the financial reports meet the GASB standards. This effort culminates in the Comprehensive Annual Financial Report (CAFR) which is produced under the guidelines established by the Government Finance Officers Association (GFOA). The reporting activity also includes the publication of reports required by Federal guidelines for grants, reports required by the Michigan Department of Treasury pursuant to state statues, and special reporting needs of various departments. This function publishes a summarized annual report that is intended for use by the general public. This document is called the Popular Annual Financial Report (PAFR) and is reviewed by the GFOA for appropriate content.

Objectives

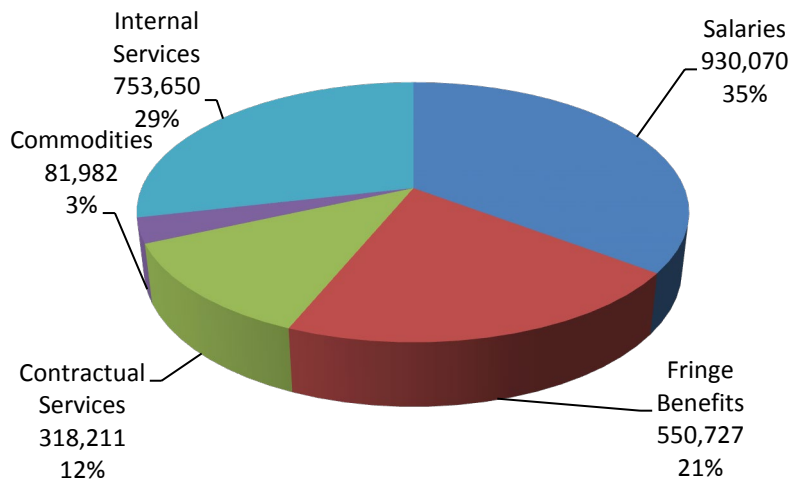
- Provide timely and accurate external financial reporting.
- Receive the Government Finance Officers Association (GFOA) awards for the Comprehensive Annual Financial Report, Popular Annual Financial Report and Triennial Budget documents.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Number of awards received | 3 | 3 | 3 | 3 | 3 |

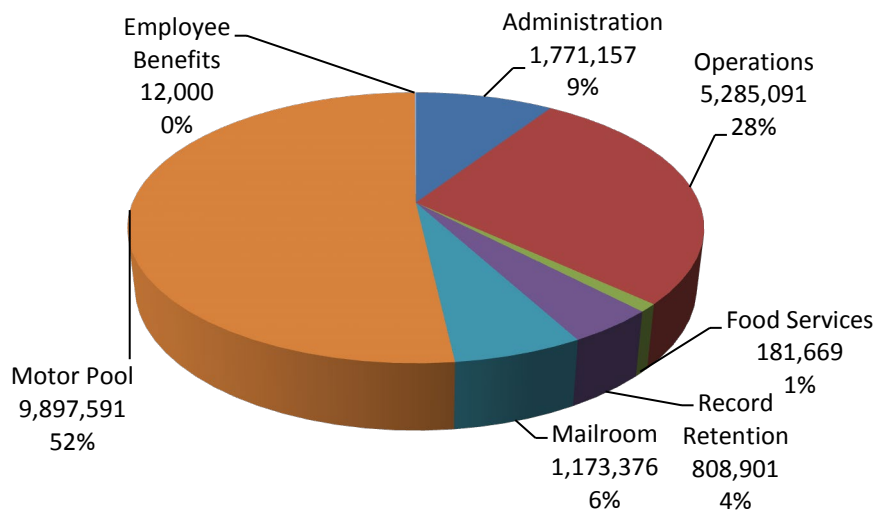
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Summary

The Central Services Department includes two primary areas of Oakland County Government: Aviation and Transportation along with Support Services. The Aviation and Transportation Division operates three county-owned airports: Oakland County International Airport, Oakland/Troy Airport and Oakland/Southwest Airport. The Support Services Division provides a wide variety of governmental and internal services to county departments including Vehicle Operations, Record Retention, Mailroom, and the Courthouse Cafeteria.

| Department Expenditures by Division | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose | | | | | |
| Central Services Admin | 234,928 | 249,022 | 247,896 | 248,296 | 248,323 |
| Support Services | 2,300,810 | 2,676,913 | 2,386,744 | 2,429,719 | 2,432,689 |
| Total GF/GP Expenditures | \$2,535,738 | \$2,925,935 | \$2,634,640 | \$2,678,015 | \$2,681,012 |
| Other Funds | | | | | |
| Fringe Benefits* | 1,170 | 12,000 | 12,000 | 12,000 | 12,000 |
| Motor Pool | 8,724,597 | 10,015,695 | 9,897,591 | 9,693,972 | 9,693,972 |
| Airport | 6,587,495 | 6,393,754 | 6,585,554 | 6,584,737 | 6,540,396 |
| Total Other Funds | \$15,313,262 | \$16,421,449 | \$16,495,145 | \$16,290,709 | \$16,246,368 |
| Total Expenditures | \$17,849,000 | \$19,347,384 | \$19,129,785 | \$18,968,724 | \$18,927,380 |

*Employee In-Service Training funded by Fringe Benefit Fund

Department Goals

Support Services:

- Operate and maintain the County vehicle fleet in a cost effective manner to meet the automobile, van and truck travel needs of the Oakland County workforce.
- Provide vehicle maintenance and equipment installation for Cities, Villages and Townships (CVT's).
- Maintain same day U.S. mail service for outgoing and incoming mail at the lowest possible postage rate.
- Promote mail services to CVT's.
- Store and retrieve records efficiently utilizing minimal space.
- Maximize returns on sale of surplus County equipment.

Airports:

- Continue to plan for and provide facilities and services adequate to meet the demands and needs for general aviation travel.
- Promote safety by maintaining and improving facilities, services and equipment in airport development and operations.
- Function on the basis of a balanced operational budget in which airport-generated revenues are equal to direct, operational expenses.

Current Issues

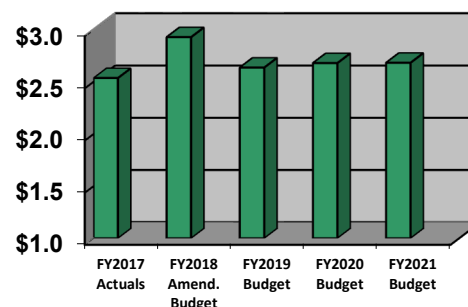
Support Services:

- Continue to enhance auction services.
- Continue to security screen incoming mail and packages.
- Ensure outgoing mail is USPS Move Update compliant.
- Continue working with County departments to monitor record retention schedules.
- Research Central Garage facility usage to align with fleet growth.

Airports:

- Continue implementation of airport security plans.
- Continue implementation of Part 150 Noise/Land Use Compatibility Study.
- Continue implementation of completed Master Plans at Oakland County International and Oakland/Southwest Airports.

Department Expenditures (\$ in millions)



Summary

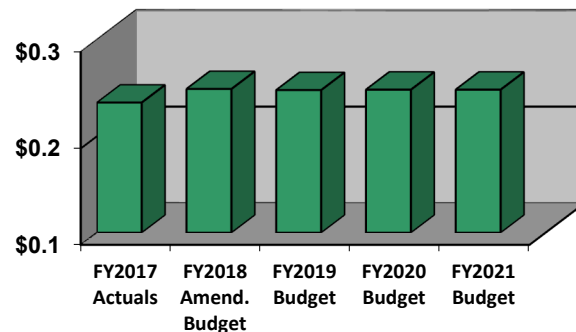
The Central Services Administration Division is responsible for the overall administration and operations of the three Oakland County airports and the Support Services Division. The Director of Central Services also represents the County Executive on the Oakland County Parks and Recreation Commission.

| Division Expenditure (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------------|-------------------|--------------------------|-------------------|-------------------|-------------------|
| Central Services Admin | 234,928 | 249,022 | 247,896 | 248,296 | 248,323 |
| Total Expenditure | \$234,928 | \$249,022 | \$247,896 | \$248,296 | \$248,323 |

Division Goals

- Ensure all Support Services are provided on a timely, efficient and cost effective basis.
- Ensure County Airport facilities and services are adequate to meet the demands and needs of general aviation travel.
- Ensure all aspects of Airport and Support Service Operations are safe for both the employees and the public.
- Ensure Airport generated revenues are equal to or greater than direct, operational expense.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|-------------------|--------------------------|-------------------|-------------------|-------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 149,770 | 153,718 | 156,793 | 156,793 | 156,793 |
| Fringe Benefits | 70,526 | 77,631 | 74,558 | 74,558 | 74,558 |
| Contractual Services | 82 | 2,816 | 2,816 | 2,816 | 2,816 |
| Commodities | 322 | 482 | 482 | 482 | 482 |
| Internal Services | 14,229 | 14,375 | 13,247 | 13,647 | 13,674 |
| Total GF/GP Expenditures | \$234,928 | \$249,022 | \$247,896 | \$248,296 | \$248,323 |

| Division Expenditure by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------|-------------------|--------------------------|-------------------|-------------------|-------------------|
| Central Services Admin | 234,928 | 249,022 | 247,896 | 248,296 | 248,323 |
| Total Expenditure | \$234,928 | \$249,022 | \$247,896 | \$248,296 | \$248,323 |

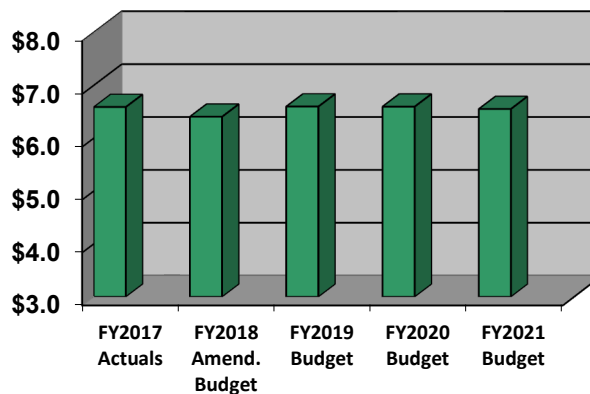
| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------|-------------------|-------------------|-------------------|
| Central Services Admin | 1 | 1 | 1 |
| Total Personnel | 1 | 1 | 1 |

Division Summary

The primary mission of the Central Services Airport Division is to provide the aviation segment of the Oakland County transportation system. The Airport Division is made up of three county-owned airports: Oakland County International, Oakland/Troy, and Oakland/Southwest which are located in Waterford Township, City of Troy and New Hudson, respectively. The division is mandated by applicable federal and state agencies to fulfill a number of requirements for the operation of airports (Federal Air Regulations promulgated by the Federal Aviation Administration and rules and regulations of the Michigan Aeronautics Commission). The numerous functions and level of services mandated by these agencies include airport certification, airport condition assessment and reporting, airport design, Aircraft Rescue Fire Fighting equipment and manpower, bird hazard reduction, emergency plan, ground vehicles, handling and sorting hazardous materials, identifying and marking construction and other unserviceable areas, marking and lighting runways, thresholds and taxiways, obstructions, protection of navigational aids, public protection, safety areas, self-inspection program, as well as traffic and wind direction indicators. Oakland County is the only local government in Michigan to own and operate three airports. Oakland County International Airport ranks as the 96th busiest airport in the nation with 131,340 takeoffs and landings in 2017. It is ranked as the second busiest airport in Michigan, only behind Detroit Metropolitan Airport.

| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Aviation & Transportation Fund | | | | | |
| Salaries | 1,151,684 | 1,252,611 | 1,297,916 | 1,323,896 | 1,350,278 |
| Fringe Benefits | 657,016 | 751,504 | 782,952 | 791,949 | 801,085 |
| Contractual Services | 1,546,869 | 1,628,500 | 1,691,900 | 1,691,900 | 1,691,900 |
| Commodities | 121,327 | 134,119 | 147,950 | 147,950 | 147,950 |
| Depreciation | 2,603,049 | 2,111,800 | 2,156,818 | 2,140,702 | 2,080,933 |
| Interest on Debt | 295,369 | 278,100 | 258,900 | 238,800 | 218,500 |
| Internal Services | 212,181 | 237,120 | 249,118 | 249,540 | 249,750 |
| Total Aviation & Trans Fund Exp. | \$6,587,495 | \$6,393,754 | \$6,585,554 | \$6,584,737 | \$6,540,396 |
| Total Expenditures | \$6,587,495 | \$6,393,754 | \$6,585,554 | \$6,584,737 | \$6,540,396 |

Division Expenditures (\$ in millions)



Summary of Major Program Changes

Revenues

In FY 2019, Charges for Services includes an increase in Aviation Gas due to increased fuel concessions at Field Based Operators located on Airport Property; increase in Landing Fee Concessions and Landing Fees due to increased landing fees and rates. Planned Use of Balance increased to offset operating expenses in FY 2019. FY 2020 includes an increase in Planned Use of Balance to offset operating expenses for FY 2020. FY 2021 includes a decrease in Planned Use of Balance to offset operating expenses in FY 2021.

Expenditures

In FY 2019, Controllable Personnel includes a 2% salary increase and associated fringe benefits. Contractual Services reflects an increase in Runway and Taxiway Repairs to cover ongoing maintenance costs to keep runways and taxiways up to code; Training increased to cover Federal Aviation Administration (FAA) approved fire-fighting training; and Water and Sewage Charges increased based on historical trends that are expected to continue. Commodities include an increase in Gasoline Charges based on historical trends that are expected to continue. Depreciation includes an increase in Depreciation Land Improvements due to depreciation calculations on current assets, partially offset by a decrease in Depreciation Vehicles due to fully depreciated vehicles. Interest on Debt decreased based on the debt schedules for the T-hangars and Terminal Building. Internal Services includes an increase in Information Technology Operations due to anticipated use of service. In FY 2020, Controllable Personnel includes a 1% salary increase and associated fringe benefits. Depreciation includes a decrease in Depreciation Land Improvements due to assets being fully depreciated. Interest on Debt decreases based on the debt schedules for the T-hangars and Terminal Building. In FY 2021, Controllable Personnel includes a 1% salary increase and associated fringe benefits. Depreciation includes a decrease in Depreciation Land Improvement due to assets being fully depreciated. Interest on Debt decreases based on the debt schedules for the T-hangars and Terminal Building.

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Aviation Administration | 1,047,214 | 1,238,348 | 1,300,463 | 1,287,896 | 1,275,221 |
| General Airport Operations | 5,540,281 | 5,155,406 | 5,285,091 | 5,296,841 | 5,265,175 |
| Total Expenditures | \$6,587,495 | \$6,393,754 | \$6,585,554 | \$6,584,737 | \$6,540,396 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------|-------------------|-------------------|-------------------|
| Aviation Administration | 5 | 5 | 5 |
| General Airport Operations | 22 | 22 | 22 |
| Total Personnel | 27 | 27 | 27 |

- Administration - Provide the operational and clerical support necessary to operate Oakland County International, Oakland/Troy and Oakland/Southwest Airports. Obtaining/administering Federal and State Grants for airport development and safety programs (\$8,550,184 from 2016 to 2018); developing the budget and monitoring of budget expenditures; evaluating and modifying of division procedures to meet federal/state mandates; managing of over 600 individual T-hangar units; strategic planning for development of airports; along with responding to public inquiries and requests for information.

| Performance Measure | FY 2015 Actual | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual |
|-----------------------|-------------------|-------------------|-------------------|-------------------|
| Federal Grants | \$672,000 | \$7,839,517 | \$2,000 | \$708,667 |
| Construction / Design | 0 | \$187,650 | 0 | \$706,667 |
| New Construction | \$670,000 | \$7,397,552 | \$0 | \$706,667 |
| Land Lease Admin | 49 | 50 | 51 | 53 |
| Based Corporations | 141 | 144 | 151 | 157 |
| Based Aircraft | 552 | 569 | 551 | 547 |

- Operations - Provide 24-hour Aircraft Rescue Fire Fighting emergency response; equipment and building maintenance for county-owned buildings and 397 T-hangar units; snow plowing of runways, taxiways, ramps and service roads; landscape work, including considerable formal landscaping and mowing over 625 acres of grass on the airport as well as 90 acres off the airport. Additional responsibilities at Oakland/Troy and Oakland/Southwest Airports include electrical repairs to airfield lights; airfield striping and pavement repairs; building maintenance of county-owned buildings and an additional 250 T-hangar units. Maintain 2.27 miles of irrigation systems at the three airports. In order to promote public health and safety and to fulfill the Airport Certification Manual (ACM) requirements, the Operations Division also provides Airport familiarization (Waterford Fire & Police, other Oakland County Police and Hazmat agencies, U.S. Secret Service & FBI, Michigan State Police); Live burns (cross train 7 different fire departments; Fixed Base Operator (FBO) Training (Snow removal procedures, hand held fire extinguisher usage, Fuel farm inspections, Storm Water Pollution Protection Plan (SWPPP) compliance, and ground operations).

In 2011, Oakland County opened the first “green” airport terminal at Oakland County International Airport, Michigan’s second busiest airport in terms of take-offs and landings. The old terminal was more than 50 years old and very inefficient and costly to operate.

Features: The “green” terminal utilizes wind and solar energy, geothermal heating and cooling, plus other energy efficiencies becoming the county’s first LEED (Leadership in Energy and Environmental Design) certified building. The terminal incorporates a number of advanced green technologies and incredible architectural features that tell the business traveler that they have arrived at a county that embraces technology while preserving the environment. Features include geothermal heating and cooling; photovoltaic panels on the roof to capture the sunlight and convert to electricity; wind spires that generate electrical power to help offset the costs of our utility charges; a living wall filled with tropical plants from around the world serving as an air purifier; an acrobatic bi-plane suspended from the ceiling; the original copy of our FAA Registration Certificate - No. 000001 - making us the first registered airport in the United States of America; a 1929 official certificate granting permission to hold the first air tour (signed by Orville Wright). In addition, parking spaces for electric and alternative fueled vehicles and a public viewing area are available. The building serves as the airport administrative office, houses the United States Customs offices and local law enforcement, as well as a conference center capable of holding up to 100 people. In March 2012, the terminal achieved LEED Gold status from the U.S. Green Building Council by earning more than 40 rating points.

Savings: Comparing utility charges, the Oakland County International Airport Terminal is consistently operating at 44% greater efficiency. Translated into dollars, Oakland County International Airport's cost for terminal building utilities has dropped from 49 cents per square foot to 27½ cents per square foot.

Airport funding includes the following sources: Federal/State aviation grants, EECBG (Energy Efficiency and Conservation Block Grant from the U.S. Department of Energy) and Airport User Fees.

| Performance Measure | FY 2015 Actual | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual |
|--|----------------|----------------|----------------|----------------|
| Lawn Mowing | 625 acres | 625 acres | 625 acres | 625 acres |
| Snow Removal | 130 acres | 130 acres | 130 acres | 130 acres |
| Pavement Maintenance & Repair | 130 acres | 130 acres | 130 acres | 130 acres |
| Electrical related to underground wiring and above ground lighting | 12 miles | 12 miles | 12 miles | 12 miles |
| Structural/Electrical/Mechanical maintenance of buildings | 614 | 614 | 614 | 614 |
| Operation and maintenance of fleet (47 major/25 minor) | 70 | 71 | 72 | 72 |

Division Summary

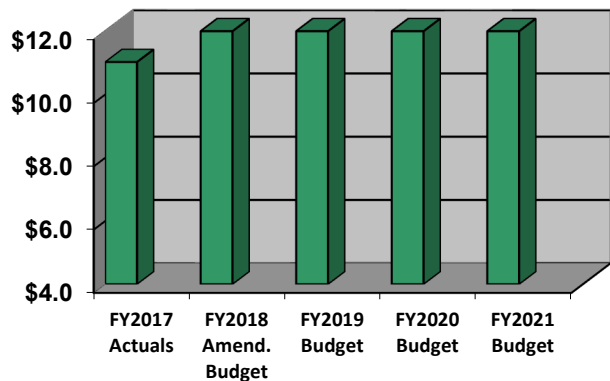
The Central Services Support Services Division provides a wide variety of internal support services to county departments. The division is comprised of both governmental and internal service funds. The governmental fund portion includes Administration, Record Retention, Mailroom, Emergency Print Services, and Auction Services. The internal service portion consists of Vehicle Operations. The division also is responsible for contract administration for the courthouse cafeteria and vending machines placed in county buildings.

| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 698,564 | 760,034 | 773,277 | 773,277 | 773,277 |
| Fringe Benefits | 444,294 | 490,340 | 476,169 | 476,169 | 476,169 |
| Contractual Services | 255,801 | 315,395 | 315,395 | 315,395 | 315,395 |
| Commodities | 75,857 | 81,500 | 81,500 | 81,500 | 81,500 |
| Capital Outlay | 15,745 | 239,600 | 0 | 0 | 0 |
| Internal Services | 810,549 | 790,044 | 740,403 | 783,378 | 786,348 |
| Total GF/GP Expenditures | \$2,300,810 | \$2,676,913 | \$2,386,744 | \$2,429,719 | \$2,432,689 |
| Other Funds | | | | | |
| Motor Pool | 8,724,597 | 10,015,695 | 9,897,591 | 9,693,972 | 9,693,972 |
| Total Other Funds | \$8,724,597 | \$10,015,695 | \$9,897,591 | \$9,693,972 | \$9,693,972 |
| Total Expenditures | \$11,025,408 | \$12,692,608 | \$12,284,335 | \$12,123,691 | \$12,126,661 |

Current Issues

- To operate and maintain the County vehicle fleet in a cost effective manner to meet the automobile, van and truck travel needs of the Oakland County workforce.
- To promote vehicle operations, public safety equipment installation and vehicle maintenance services to CVT's.
- To store and retrieve records efficiently, utilizing minimal space.
- To continue to market mail services to CVT's and schools.
- To investigate ways to maximize returns on surplus County equipment.

Division Expenditures (\$ in millions)



Summary of Major Program Changes

General Fund / General Purpose

Revenues

FY 2019 revenues decreased for Commission Food Services and Reimbursement General due to an amendment which no longer requires the contractor to pay the monthly cafeteria commission and television/cable expenses. The decrease is offset by an increase to Metered Postage which is based on historical trends. FY 2020 and FY 2021 reflect no changes in revenue.

Expenditures

Controllable Personnel for FY 2019 includes a 2% salary increase and associated fringe benefits. Capital Outlay decreased due to the replacement of a mail sorter in FY 2018. Internal Services decreased for FY 2019 due to Building Space Cost Allocation. Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building. The FY 2019 building rates have been adjusted in order to bring the equity in line with Federal OMB Uniform Guidance requirements. The FY 2020 – FY 2021 building rates are based on a full cost recovery for maintenance and operations.

Motor Pool Fund

Revenues

FY 2019 includes increases in Leased Equipment due to an increase in the County fleet; Productive Labor due to vehicle builds and ongoing maintenance of County vehicles; Gasoline Oil Grease Charges due to current fuel rates and increased fleet size; and Parts and Accessories due to vehicle builds and ongoing maintenance of County vehicles. Transfers-In reflects a decrease due to fewer than anticipated transfers for purchase of vehicles in FY 2019. In FY 2020, Transfers-In decreased as there are no anticipated transfers for purchase of vehicles in FY 2020. FY 2021 reflects no change.

Expenditures

In FY 2019, Controllable Personnel includes a 2% salary increase and associated fringe benefits. Contractual Services reflects an increase in Indirect Costs based on a two-year average of actual indirect costs. Commodities reflects a decrease in Expendable Equipment due to the change in recording used vehicles as assets instead of an operating expense, partially offset by Gasoline Charges due to an increase in the County fleet. Depreciation includes a decrease in Depreciation Vehicles due to depreciation calculations for new vehicles and fully depreciated vehicles. Internal Services increased due to Building Space Cost Allocation. Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building. The FY 2019 building rates have been adjusted in order to bring the equity in line with Federal OMB Uniform Guidance requirements. Budgeted Equity Adjustment reflects a decrease due to anticipated revenues in FY 2019. FY 2020 includes a 1% salary increase and associated fringe benefits, Depreciation reflects an increase in Depreciation Equipment and Depreciation Vehicles increases due to depreciation calculations for new vehicles and equipment, along with fully depreciated vehicles and equipment. Internal Services reflects an increase in Building Space Cost Allocation. Budgeted Equity Adjustment reflects a decrease due to anticipated revenues in FY 2020. FY 2021 includes a 1% salary increase and associated fringe benefits, Depreciation Vehicles decreases and Depreciation Equipment increases due to depreciation calculations for new vehicles and equipment, along with fully depreciated vehicles and equipment. Budgeted Equity Adjustment reflects an increase due to anticipated revenues in FY 2021.

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------------|---------------------|--------------------------|---------------------|---------------------|---------------------|
| Administration | 224,521 | 223,324 | 222,798 | 222,798 | 222,798 |
| Food Services | 181,549 | 187,356 | 181,669 | 193,561 | 194,381 |
| Record Retention | 793,786 | 824,621 | 808,901 | 833,584 | 835,288 |
| Mailroom | 1,100,954 | 1,441,612 | 1,173,376 | 1,179,776 | 1,180,222 |
| Motor Pool | 8,724,597 | 10,015,695 | 9,897,591 | 9,693,972 | 9,693,972 |
| Total Expenditures | \$11,025,408 | \$12,692,608 | \$12,284,335 | \$12,123,691 | \$12,126,661 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------|----------------|----------------|----------------|
| Administration | 2 | 2 | 2 |
| Mailroom | 8 | 8 | 8 |
| Motor Pool | 16 | 16 | 16 |
| Record Retention | 8 | 8 | 8 |
| Total Personnel | 34 | 34 | 34 |

- Administration - Comprised of a manager and secretary. Under general direction from the Director of Central Services, the manager is responsible for the daily operations of the Support Services divisions. Additionally the manager represents Oakland County as an alternate on the Southeast Michigan Council of Governments (SEMCOG) Transportation Authority (TAC).
- Food Services - Oversees the third party contract for operation of the cafeteria located in the Oakland County Courthouse. The cafeteria operation was privatized several years ago however, the County owns and maintains a majority of the equipment in this facility and pays the building space rental. The County also contracts with a third party for vending machine service in county buildings. The county receives commissions from the vending sales, of approximately \$32,000 annually. The manager of Support Services is the contract administrator for these contracts.
- Record Retention - Is the custodian of county records. Stores and maintains County records as required by law. Departments' record retention guidelines and destruction schedules are reviewed with the State of Michigan. Stored documents are retrieved on a daily basis for the public and county departments, including Circuit Court judges.

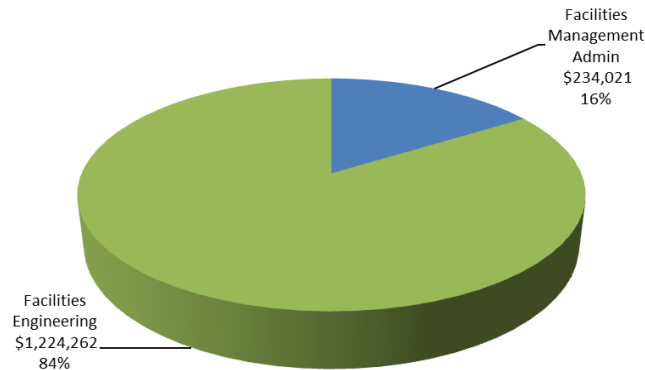
| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|------------------------|---------------|---------------|---------------|---------------|
| Boxed Records Stored | 35,368 | 35,716 | 34,969 | 34,746 |
| Rolls of Microfilm | 49,285 | 50,310 | 51,214 | 51,466 |
| Drawers of Microfiche | 250 | 261 | 273 | 280 |
| Open Shelf Files | 657,872 | 554,477 | 588,930 | 563,215 |
| Number of Transactions | 91,198 | 86,371 | 77,892 | 77,892 |

- Mailroom - Is the central point for all incoming and outgoing County mail. The primary operation consists of picking up approximately 12,000 pieces of mail from the U.S. Post Office and sorting for delivery to County departments. Each piece of incoming mail is screened through an x-ray machine for suspicious materials before the mail is sorted and delivered to county departments in an effort to provide additional safeguards for all County employees. Inter-county mail (approximately 10,000 pieces daily) is also sorted and delivered with the daily mail. The Mailroom staff meters and automates outgoing mail in an effort to receive the maximum postal discounts allowed through the United States Post Office. This automation process saves county departments over \$200,000 annually in postage costs. The mailroom processes 2.4 million pieces of mail annually. This includes both daily and special mailings for other governmental agencies.
- Vehicle Operations - Provides, maintains, repairs and installs specialized equipment in County vehicles. Operates under a separate working capital program that purchases and leases both new and used vehicles, as well as a central garage facility. Builds patrol cars for the Oakland County Sheriff's Office and local agencies. In FY 2018, the County fleet was increased by 11 vehicles while the Sheriff's Office fleet increased by 9 vehicles.

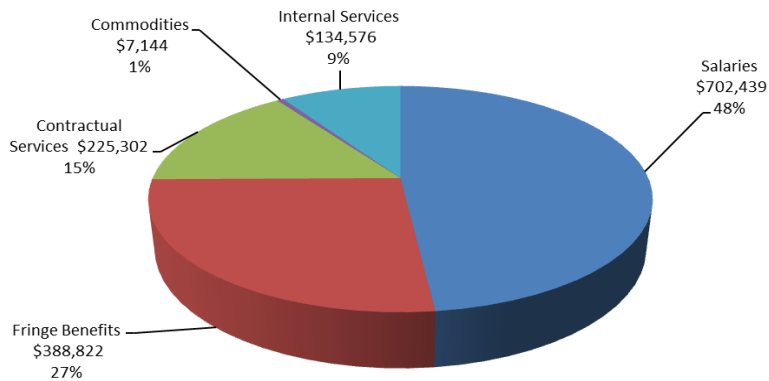
Oakland County Vehicle Operations is a General Motors warranty certified facility. Therefore, warranty repairs performed in-house on General Motors products are reimbursed by the manufacturer. Other warranty repair work, transmissions, and heavy engine jobs are taken to local dealers. All collision and glass repairs have been privatized and are performed by outside vendors.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Number of Vehicles | 822 | 862 | 858 | 870 |
| Miles Driven | 10.3 million | 10.7 million | 10.8 million | 10.8 million |
| Mechanics | 9 | 9 | 9 | 9 |

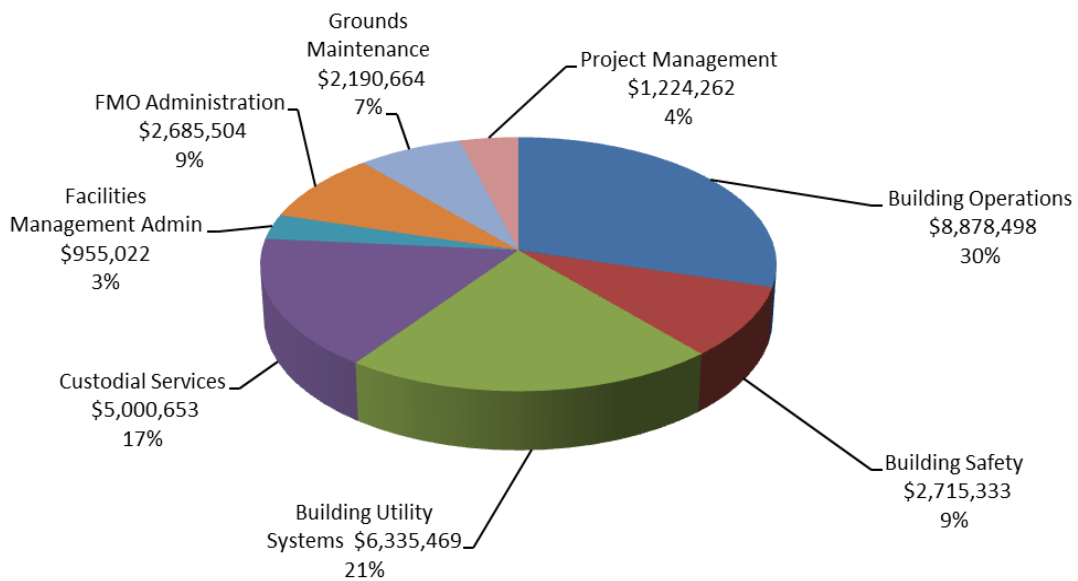
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Summary

The Facilities Management Department plans, designs, constructs, renovates, operates, maintains, repairs, acquires/leases, and secures the facilities and grounds owned and maintained by the Oakland County General Fund.

Its overarching mandate is to comply with and operate within the spirit of Public Act 139, Sections 8 and 13 which state that, "...the appointed Manager or County Executive shall submit to the board a proposed long-range capital improvement program and capital budget," and that, "The department...shall...plan for, assign, manage and maintain all county building space...[and] shall...perform general engineering, construction, and maintenance functions for all County departments..."

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Facilities Management Admin | 215,936 | 230,708 | 234,021 | 234,447 | 234,476 |
| Facilities Engineering | 1,042,464 | 1,173,152 | 1,224,262 | 1,187,384 | 1,187,496 |
| Total Expenditures | \$1,258,400 | \$1,403,860 | \$1,458,283 | \$1,421,831 | \$1,421,972 |

Current Issues

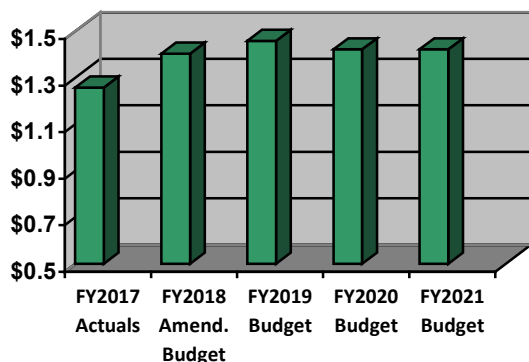
Given the Department's staffing level and its Public Act 139 mandate, Facilities Management must:

- Continuously optimize costs per square foot and building space rates.
- Optimize the balance between employee performance and outsourcing.
- Optimize the balance between the lifecycles of equipment, the cost of equipment maintenance, and the risk of breakdowns.
- Optimize the balance between building improvements, public service levels, and budget constraints.
- Manage increasing workload with stable staff and budget levels.

Department Goals

- Provide, in a cost effective and quality manner, a safe and comfortable environment for the efficient operation of business for both County employees and the public they serve.
- Evaluate and improve the cost effectiveness of operations.
- Improve service responsiveness.
- Leverage private sector services and expertise consistent with the above goals.
- Provide staff training and ensure compliance with the numerous building codes, insurance requirements, Employee Right-To-Know laws, the Michigan Occupation Health and Safety Act, hazardous materials storage and disposal laws, medical waste disposal regulations, Americans with Disabilities Act (ADA), Occupational Safety & Health Administration (OSHA) requirements, Indoor Clean Air Act, asbestos awareness, building control technology, and other legislation impacting facilities and grounds.
- Pursue energy efficient solutions when cost effective.

Department Expenditures (\$ in millions)



Summary of Major Program Changes

Revenues – General Fund

No revenues are anticipated in FY 2019 – FY 2021.

Expenditures

Controllable Personnel for FY 2019 includes a 2% salary increase. Controllable Personnel also includes a Fringe Benefit rate reduction. Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; FY 2019 building rates have been adjusted in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2019 – FY 2021 building rates are based on a full cost recovery for maintenance and operations. Contractual Services reflect an increase of \$500 primarily for Travel and Conference due to an increased need for employee training which is partially offset by a decrease in Licenses and Permits due to the outsourcing of Nuclear Gauge testing to specific projects. Commodities reflect a decrease of (\$5,967) primarily for Expendable Equipment due to a one-time purchase of replacement furniture. Internal Services reflect an increase of \$51,389 primarily for Info Tech Operations which is partially offset by a decrease in Maintenance Dept. Charges as the appropriation for this line item is budgeted in Non-Departmental and transferred as needed per the General Appropriations Act.

Division Summary

Administration oversees the departmental budget, Capital Improvement Program, and sets strategic goals for the Facilities Maintenance & Operations Division and Facilities Planning & Engineering Division. It is responsible for long-range planning and ensuring that the Capital Improvement Program is implemented as approved. In addition, Administration negotiates and administers lease agreements for the 52nd District Courts and other office / storage spaces for County departments. It also manages the purchase/sale of off-site buildings and property.

| Division Expenditure (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------------|------------------|-----------------------|------------------|------------------|------------------|
| Facilities Management Admin | 215,936 | 230,708 | 234,021 | 234,447 | 234,476 |
| Total Expenditure | \$215,936 | \$230,708 | \$234,021 | \$234,447 | \$234,476 |

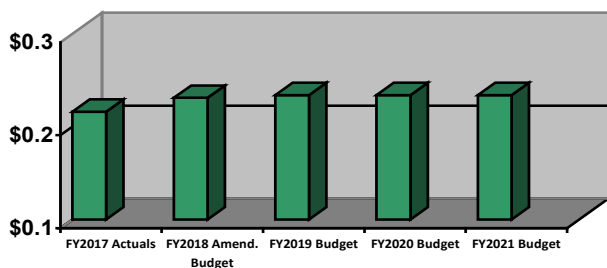
Division Goals

- To continuously ensure that all facilities and grounds are operated on behalf of the County Executive in accordance with the highest standards and best practices within the constraints of available resources.
- To support a safe, secure, effective, and professional physical environment for the employees and citizens of Oakland County.

Note the following trends:

- The Capital Improvement Program is expanding rapidly while staffing levels remain stable.
- The worrisome occurrences of active shooter events and other life-threatening incidents around the country has been responded to by enhancing campus security.
- The increase in Michigan economic activity has increased contractor and material costs.

Department Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|------------------|-----------------------|------------------|------------------|------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 135,686 | 139,744 | 142,540 | 142,540 | 142,540 |
| Fringe Benefits | 67,827 | 73,929 | 71,049 | 71,049 | 71,049 |
| Contractual Services | 1,438 | 5,077 | 5,077 | 5,077 | 5,077 |
| Commodities | 168 | 687 | 687 | 687 | 687 |
| Internal Services | 10,818 | 11,271 | 14,668 | 15,094 | 15,123 |
| Total GF/GP Expenditures | \$215,936 | \$230,708 | \$234,021 | \$234,447 | \$234,476 |
| Other Funds | | | | | |
| Internal Service Funds | | | | | |
| Facilities Maint Operations | 178,315 | 2,223 | 2,417 | 2,417 | 2,417 |
| Employee Benefits* | 2,404 | 4,000 | 4,000 | 4,000 | 4,000 |
| Total Other Funds | \$180,718 | \$6,223 | \$6,417 | \$6,417 | \$6,417 |
| Total Expenditures | \$396,654 | \$236,931 | \$240,438 | \$240,864 | \$240,893 |

*Employee In-Service Training funded by Fringe Benefit Fund

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|-------------------|--------------------------|-------------------|-------------------|-------------------|
| Administration | 217,693 | 230,708 | 234,021 | 234,447 | 234,476 |
| Technical Support | 2,030 | 0 | 0 | 0 | 0 |
| FM & O Administration | 329 | 0 | 0 | 0 | 0 |
| Building Operations | 165,984 | 2,223 | 2,417 | 2,417 | 2,417 |
| Grounds Maintenance | 4,497 | 0 | 0 | 0 | 0 |
| Project Management | 3,718 | 0 | 0 | 0 | 0 |
| Employee Benefits* | 2,404 | 4,000 | 4,000 | 4,000 | 4,000 |
| Total Expenditures | \$396,654 | \$236,931 | \$240,438 | \$240,864 | \$240,893 |

*Employee In-Service Training funded by Fringe Benefit Fund

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-----------------------------|-------------------|-------------------|-------------------|
| Facilities Management Admin | 2 | 2 | 2 |
| Total Personnel | 2 | 2 | 2 |

Facilities Management Administration Programs

- The Facilities Management Department plans, designs, constructs, renovates, operates, maintains, repairs, acquires/leases, and secures the facilities and grounds owned and maintained by the Oakland County General Fund. It oversees the activities of the Facilities Maintenance & Operations Division and the Facilities Planning & Engineering Division.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 YTD * |
|-----------------------------|------------------|------------------|------------------|-----------------|
| Cost per Square Foot (avg.) | \$11.27 | \$12.46 | \$12.76 | \$12.75 |
| Staff | 190 | 194 | 197 | 199 |
| Square Footage | 1,888,888 | 1,891,804 | 1,885,019 | 1,920,450 |
| Leased Square Footage | 80,616 | 80,616 | 110,957 | 122,212 |
| Sublet Repairs | \$4,753,770 | \$3,552,853 | \$3,364,197 | \$3,956,963 |

*As of August 15, 2018

Division Summary

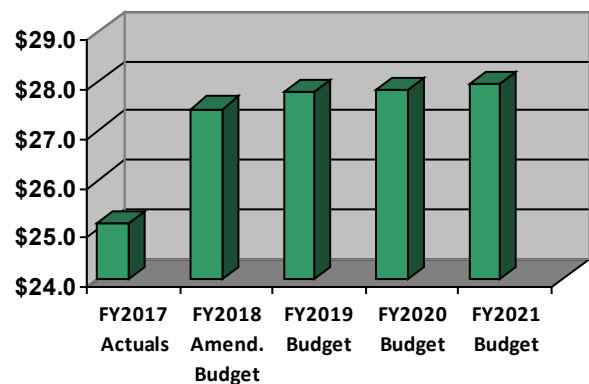
The Facilities Maintenance and Operations (FM&O) Division is responsible for energy management, minor alterations, maintenance of buildings and infrastructure, custodial services, grounds maintenance, steam plant operations, utilities management, and security administration for 50 County facilities with 1,922,091 square feet of floor space, 600 acres of grounds, 60 acres of parking lots, and more than 30 miles of utility lines and tunnels. FM&O supports the operations of approximately 95 County departments, divisions, and units, as well as several third-parties such as CMHA/RCC, the OCMCA, and MDOC Export Assistance.

| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose | | | | | |
| Total GF/GP Expenditures | \$0 | \$0 | \$0 | \$0 | \$0 |
| FM&O Fund | | | | | |
| Salaries | 7,624,222 | 8,149,528 | 8,402,708 | 8,483,426 | 8,564,952 |
| Fringe Benefits | 4,842,887 | 5,585,050 | 5,530,154 | 5,559,030 | 5,588,191 |
| Contractual Services | 9,407,600 | 10,977,995 | 10,822,211 | 10,857,700 | 10,859,057 |
| Commodities | 1,307,738 | 1,441,670 | 1,442,070 | 1,442,070 | 1,442,070 |
| Depreciation | 95,301 | 119,456 | 169,287 | 153,488 | 150,805 |
| Internal Services | 1,163,578 | 1,113,303 | 1,355,725 | 1,356,021 | 1,356,169 |
| Transfers Out | 672,539 | 64,018 | 81,549 | 0 | 0 |
| Total FM&O Fund | \$25,113,864 | \$27,451,020 | \$27,803,704 | \$27,851,735 | \$27,961,244 |
| Total Expenditures | \$25,113,864 | \$27,451,020 | \$27,803,704 | \$27,851,735 | \$27,961,244 |

Division Goals

- Provide, in a cost effective and quality manner, a safe and comfortable environment to conduct efficient County operations.
- Evaluate and improve the cost effectiveness of program operations.
- Continuously meet all existing and new local, state, and Federal guidelines for facility operations.
- Improve responsiveness in the provision of support services.
- Optimize staffing levels to meet demand.
- Maintain a stable, skilled workforce.

Department Expenditures (\$ in millions)



Summary of Major Program Changes

Facilities Maintenance and Operations Fund:

Revenues:

Charges for Services reflects an increase of \$357,419 due to increased Building Space Charge revenue from departments based on building space rates calculated by Facilities Maintenance & Operations to recover fund expenditures. Ext ISF Charges for Services reflects a decrease of (\$23,531) based on expected maintenance charge revenue received from External Other Revenue. An increase in Planned Use of Fund Balance of \$21,834 is the overall net impact of Building Space rate reductions to reduce funding to be more in line with Federal OMB Uniform Guidance Requirements

Expenditures:

Controllable Personnel for FY 2019 includes a 2% salary increase. Controllable Personnel also includes a Fringe Benefit rate reduction. Also included is the creation of one full-time Safety Dispatcher position; and one full-time Security Systems Specialist position. Contractual Services reflect a decrease of (\$154,634) due to an adjustment to Sublet Repairs based on anticipated costs to repair and maintain county buildings and offset the cost of increased Internal Service Fund recommendations. Commodities reflect an increase of \$400 due to Uniforms which are needed as a result of the overall positions changes. Depreciation reflects an increase of \$49,831 due to anticipated vehicle and equipment purchases in FY 2019. Internal Services reflect an increase of \$241,305 based on analysis of Internal Service Fund rates and costs with increases in Info Tech Operations and Info Tech Development. Transfers Out reflects an overall increase of \$17,531 for the purchase of a Half-Ton Truck, Cargo Van, and the addition of a Swap Loader Hook to an existing Truck in FY 2019. The increase is partially offset by a decrease of (\$64,018) for the purchase of two Cargo Vans and one Half-Ton Truck in FY 2018. FY 2020 – FY 2021 building rates are based on a full cost recovery for maintenance and operations.

| Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------|---------------------|--------------------------|---------------------|---------------------|---------------------|
| Administration | (50,930) | 0 | 0 | 0 | 0 |
| Technical Support | 57 | 0 | 0 | 0 | 0 |
| FM & O Administration | 2,638,639 | 2,414,477 | 2,685,504 | 2,692,181 | 2,698,925 |
| Building Operations | 8,535,212 | 9,124,167 | 8,876,081 | 8,871,059 | 8,913,544 |
| Building Utility Systems | 5,540,421 | 6,411,130 | 6,335,469 | 6,343,532 | 6,349,642 |
| Custodial Services | 4,333,367 | 4,901,382 | 5,000,653 | 5,028,740 | 5,057,106 |
| Grounds Maintenance | 1,970,526 | 2,053,553 | 2,190,664 | 2,183,998 | 2,192,740 |
| Building Safety | 1,508,897 | 2,546,311 | 2,715,333 | 2,732,225 | 2,749,287 |
| Project Management | 637,675 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$25,113,864 | \$27,451,020 | \$27,803,704 | \$27,851,735 | \$27,961,244 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--------------------------|-------------------|-------------------|-------------------|
| Building Operations | 54 | 54 | 54 |
| Building Safety | 27 | 27 | 27 |
| Building Utility Systems | 7 | 7 | 7 |
| Custodial Services | 57 | 57 | 57 |
| FM O Administration | 9 | 9 | 9 |
| Grounds Maintenance | 20 | 20 | 20 |
| Total Personnel | 174 | 174 | 174 |

Facilities Maintenance & Operations Programs

- Administration** - The Administration Unit oversees long and short-term planning, financial management, communications, computer applications, space allocation, personnel matters, operating procedures, technical support, purchasing, and clerical functions to support FM&O units. It strives to maintain continuity and standardization of operating procedures for operational units.
- Facilities and Architectural Maintenance** - Facilities and Architectural Maintenance have responsibility for the day-to-day operations, maintenance, repair, and alteration of the County’s structural, mechanical, electrical, and architectural infrastructure in all County-owned facilities. In addition to general office environments, the County also has several specialty environments such as a large computer operation center, Medical Examiners lab, kitchen services, Sheriff’s crime lab and gun range, and clinics.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 YTD * |
|----------------------------|------------------|------------------|------------------|-----------------|
| Completed service requests | 18,048 | 17,439 | 17,215 | 16,124 |

*As of August 15, 2018

- Building Safety** - The Building Safety Unit provides building security for 50 County facilities. The unit is responsible for inspections and alarm monitoring of fire, security, and equipment on a 24-hour, seven day-a-week basis. Nearly 13,000 alarm points at campus and off-campus County Executive buildings, Rochester Hills, and WRC facilities; 900 card access readers; and 1,500 CCTV cameras are monitored and maintained by the unit. A 24/7 control center receives calls for facility-related problems and alarms, and dispatches appropriate personnel. The Safety unit also handles the opening and closing of all County buildings daily along with the raising and lowering of all flags. Additionally, it handles/assesses safety issues; maintains emergency contact names, numbers, and locations; maintains the Facilities Management Emergency Response Plan; assists with emergency building drills; maintains identification (ID) badge scanners and the issuance of ID badges; conducts background checks of employees, contractors, volunteers, and interns working in County facilities.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 YTD * |
|-----------------------------|------------------|------------------|------------------|-----------------|
| Number of calls for service | 30,880 | 33,050 | 34,557 | 28,044 |

*As of August 15, 2018

- Building Utility Systems** - The Building Utility Systems Unit manages the purchase of, and cost accounting for gas, electric, steam, water, and sewer utility services to all County Executive buildings. It also oversees the maintenance of the campus distribution systems. Conservation efforts include improved efficiency of building HVAC, lighting, and equipment; and the rollout of the County's Energy Management Procedures.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 YTD * |
|----------------------|------------------|------------------|------------------|-----------------|
| Utility Cost | | | | |
| Electric | \$2,205,388 | \$2,258,096 | \$2,562,383 | \$2,729,492 |
| Gas | \$1,094,134 | \$917,503 | \$1,045,859 | \$1,527,507 |
| Water | \$946,857 | \$1,097,777 | \$1,062,997 | \$1,195,766 |

*As of August 15, 2018

- Custodial Services** - The Custodial Unit is responsible for providing custodial services to all County Executive departments and buildings, and administering waste management and recycling. Custodial services are provided by both County employees and contractors.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 YTD * |
|----------------------------|------------------|------------------|------------------|-----------------|
| Completed service requests | 504 | 398 | 395 | 378 |

*As of August 15, 2018

- Grounds Maintenance** - The Grounds Maintenance Unit oversees the landscape construction and maintenance on the Service Center and the County Executive's outlying facilities, including lawn and irrigation systems, snow and ice removal, on-site composting and brush / tree chipping, pest control, outdoor signage, and minor asphalt repairs.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 YTD * |
|----------------------------|------------------|------------------|------------------|-----------------|
| Completed service requests | 731 | 738 | 715 | 633 |

*As of August 15, 2018

- Central Heating** - The Central Heating Unit maintains the four high-pressure steam boilers and 1.3 miles of underground steam tunnels that provide heating, cooling, and hot water to 15 campus buildings 24/7, including the Courthouse and Law Enforcement Complex.

Division Summary

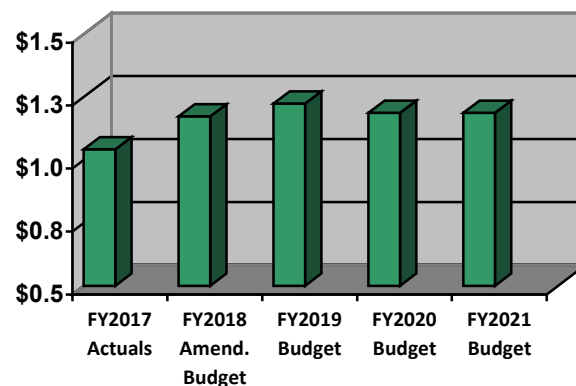
The Facilities Planning & Engineering (FPE) division is responsible for the project management of construction and renovation projects undertaken by County Executive departments. Its project management functions include cost estimating, planning, design, construction, inspection, and quality control. FPE is also responsible for design and coordination of furniture installation and move management services; roofing, road, parking lot, sidewalk, and utilities maintenance and replacements; building caulking, waterproofing, and masonry restoration; as well as building window replacements. In addition, FPE is responsible for technical support for FM&O; ten-year Capital Improvement Plan (CIP) development annually; periodic updates to the *Facility Management Buildings, Grounds, and Infrastructure Overview*; floor space allocation and assignment; management of 12,000 facility drawings and campus utility infrastructure records.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Facilities Engineering | 1,042,464 | 1,173,152 | 1,224,262 | 1,187,384 | 1,187,496 |
| Total Expenditures | \$1,042,464 | \$1,173,152 | \$1,224,262 | \$1,187,384 | \$1,187,496 |

Division Goals

- Work closely with operating departments to plan for and execute renovation and new construction projects.
- Plan for future County space requirements.
- Provide facility planning, approval, design, and construction management to ensure timely, high quality results within budget.
- Develop and execute the Capital Improvement Plan projects necessary for County operations on schedule and within budget.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 539,297 | 556,158 | 559,899 | 559,899 | 559,899 |
| Fringe Benefits | 288,632 | 309,619 | 317,773 | 317,773 | 317,773 |
| Contractual Services | 157,068 | 219,725 | 220,225 | 221,725 | 221,725 |
| Commodities | 5,346 | 12,424 | 6,457 | 6,457 | 6,457 |
| Internal Services | 52,121 | 75,226 | 119,908 | 81,530 | 81,642 |
| Total GF/GP Expenditures | \$1,042,464 | \$1,173,152 | \$1,224,262 | \$1,187,384 | \$1,187,496 |
| Other Funds | | | | | |
| Internal Service Funds | | | | | |
| Facilities Maint and Operation | 700,984 | 718,157 | 721,001 | 727,024 | 733,107 |
| Total Other Funds | \$700,984 | \$718,157 | \$721,001 | \$727,024 | \$733,107 |
| Total Expenditures | \$1,743,448 | \$1,891,309 | \$1,945,263 | \$1,914,408 | \$1,920,603 |

Facilities Planning & Engineering Programs

 ● **Project Management**

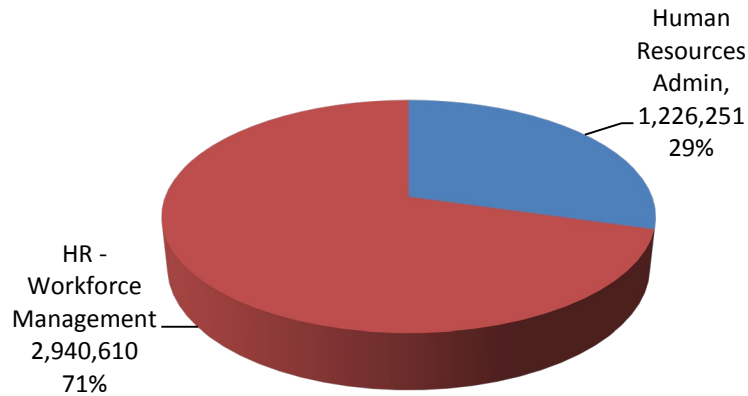
| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| General Judicial | 7,217 | 0 | 0 | 0 | 0 |
| Administration | 420 | 0 | 0 | 0 | 0 |
| Technical Support | 699,234 | 718,157 | 721,001 | 727,024 | 733,107 |
| FM & O Administration | 27 | 4,741 | 0 | 0 | 0 |
| Building Maintenance | 525 | 0 | 0 | 0 | 0 |
| General Services | 1,225 | 0 | 0 | 0 | 0 |
| Building Operations | 1,750 | 0 | 0 | 0 | 0 |
| Project Management | 1,034,801 | 1,168,411 | 1,224,262 | 1,187,384 | 1,187,496 |
| Total Expenditures | \$1,743,448 | \$1,891,309 | \$1,945,263 | \$1,914,408 | \$1,920,603 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-----------------------------|-------------------|-------------------|-------------------|
| Facilities Management Admin | 6 | 6 | 6 |
| Project Management | 7 | 7 | 7 |
| Total Personnel | 13 | 13 | 13 |

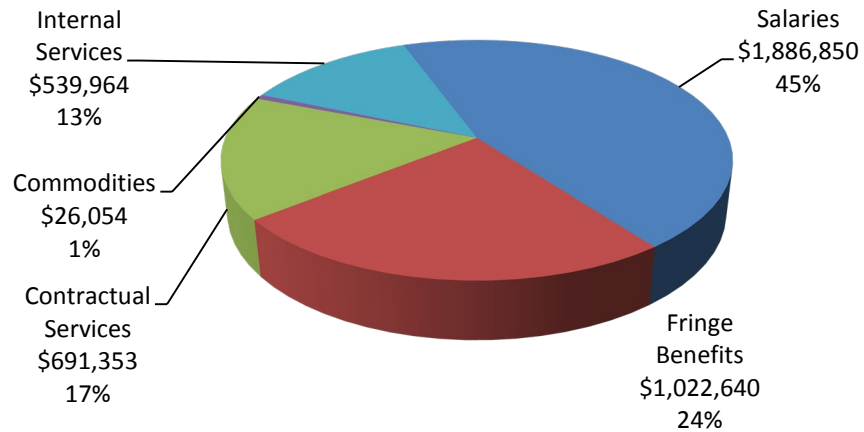
| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 YTD * |
|------------------------------|------------------|------------------|------------------|------------------|-----------------|
| Number of CIP projects | 27 | 33 | 121 | 125 | 122 |
| CIP Budget (five-year total) | \$11,060,000 | \$15,067,000 | \$47,701,000 | \$38,187,000 | \$38,976,000 |
| Professional Services Budget | \$51,831 | \$180,694 | \$305,737 | \$143,055 | \$200,000 |

*As of August 15, 2018

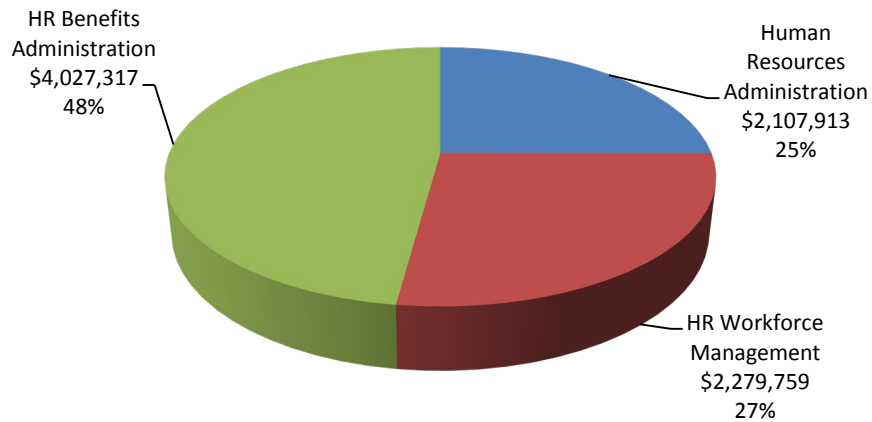
Budget Distribution by Division



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Summary

The mission of the Human Resources Department is to provide leadership and work in partnership with offices and departments throughout county government to promote managerial and workforce excellence while fostering an understanding and observance of regulatory requirements.

The Human Resources Department, as mandated by Public Act 139, “directs the performance of all personnel and employee and labor relations functions for the county.” In the execution of this mandate, the Human Resources Director (Administration Division) is responsible for a full range of human resource management services including employee and labor relations, merit system administration, equal employment opportunity, recruitment, selection, employee records, human resources information system (HRIS), compensation, classifications, employee benefits, retirement, wellness, employee recognition as well as employee training and development.

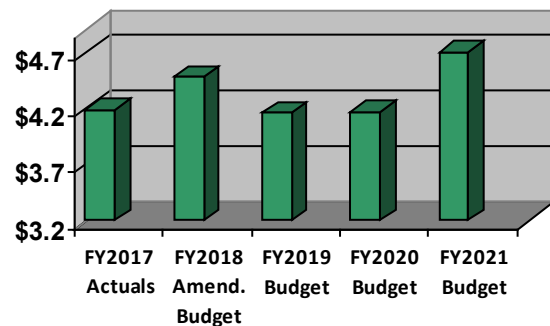
The Human Resources Director is also responsible for the department budget and serves as the County Executive’s liaison to the Board of Commissioners’ Human Resources Committee.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Human Resources Administration | 909,599 | 1,412,254 | 1,226,251 | 1,228,583 | 1,228,744 |
| HR - Workforce Management | 2,883,369 | 3,075,107 | 2,940,610 | 2,947,942 | 3,482,082 |
| HR - Benefits Administration | 401,720 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$4,194,687 | \$4,487,361 | \$4,166,861 | \$4,176,525 | \$4,710,826 |

Current Issues

- The unemployment rate is at its lowest point since 2006. In addition, labor trends show that there are not enough qualified workers to fill vacancies created by retiring baby boomers and labor participation is trending downward. The County must focus on maintaining a competitive compensation and benefits package to recruit and retain a qualified workforce.
- The County retained a consultant to lead a diverse group of County employees in gathering recommendations on how best to recruit and retain staff.
- The County analyzed population trends to make predictions on the employable workforce available in the area now and into the future. The population and employable workforce has changed since the economic downturn and will work to ensure a diverse workforce that is representative of the citizens it serves.
- The County engaged a consultant to study its compensation and classification system for non-represented employees. The outcome of this study is to position the County to be competitive in the labor market.
- Offering a competitive benefits package remains a critical component to the County’s overall total compensation package while keeping costs in line with a balanced budget.
- Succession planning will continue to be critical as County employees continue to exit the workforce due to retirements or voluntary turnover. The Human Resources Department will continue to work with departments on creating awareness, identifying successors and providing appropriate training.

• Department Expenditures (\$ in millions)



Current Issues (Continued)

- Research shows that one of the main reasons an employee stays with or leaves an organization is due to the effectiveness of their supervisors. The Human Resources Department continues to educate and support the County's supervisory level workforce by providing direction and assessing/improving training opportunities for all County employees as needed.
- A social media and branding campaign is underway to improve the County's image as a cutting edge, tech savvy organization, highlighting the positive aspects of working for Oakland County with the goal of making the County an employer of choice.
- Human Resources have been involved in the selection of a vendor and implementation consultant for a new HRIS and Financial system.
- The Federal Patient Protection and Affordable Care Act (PPACA) and recent changes in states legislation regarding public sector employee benefits have created challenges in the health care arena. The Human Resources Department continues to review and analyze benefit plan provisions and competitively bid its various health care components to ensure competitive pricing. The Human Resources Department also keeps abreast of evolving legislative requirements to ensure compliance. The Department plans to continue evaluating health care options on an ongoing basis.

Department Goals

- Support Department Directors and Elected Officials in meeting their staffing needs through succession planning, staffing projections, training and other strategic approaches.
- Completion of a new compensation and classification administration plan to ensure competitiveness in the labor market.
- Conduct a County-wide job fair for Oakland County employees to explore internal career options in other Department/Elected Official areas.
- Encourage the use of interns, tuition reimbursement, computer-based training, etc., to increase the number of qualified employees to fill anticipated vacancies.
- Continue to provide training and employee development initiatives in conjunction with department and employee needs to provide the best value to employees and Oakland County.
- Complete a needs assessment of management and supervisory training in conjunction with County leaders to assess training needs.
- Design new courses and update current courses to provide comprehensive leadership development training.
- Competitively bid dental coverage, employee life and disability insurance coverage, benefit consulting service, flexible spending account administration service, employee assistance program contract and the childcare center administration contract.
- Continue to work with the Oakland County Retirement Board in administering the Defined Benefit (DB) Retirement plan, Defined Contribution 401(a) plan, Deferred Compensation 457(b) plan, PTNE 457(b) plan and Retirement Health Savings (RHS) plan.
- Continue to enhance employee Wellness Program offerings.
- Continue to brand the County and increase its social media presence.
- Implement the new HRIS, Workday, throughout all affected Human Resources operating units.
- Continue to implement enhancements to the employee applicant system and implement a new hire on-boarding process.
- Monitor research on demographics and hiring trends to maintain and improve upon a diverse workforce.
- Create a support group for County-wide supervisors to educate and share experiences to encourage continued growth and enhance performance. A team of Human Resources Department representatives will continue to meet with various Departments and Elected Officials to address their specific needs and questions regarding appropriate supervisory practices.
- Complete negotiations with all bargaining units when contracts open through FY 2021.

Summary of Major Program Changes

Revenue

No changes for FY 2019 – FY 2021.

Expenditures

Controllable Personnel for FY 2019 includes a 2% salary increase and associated fringe benefits. Salary and Fringe benefit changes include the deletion of one Part-Time Summer Business Assistant, one Full-Time Supervisor, one Technical Assistant and one College Intern. Also includes the creation of one Full-Time Employee Records Specialist and one Recruitment Supervisor. One Graphic Artist position will be created with 80% funding coming from Fringe Benefit Fund and 20% funding coming from the General Fund. Also, Salaries and Fringe Benefits changes include the deletion of one Summer Business Assistant and creation of one Project Advisor. Contractual Services overall decreases primarily due to Professional Services which is a result of a one-time carry forward appropriation in FY 2018. The overall Internal Services decrease is due to rate and usage adjustments for various line items such as Info Tech Operations, Info Tech Managed Print Services, and Equipment Rental. Info Tech Development and Maintenance Department Charges also decreased as the appropriations for these areas are budgeted in a Non-Departmental account and transferred to departments as needed per the General Appropriation Act. Building Space Cost Allocation decreased as Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; the building rates were adjusted in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2020 – FY 2021 building rates are based on a full cost recovery for building maintenance and operations.

Division Description

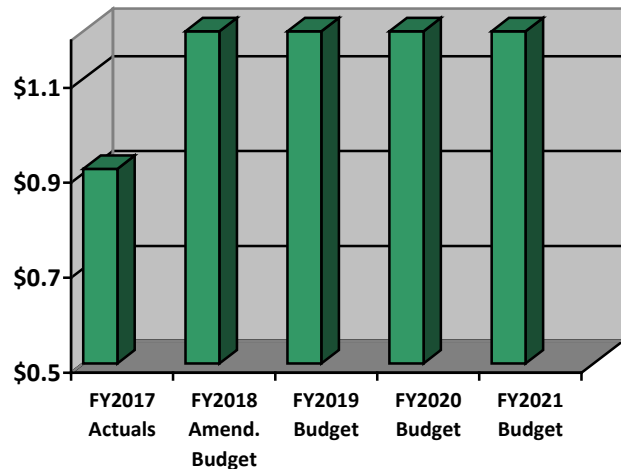
The Human Resources Administration Division is responsible for the administration of all units within the Human Resources department. The Administration Division ensures adherence to applicable Merit System Rules and federal and state laws and regulations, works with division managers to develop and monitor the HR Department budget, and ensures the provision of adequate resources to accomplish the department's functions. The Administration Division includes the Employee and Labor Relations/Equal Employment Opportunity (EEO) unit.

| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|------------------|-----------------------|--------------------|--------------------|--------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 468,660 | 589,216 | 545,260 | 545,260 | 545,260 |
| Fringe Benefits | 218,534 | 328,879 | 266,965 | 266,965 | 266,965 |
| Contractual Services | 130,831 | 393,065 | 328,186 | 328,186 | 328,186 |
| Commodities | 8,751 | 14,557 | 14,557 | 14,557 | 14,557 |
| Internal Services | 82,821 | 86,537 | 71,283 | 73,615 | 73,776 |
| Total GF/GP Expenditures | \$909,599 | \$1,412,254 | \$1,226,251 | \$1,228,583 | \$1,228,744 |
| Total Other Funds | | | | | |
| Total Expenditures | \$909,599 | \$1,412,254 | \$1,226,251 | \$1,228,583 | \$1,228,744 |

Division Goals

- Responsible for negotiating collective bargaining agreements with eight bargaining units.
- Remain current on any labor law changes that may impact the county and its employees as well as administering the Merit System Rules and collective bargaining unit agreements.
- Keep abreast of all new labor laws and assist in the training of managers and supervisors as needed.
- Maintain the county's EEO efforts by encouraging fair and inclusive labor practices and address employee complaints.
- Maintain the county's Employee Assistance Program by educating administration and supervisors of this benefit and making formal referrals on behalf of all departments.

Division Expenditures (\$ in millions)



| Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------------|------------------|-----------------------|--------------------|--------------------|--------------------|
| Administration | 489,054 | 426,785 | 496,405 | 497,347 | 497,412 |
| HR Labor Relations | 420,545 | 813,219 | 729,846 | 731,236 | 731,332 |
| Compensation Classifications | 0 | 172,250 | 0 | 0 | 0 |
| Total Expenditures | \$909,599 | \$1,412,254 | \$1,226,251 | \$1,228,583 | \$1,228,744 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------|----------------|----------------|----------------|
| Administration | 2 | 2 | 2 |
| Labor Relations | 5 | 5 | 5 |
| Total Personnel | 7 | 7 | 7 |

Human Resources – Administration Programs

- **Administration** – Responsible for overseeing the administration of all units within the human resources department and is an advisor to the County Executive.
- **Employee and Labor Relations/EEO** - Responsible for all aspects of employee and labor relations including negotiations, arbitrations, grievances, special conferences, as well as participation in matters brought before Michigan Employment Relations Commissions (e.g., unfair labor practice charges, unit clarification hearings, representation elections, etc.). Conducts pre-termination and pre-suspension hearings as required by U.S. Supreme Court Case *Loudermill v Cleveland Board of Education*, receives appeals of discipline and coordinates and assists the Personnel Appeal Board at all hearings. Provides information to management and employees related to Merit System Rule interpretation and general labor laws pertaining to county employment. Consults with and advises management regarding disciplinary actions to ensure uniformity and compliance with Merit System Rules. Coordinates placement of employees during curtailment of work or lack of funds separations as well as coordinates recall process in accordance with Merit System Rules and/or collective bargaining agreements. Assists county department management in utilizing the county’s employee assistance program administered through an outside vendor.
- The Equal Employment Opportunity program investigates and makes determinations on accommodation requests of employees/applicants; investigates internal EEO complaints and assists Corporation Counsel or other attorneys, as requested, related to formal EEO complaints. In addition, the Equal Employment Opportunity program participates as subject matter experts during county training related to employee and labor relations matters and laws and regulations.

| Employee & Labor Relations Performance Measures | FY2015 Actual | FY 2016 Actual | FY2017 Actual | FY 2018 Actual |
|--|------------------|-------------------|------------------|-------------------|
| Began Negotiations on New Contracts/ Wage and Benefit Re-openers | 3 | 44 | 10 | 49 |
| Labor Agreements Completed | - | 6 | 2 | 7 |
| Grievances Processed and Responded to | 8 | 6 | 5 | - |
| Special Conferences | 14 | 7 | 9 | 12 |
| Arbitrations | 1 | 3 | 2 | 1 |
| Number of Arbitration hearing dates | - | - | 1 | - |
| 312 Arbitration dates | - | - | - | - |
| Unfair Labor Practices filed | - | - | 2 | - |
| Unfair Labor Practice hearing dates at Michigan Employment Relations Commission | - | - | - | - |
| Disciplinary Action Hearings | | | | |
| Pre-termination Hearings Conducted | 14 | 22 | 20 | 13 |
| Pre-suspension Hearings Conducted | 8 | 9 | 12 | 14 |
| Disciplinary Action Appeals processed | 16 | 8 | 11 | 8 |
| Appeal Board hearings | 4 | 2 | 2 | 1 |
| Personnel Appeal Board Hearings Resolved | 6 | 3 | 9 | 6 |
| Participated in Employee Training | 40 | 35 | 37 | 30 |
| Internal ADA Accommodation Requests Processed | 7 | 8 | 15 | 12 |
| Internal EEO Complaints Investigated | 4 | 9 | 14 | 17 |

Division Description

The Human Resources Workforce Management Division administers the Oakland County Merit System’s Human Resources within recruitment, selection, onboarding, compensation, classifications, workforce planning, employee records, human resources information system (HRIS) as well as employee training and development.

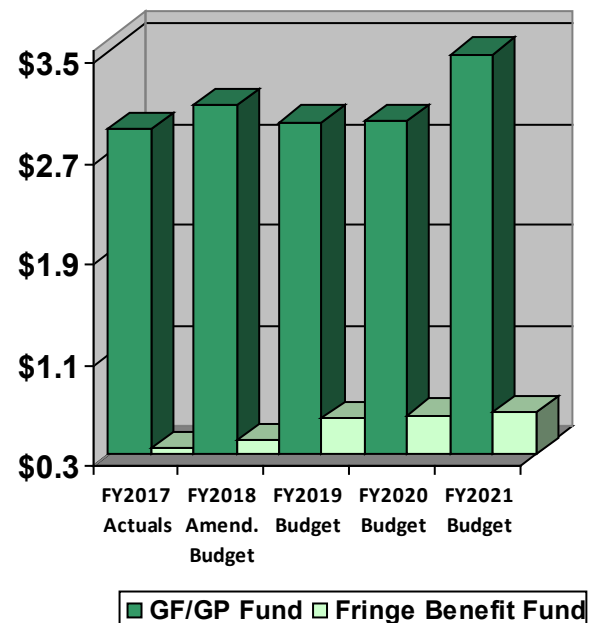
| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 1,228,633 | 1,130,538 | 1,341,590 | 1,341,590 | 1,341,590 |
| Fringe Benefits | 607,213 | 667,149 | 755,675 | 755,675 | 755,675 |
| Contractual Services | 266,462 | 538,538 | 363,167 | 363,167 | 363,167 |
| Commodities | 10,383 | 11,497 | 11,497 | 11,497 | 11,497 |
| Internal Services | 770,678 | 727,385 | 468,681 | 476,013 | 1,010,153 |
| Total GF/GP Expenditures | \$2,883,369 | \$3,075,107 | \$2,940,610 | \$2,947,942 | \$3,482,082 |
| <u>Other Funds</u> | | | | | |
| Fringe Benefits* | 350,954 | 408,900 | 589,114 | 611,982 | 628,634 |
| Total Other Funds | \$350,954 | \$408,900 | \$589,114 | \$611,982 | \$628,634 |
| Total Expenditures | \$3,234,323 | \$3,484,007 | \$3,529,724 | \$3,559,924 | \$4,110,716 |

*Staff expenditure funded by Fringe Benefit Fund

Division Goals

- Assist county departments in meeting their staffing needs pursuant to the Merit System Rules, working to determine cost effective ways to fill positions and streamline departmental personnel needs while providing service to the public.
- Oversee the preparation of Board of Commissioners resolutions that impact personnel (position additions/deletions or grant acceptances).
- Review division procedures to determine more efficient ways to perform tasks.
- Continue to modify, maintain and upgrade the applicant tracking system to ensure best practices and efficiencies along with ease of use for applicants.
- On-going development of the county’s social media campaign and branding efforts for recruitment and retention efforts.
- Survey classifications to ensure that county salaries remain competitive to attract and retain a qualified workforce.
- Maintain the scanning program of scanned personnel files ensuring all files are processed in a timely, organized manner.
- Keep abreast of relevant employment law changes impacting the Family and Medical Leave Act (FMLA), Equal Employment Opportunity Commission (EEOC) guidance and clarification, Americans with Disabilities Act (ADA) accommodation for applicant testing, personnel files, etc. Prepare EEO reports required by law.
- Maintain a variety of employee training and development opportunities on relevant topics.
- Continue to monitor and assess training offered to ensure courses are updated and meet department/employee needs.

Division Expenditures (\$ in millions)



| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| General Judicial Administration | 118 | 0 | 0 | 0 | 0 |
| HR Labor Relations | 701,702 | 739,830 | 660,851 | 668,183 | 1,202,323 |
| Compensation Classifications | 0 | 1,680 | 0 | 0 | 0 |
| Recruitment | 525,783 | 634,979 | 524,942 | 524,942 | 524,942 |
| HRIS Employee Records | 1,133,263 | 1,135,663 | 1,176,747 | 1,176,747 | 1,176,747 |
| Training and Development* | 505,852 | 545,319 | 578,070 | 578,070 | 578,070 |
| | 367,604 | 426,536 | 589,114 | 611,982 | 628,634 |
| Total Expenditures | \$3,234,323 | \$3,484,007 | \$3,529,724 | \$3,559,924 | \$4,110,716 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--------------------------------|----------------|----------------|----------------|
| Compensation Classifications | 5 | 5 | 5 |
| HR Compensation and Benefits | 6 | 6 | 6 |
| HRIS Employee Records | 7 | 7 | 7 |
| Human Resources Administration | 2 | 2 | 2 |
| Staffing | 8 | 8 | 8 |
| Total Personnel | 28 | 28 | 28 |

*Staff expenditure funded by Fringe Benefit Fund

Workforce Management Programs

- **Workforce Management Administration** - Responsible for managing the employees and programs within the areas of recruitment, selection, onboarding, compensation, classifications, workforce planning, employee records, HRIS and employee training and development. Adheres to the Oakland County Merit System Rules for all processes. Develops and monitors the division's budget.
- **Recruitment** – Responsible for recruitment efforts to staff the entire Oakland County non-elected/appointed workforce and is a resource for all county departments, current county employees and applicants in all areas of recruitment and workforce planning in accordance with the Oakland County Merit System. Administers the employment application process including testing and appointments as defined by the Merit System Resolution and rules (verifying applicant credentials, pre-employment background checks and coordinating employment physicals). Proactively works to ensure a diverse, qualified applicant pool that reflects the population in Oakland County by communicating our open competitive examinations through a variety of mediums including extensive community mailing lists, newspaper/Internet advertisements, professional organizations, colleges/universities, high schools, etc. Ensures compliance with local, state, and federal mandates for testing and hiring procedures. Assists hiring departments in making selection and placement decisions; provides career counseling and transfer/re-employment opportunities for current county employees pursuant to the Merit System Rules. Maintains and updates the internet applicant system and designs and administers the Human Resources social media campaign to attract applicants and brand Oakland County as an employer of choice. Conducts exit interviews and analyzes the information obtained to identify strengths and weaknesses within the county workforce. Administers the clerical pool program for Oakland county departments to utilize part-time non-eligible employees for short-term staffing needs.

Objectives

- Continue to ensure the employment process results in the selection of qualified diverse candidates for hire and promotion using the most cost efficient and effective means possible while complying with Merit System Rules, related laws, test validation standards and diversity initiatives.
- Review recruitment activity outcomes to determine effectiveness and define future recruiting strategy.
- Continue to improve the social media campaign and branding efforts to ensure the county is an employer of choice.

Objectives (Continued)

- Continue to attend job fairs that promote the county to diverse populations and attract the most qualified applicants especially for positions where there is a shortage of qualified candidates.
- Continue to attend job fairs that promote the county to diverse populations and attract the most qualified applicants especially for positions where there is a shortage of qualified candidates.
- Maintain the county's paperless employment application and paperless certified eligible list processes.
- Continue to implement technology initiatives and plan for future upgrades and workflow improvements.
- Continue to conduct and analyze the county's exit interview process to allow separated employees a chance to present information regarding their county experience and use the information to implement improvements where applicable.
- Compile and submit Equal Employment Opportunity reports by the deadline required per Federal law for reporting and grant acceptances.

Recruitment Statistics

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|--|------------------|------------------|------------------|------------------|
| Jobs Posted (Formerly Exams Opened) | 191 | 174 | 175 | 201 |
| Applications Screened and Processed (total) | 15,216 | 21,112 | 20,519 | 20,284 |
| Applicants Tested | 5,048 | 6,865 | 7,156 | 5,689 |
| Eligible Lists Certified | 154 | 141 | 122 | 83 |
| Employee Physicals Facilitated | 1,104 | 1,327 | 1,337 | 908 |
| Transfer, Re-employment & Career Counseling Sessions | 108 | 37 | 39 | 28 |
| Job Fairs Attended | 11 | 16 | 17 | 16 |
| Exit Interviews Completed by Separated Employees | 69 | 52 | 65 | 68 |
| Internet Hits to HR Job Link | 333,184 | 514,314 | 307,469 | 330,374 |

- **Compensation and Classifications** – Responsible for administering Oakland County's salary administration and classification plan as mandated by Merit System rules. Conducts classification reviews to determine appropriate job classification and salary ranges; maintaining accurate job descriptions and minimum qualifications for all county classifications; determining ADA requirements and Fair Labor Standards Act (FLSA) designation for all classifications. Conducts and participates in salary surveys ensuring that Oakland County salaries are competitive with the labor market and properly aligned for internal equity. Prepares recommendations, resolutions, and supporting documentation for the Board of Commissioners for position additions/deletions, grant acceptances, interlocal contract agreements and Countywide department reorganizations. Coordinates the annual county budget process as it relates to position, salary and grant applications/acceptances with personnel implication, and provides information and recommendations to the County Executive regarding fiscal year department personnel budget requests. Prepares and maintains all county department organizational charts, ensuring an accurate representation of the total number of positions budgeted.

Objectives

- Analyze and process timely review, assessment and response to requests for grant reviews, interlocal contract agreements, job audits, salary grade reviews and departmental reorganizations.
- Following County Executive and Board of Commissioners deadlines, conduct timely review, analysis, and recommendations pertaining to countywide fiscal year budget requests as well as periodic requests related to position creations/deletions, reclassifications, salary levels, reorganizations and transfers.
- Prepare and review of miscellaneous resolutions and supporting documentation for presentation to the Board of Commissioners.
- Monitor labor market trends and conduct salary surveys to ensure the County remains competitive in the labor market to retain and attract a qualified workforce.
- Ensure internal equity regarding salaries and classification levels.
- Generate and provide relevant survey data to support salary and classification determinations for job classifications that fall within and outside of the county's salary administration plan.

Objectives (Continued)

- Maintain and update job descriptions for all County classifications covered under the Merit System, including essential functions and ADA requirements.
- Determine FLSA exempt/non-exempt status.
- Maintain the county's department organizational charts.

Compensation and Classification Statistics

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|--|------------------|------------------|------------------|------------------|
| Job Audits and Classification Determinations | 23 | 20 | 14 | 3 |
| Completed Salary Grade Reviews | 27 | 30 | 13* | * |
| Resolution Agenda Items Prepared | 36 | 58 | 45 | 36 |
| Job Descriptions Finalized (created/revised) | 75 | 53 | 141 | 119 |

* Salary Grade Reviews were suspended via Miscellaneous Resolution #18003, pending the outcome of the Countywide Compensation & Classification Study.

- **Employee Records & Human Resources Information System (HRIS)** - Responsible for processing transactions for all County employees in accordance with Merit System Rules and collective bargaining agreements. Maintain employee records in compliance with federal and state laws including the Bullard-Plawecki Employee Right to Know Act of 1978 and the Family and Medical Leave Act of 1993. Process salary and position changes authorized by miscellaneous resolutions, Personnel Appeal Board decisions and collective bargaining agreements. Maintain and publish quarterly updates to the County's salary schedule. Provide applicable information for requests from subpoenas, Freedom of Information Act (FOIA) requests, verifications of employment, and other requests for information regarding employee records. Develop, implement, and maintain the HRIS to process employee, position, salary, and classification changes and provide reports for employee related statistical data. Responsible for maintaining position management, which interfaces with the time and labor and financial system, including approving and tracking department requests for emergency salaries, ensuring that the request falls within the guidelines for usage.

Objectives

- Process all employee transactions, classifications, salary, and position changes accurately and efficiently.
- Maintain the confidentiality of employee files and employee records in accordance with merit system rules, along with federal and state laws.
- Provide training to department liaisons and management employees to assist them in accurately completing personnel transactions in accordance with merit system rules and federal and state laws.
- Upgrade the HRIS from PeopleSoft to Workday (software as a service which allows consistency and uniformity using modern Cloud and web technologies as well as robust security features).
- Review, approve, and monitor requests and expenditures related to temporary staffing needs (Emergency Salary).
- Respond to employment related Subpoena and FOIA requests in accordance with state laws by required deadlines.
- Maintain the County Salary Schedule including holidays, pay periods, job family and classification codes.
- Continue to train management and supervisory staff in various employee issues (e.g., use of Leave without Pay, Family Leave, salary rates, etc.)
- Prepare statistical reports for management and departments from the HRIS.
- Implement, maintain and process the Parental Leave Requests and Policy for county employees.
- Certify the Public Service Loan Forgiveness (PSLF) Employment Certifications for county employees for the Federal Direct Loan Program.
- Process and monitor FMLA paperwork for County departments and employees. Advise on the FMLA process.
- Continue scanning project with the objective to have all County employment records scanned, allowing electronic access while eliminating paper files.

Employee Records HRIS Unit Statistics

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|---|---------------|---------------|---------------|---------------|
| Transactions Approved and Processed | 22,666 | 25,496 | 23,516 | 26,020 |
| Employment, Medical, Personal & I9 Files Set Up | 3,908 | 4,284 | 4,788 | 3,864 |
| E-Verify Transactions Processed | 921 | 1,071 | 1,197 | 966 |
| Family Medical Leave Act Requests Processed* | 471 | 625 | 458 | 473 |
| Verification, Subpoena, FOIA Requests Responded to | 732 | 1008 | 1028 | 784 |
| Reference Checks Processed | 391 | 760 | 694 | 615 |
| Parental Leave Forms Processed (began 6/2016) | - | 35 | 102 | 92 |
| Public Service Loan Forgiveness Certification Forms processed (PSLF) (began 2016) | - | 55 | 88 | 96 |
| Filing/Scanning of Transaction and Miscellaneous Papers | 29,645 | 26,410 | 24,612 | 26,556 |
| Emergency Salary Requests Processed (new positions) | 22 | 18 | 14 | 19 |

* Tracked by Calendar Year

- Training and Development** – The mission is to enhance employee effectiveness by building organizational and individual competencies. Responsible for designing and facilitating training courses based upon industry best practices of adult learning as well as using employee/supervisor competency models as a guide. Assess training needs through interviews and surveys to design, develop and deliver comprehensive and relevant training courses including an emphasis on leadership development with courses for mid-Level managers and supervisory staff. Provide customized courses on and offsite to both departments and cities, village and townships that include personality assessments, leadership development, team building activities and provide consulting services, job aids and various learning resources upon request. Administers the tuition reimbursement program and manages the in-service training budget that is available for departments to use for job-specific external training and track employee participation. Sponsors tuition for three to five candidates accepted into Leadership Oakland, a nine-month program geared towards expanding the leadership skills of leaders within Oakland County. Coordinates computer-based HIPAA compliance training to all Oakland County employees including communication to all employees, notifying units of activity and providing completed training metrics to the HIPAA committee.

Over the past two years the unit has increased enrollment in these courses by 45% which has greatly increased the number of employees trained to aid in critical interventions. Employees are encouraged to recertify every two years. Coordinates and markets Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillation (AED), First Aid and Stop the Bleed (STB) to all county employees.

Objectives

- Partner with departments to assess their training needs and offer solutions to facilitate the achievement of county objectives.
- Provide both instructor-led and computer-based curriculum, including County policy training, to employees in a cost-effective and efficient manner.
- Create and maintain a training catalog of all instructor-led and computer-based training courses.
- Offer courses such as, workplace violence and harassment prevention training to ensure employees are up to date on workplace laws and adhere to county policies.
- Offer diversity courses to promote an inclusive work environment.
- Administer the Tuition Reimbursement program in accordance with parameters described in Merit Rule 20.

Objectives (Continued)

- Maintain and utilize the HRIS learning module to track employee training.
- Participate in transitioning from Oracle/Peoplesoft to Workday.
- Conduct Needs Analysis to develop Mid-Manager level training starting in FY 2019.
- Market training courses and assist departments and employees in identifying courses that would enhance employee development.
- Market courses to cities, villages and townships to allow their employees to participate in county training.
- Administer HIPAA Compliance training and CPR/AED/STB training countywide and track participation.
- Conduct special projects for internal and external clients that involves various training interventions.

| Training and Development Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| Instructor-led Training Sessions | 256 | 35 | 42 | 37 |
| # of Attendees | 1,846 | 1,338 | 1,067 | 1,080 |
| Computer-Based Training Courses Requested | 1,048 | 1,184 | 1,266 | 8,328 |
| # of Users | 417 | 771 | 886 | 7,413 |
| Oakland County Courses Created/Revised | 3 | 4 | 11 | 13 |
| Custom Course Sessions Facilitated | 10 | 3 | 6 | 21 |
| # of Attendees | 100 | 38 | 90 | 190 |
| In-service Training Sessions Approved | 234 | 253 | 208 | 287 |
| # of Attendees | 1,063 | 633 | 566 | 2,141 |
| External Training Expenditures Reviewed | 498 | 430 | 389 | 417 |
| Intergovernmental Cooperative Learning Program with Oakland County Municipalities: | | | | |
| # Municipalities Participating | 22 | 28 | 28 | 37 |
| # of Attendees | 84 | 266 | 231 | 281 |
| Tuition Reimbursement Participants | 167 | 194 | 163 | 151 |
| # Applications | 385 | 579 | 490 | 427 |
| # Reimbursements | 361 | 461 | 397 | 354 |
| # of completed degrees | - | 25 | 15 | 10 |
| Instructor-led CPR/AED/First Aid* | | | | |
| # of attendees -CPR/AED & STB | 233 | 263 | 435 | 586 |
| # of attendees -First Aid | 116 | 106 | 179 | 47 |
| HIPAA Compliance Training | | | | |
| # of attendees enrolled | - | 28 | 29 | 5,218 |
| # of attendees completed | - | 27 | 21 | 5,001 |
| Leadership Oakland Sponsorships | | | | |
| # of awardees | 2 | 4 | 1 | 6 |

*Responsibility for county employee training in these courses was transferred from Homeland Security to Human Resources Employee Training & Development in 2016.

Division Summary

The Human Resources Benefits Administration Division administers the county’s benefit programs for active and retired employees and their dependents which includes medical coverage, prescription drugs, dental, life insurance, vision, short and long-term disability insurance and flexible spending accounts. Oversees unemployment compensation and Consolidated Omnibus Reconciliation Act (COBRA) compliance for separated employees. Coordinates the Defined Contribution and Defined Benefit retirement plans, the deferred compensation program and the Retirement Health Savings Plan with employees, retirees, the retirement board and outside vendors. Administers the employee service award program, the OakFit wellness program and oversees all contracts with benefit providers and childcare provider.

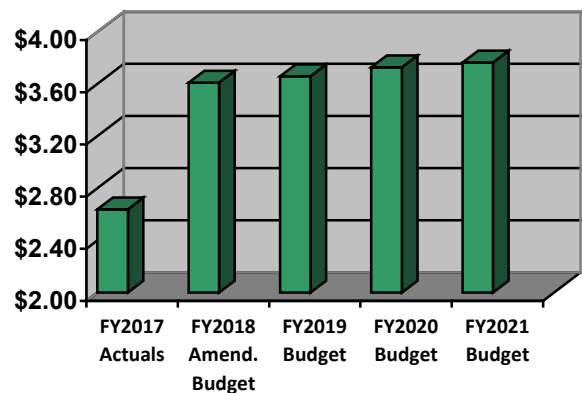
| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 121,141 | 0 | 0 | 0 | 0 |
| Fringe Benefits | 47,830 | 0 | 0 | 0 | 0 |
| Contractual Services | 3,140 | 0 | 0 | 0 | 0 |
| Commodities | 285 | 0 | 0 | 0 | 0 |
| Internal Services | 229,324 | 0 | 0 | 0 | 0 |
| Total GF/GP Expenditures | \$401,720 | \$0 | \$0 | \$0 | \$0 |
| <u>Other Funds</u> | | | | | |
| Fringe Benefits* | 2,236,327 | 3,609,500 | 3,659,014 | 3,728,565 | 3,764,808 |
| Total Other Funds | \$2,236,327 | \$3,609,500 | \$3,659,014 | \$3,728,565 | \$3,764,808 |
| Total Expenditures | \$2,638,047 | \$3,609,500 | \$3,659,014 | \$3,728,565 | \$3,764,808 |

*Staff expenditure funded by Fringe Benefit Fund

Division Goals

- Ensure that all benefit and retirement programs are administered appropriately, cost effectively and in a timely and responsive manner.
- Ensure that all benefit plan designs comply with federal and state regulations, including the issuance of required information and notifications.
- Manage the administration of benefit related contracts with vendors and recommend changes in plan design as needed.
- Promote and expand employee access to benefit, retirement and wellness information on-line.
- Continue to evaluate county benefits to ensure cost effectiveness and competitiveness with regional public and private employers to attract and retain qualified employees.
- Expand wellness program initiatives to further engage employees and retirees to improve the health of employees and their families.
- Promote the employee suggestion program and build upon overall county savings since its inception of over \$5.8 million.
- Continue to partner with Little Oaks childcare provider in offering an affordable, high quality, on-site child care center that assists in employees returning to work offering convenience, family events and classroom participation for parents.

Division Expenditures (\$ in millions)



| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Administration | 341,224 | 366,600 | 220,811 | 223,316 | 225,166 |
| Training and Development | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 921,636 | 1,653,000 | 1,697,954 | 1,737,016 | 1,748,419 |
| Wellness | 777,853 | 926,800 | 972,902 | 983,651 | 992,403 |
| Retirement Plan Administration | 597,334 | 663,100 | 767,347 | 784,582 | 798,820 |
| Total Expenditures* | \$2,638,047 | \$3,609,500 | \$3,659,014 | \$3,728,565 | \$3,764,808 |

*Staff expenditure funded by Fringe Benefit Fund

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|------------------------------|----------------|----------------|----------------|
| Administration | 2 | 2 | 2 |
| HR Compensation and Benefits | 8 | 8 | 8 |
| Retirement Plan Admin | 7 | 7 | 7 |
| Wellness | 4 | 4 | 4 |
| Total Personnel | 21 | 21 | 21 |

Benefit Administration Division Programs

- **Administration** - Responsible for managing the employees and programs within the Human Resources Benefit Administration Division which includes active employee and retiree benefits, wellness and employee recognition programs and retirement administration. Provides support to the Retirement and Deferred Compensation Board, Voluntary Employees Beneficiary Association (VEBA) Board and Superseding Trust Board. Develops and monitors the benefit administration division budget and the fringe fund budget related to employee and retiree benefits, oversight of all contracts with vendors, planning for future benefit changes, and coordinating HIPPA compliance for the human resources department.
- **Employee Benefits** – Responsible for processing and administering all county benefit programs for active employees including medical, prescription, dental, life, vision, short-term and long-term disability insurance, and flexible spending accounts. Processes unemployment claims and COBRA benefits for former County employees. Administer a comprehensive flexible benefit program and an annual open enrollment process. Responsible for contract administration with benefit vendors, including contract changes, rate renewals and review of annual accountings with The Hartford, WageWorks, ASR Health Benefits, Blue Cross/Blue Shield, Health Alliance Plan, Delta Dental, National Vision Administrators and Navitus Health Solutions. Responsible for ensuring compliance with all State and Federal laws as it relates to employee benefits. Communicates changes in benefit plan designs and options to employees.

Objectives

- Monitor and evaluate State and Federal regulations regarding healthcare coverage and recommend plan design changes as needed to ensure County plans remain in compliance.
- Ensure all State and Federal reporting requirements are met in a timely and accurate manner including issuing 1095-C forms to current and former employees each year and reporting same to the IRS.
- Track, report, and authorize payment on all required (PPACA) fees including the Patient-Centered Outcomes Research (PCORI) and Transitional Reinsurance fees.
- Ensure HRIS modifications are in place to provide reporting as part of the PPACA requirements.
- Administer benefit contracts with Blue Cross/Blue Shield, ASR Health Benefits, Health Alliance Plan, WageWorks, The Hartford, Delta Dental, National Vision Administrators and Navitus Health Solutions.
- Develop and issue request for proposals, review responses, select vendors and implement contracts for benefit plan vendors and carriers.
- Administer daily benefit claims, self-funded and insured billings; and answer questions from employees and assist with solving problems.

Objectives (Continued)

- Explore the feasibility of making more wellness features/options part of the current benefit package.
- Continue to update and improve employee benefit communications through various tools (on-line, with open enrollment materials, broadcast messages, the OakFit eNewsletter, the Human Resources Newsletter, the Telegraph newsletter and through the employee internet portal.)
- Review and analyze benefit survey data and claims utilization reports to develop medical plan alternatives and other means of addressing benefit plan costs.
- Continue to scan existing employee benefit documents for OakDocs project, thereby reducing the volume of paper records.
- Transition from the current HRIS to the new Workday system.

| Employee Benefits Unit Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|---|---------------|---------------|---------------|---------------|
| Employee medical, dental & vision coverage administered | 4,346 | 4,418 | 4,487 | 4,294 |
| Disability claims administered* (long & short term) | 313 | 369 | 319 | 333 |
| Unemployment claims administered* | 193 | 227 | 228 | 237 |
| Employee Life insurance claims processed | 11 | 5 | 9 | 6 |
| COBRA Notices sent and tracked* | 415 | 497 | 518 | 543 |
| Open Enrollment changes entered in carrier systems | 3,365 | 3,235 | 9,913 | 3,990 |
| Open Enrollment changes processed in County HRIS system | 16,188 | 16,881 | 17,675 | 18,347 |
| Additional transactions processed throughout the year | 16,188 | 7,703 | 8,216 | 5,816 |

*Denotes new claims only, does not include claims carried over from prior year

**Increase due to change in vision carrier requiring entering in all records.

- **Retirement Administration** - Responsible for all aspects of the county's DB Retirement Plan, DC 401(a) Plan, Deferred Compensation 457 Plan, PTNE 457 Plan, RHS Plan, and retiree health, dental, vision, and Medicare supplemental health coverages. Oversees retiree benefit contract administration, contract changes, rate renewals and review of annual accounting with ASR, Blue Cross/Blue Shield, Health Alliance Plan, Navitus, CoreSource, NVA and Delta Dental. Calculates military time for eligible county employees, applying for Retiree Drug Subsidies (RDS) from the federal government, filing annual ACA 1095C forms, maintaining the HRIS system as it pertains to active employee contributions, retiree pension payroll, and retiree benefits administration. Prepares materials for the Retirement and Deferred Compensation Board, VEBA Board, and Superseding Trust Board including agendas and supporting materials, and acts as an information resource. The Retirement Administrator serves as Secretary to the three retirement related boards, and is responsible for coordination of DB money managers, DC Plan recordkeepers, investment advisors, consultants, and assists in developing and updating policies and procedures, investment policy statements, plan documents, and oversees vendor contracts.

Objectives

- Continue to administer the DB plan for retirees and active employees that remain in the plan.
- Continue to administer the DC plan for active employees, ensuring enrollments and fund transfers are completed accurately and timely.
- Implementation of Prudential as the new record keeper for the 401a, 457, PTNE 457 and RHS plans.
- Continue to improve personalized education campaigns for DC, Deferred Compensation, and RHS plans.
- Continue to review retiree benefits and look for alternative ways to manage costs.
- Review and update all plan documents as needed.

Benefits Administration - Programs

| Retirement Administration Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|--|---------------|---------------|---------------|---------------|
| <u>Administration for active employees:</u> | | | | |
| - Defined Contribution plan participants | 3,009 | 3,119 | 3,220 | 3,290 |
| - Defined Benefit plan participants | 347 | 381 | 317 | 262 |
| - Deferred Compensation plan participants | 1,687 | 1,889 | 2,099 | 2,244 |
| - Retirement Health Savings Plan participants | 1,172 | 1,369 | 1,583 | 1,727 |
| - PTNE FICA Alternative Savings Plan participants | 1,159 | 1,182 | 1,247 | 1,209 |
| <u>Administration for retirees:</u> | | | | |
| - Defined Benefit plan retirees | 1,990 | 1,981 | 1,992 | 1,997 |
| - Defined Contribution plan retirees | 624 | 671 | 746 | 790 |
| - Retirees with Health, dental and vision coverage | 2,473 | 2,444 | 2,491 | 2,514 |
| Number of retirements processed for Defined Benefit and Defined Contribution employees | 123 | 125 | 129 | 125 |

- **Wellness and Employee Recognition** - Administers the OakFit Wellness Program, Employee Recognition and Employee Suggestion Program (ESP), along with the childcare center and employee assistance program contract.

The mission of the OakFit Wellness Program is to assist Oakland County employees, retirees and dependents in taking ownership of their health and wellness to improve their quality of life, enhance productivity, and stabilize long-term employee/employer health care costs. The program seeks to build employee awareness and encourages participation in wellness events and activities. Examples include walking programs, stress management, fruit and vegetable challenges, couch to 5k/10K walking and running programs that prepare employees for the *Brooksie Way 5K/10K* and other events. OakFit provides information to the workforce and their families regarding benefits, preventative health, lunch 'n' learn sessions, wellness fair and vaccine program for employees, retirees, and family members. Employees can participate in on-site activities including Weight Watchers at Work, employee appreciation massages, family fun days at the waterparks and Fitness Unleashed, where employees walk shelter dogs during lunch hours. Off-site offerings include laser therapy tobacco cessation and a reduced rate gym membership in partnership with Waterford School District.

The Employee Recognition Program recognizes employees' years of service, retirement and educational achievements with milestone packets and plans an annual recognition event. The Employee Suggestion Program (ESP), is run by an HR Liaison that coordinates with a committee representing county departments. The HR Liaison and committee research suggestions that employees propose to potentially increase efficiencies, enhance services to the public, save money and more. These ideas are processed internally and discussed among the ESP committee to vote on suggestions proposed by employees. Serves as a liaison to the county's childcare center by establishing a relationship with the vendor that operates the childcare center, strategic marketing of the center and serves as a liaison between the center, and other county departments. Oversees the marketing of the Employee Assistance Program (EAP) and administers the contract for services offered by the EAP. The EAP offers 24/7 access to counseling services for employees and family members for short term, solution focused support on work-life issues such as stress, life transitions, relationship issues, grief/loss, overwhelming emotions and more.

Benefits Administration - Programs

Objectives

- Track results and industry trends to measure program success and plan future initiatives.
- Focus on modifying lifestyle behaviors associated with risk factors including diet, physical activity and preventative care.
- Continuously develop, modify and offer wellness programs to active employees, retirees and their families.
- Incorporate more wellness components into employee medical plans.

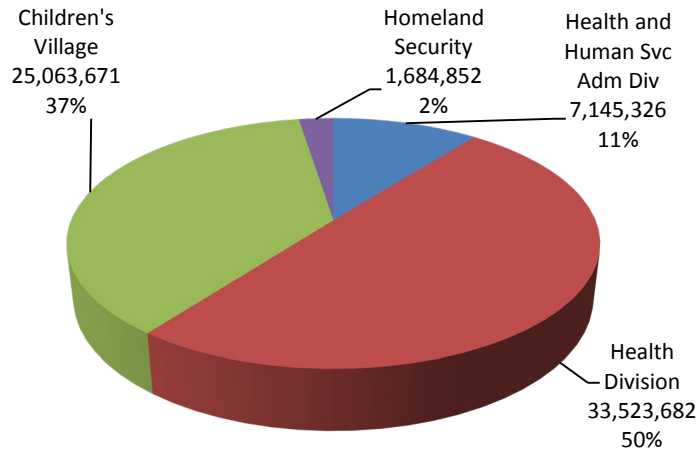
OakFit Wellness Accolades:

- 2014, 2015, 2016, 2017 and 2018 “Best & Brightest in Wellness” Winner
- 2014, 2015 and 2016 recipient of the Governor’s Fitness Award
- 2015 National Association of Counties (NACo) Achievement Award for Fitness Unleashed program

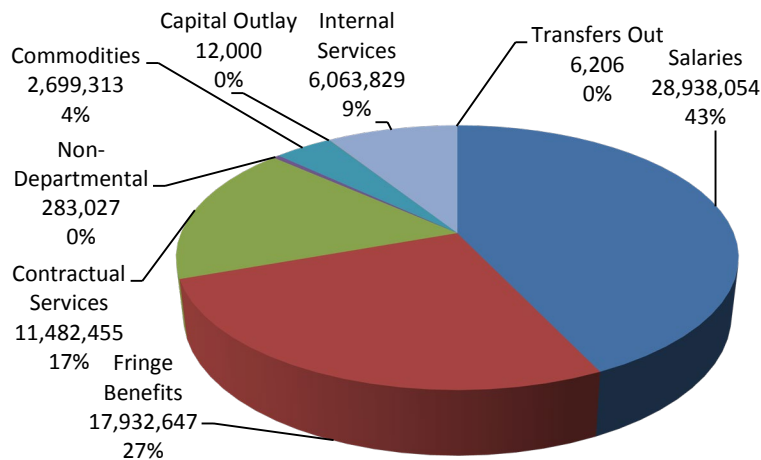
| Oakfit Wellness Program Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|--|---------------|---------------|---------------|---------------|
| <u>Number of Participants:</u> | | | | |
| Health Screening | 1,974 | 2,035 | 2,145 | 2,182 |
| Health Risk Assessment | 1,907 | 1,924 | 2,05 | 2,104 |
| Flu Shot Program | 1,673 | 1,504 | 1,021 | 1,244 |
| Lunch n’ Learn Events | 12 | 10 | 10 | 14 |
| Number of Attendees | 221 | 314 | 321 | 402 |
| OakFit Wellness Fair Participants | 555 | 703 | 729 | 862 |
| Weight Watchers at Work (lbs. lost) | 628.5 | 1,512 | 1,536 | 1,373 |
| Weight Watchers Participants | 92 | 183 | 227 | 184 |
| Employee Market Day | 300 | 350 | 350 | 400 |
| Employee Appreciation Massage | 406 | 377 | 366 | 382 |
| Wellness Challenges (Quarterly) | 294 | 762 | 1,007 | 1,034 |
| Fitness Unleashed | 201 | 188 | 182 | 122 |
| <u>Marketing of Programs:</u> | | | | |
| Wellness Website Hits | 76,405 | 68,235 | 46,181 | 50,907 |
| eNews Bulletins Sent | 71 | 86 | 92 | 97 |
| Wellness Commitment Form | 268 | 337 | 393 | 449 |

| ESP and Service Award Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|---|---------------|---------------|---------------|---------------|
| Employee Suggestions Processed and Reviewed | 30 | 42 | 109 | 110 |
| Employee Suggestions Implemented | 2 | 5 | 10 | 2 |
| Service Award Recipients | 523 | 478 | 456 | 483 |

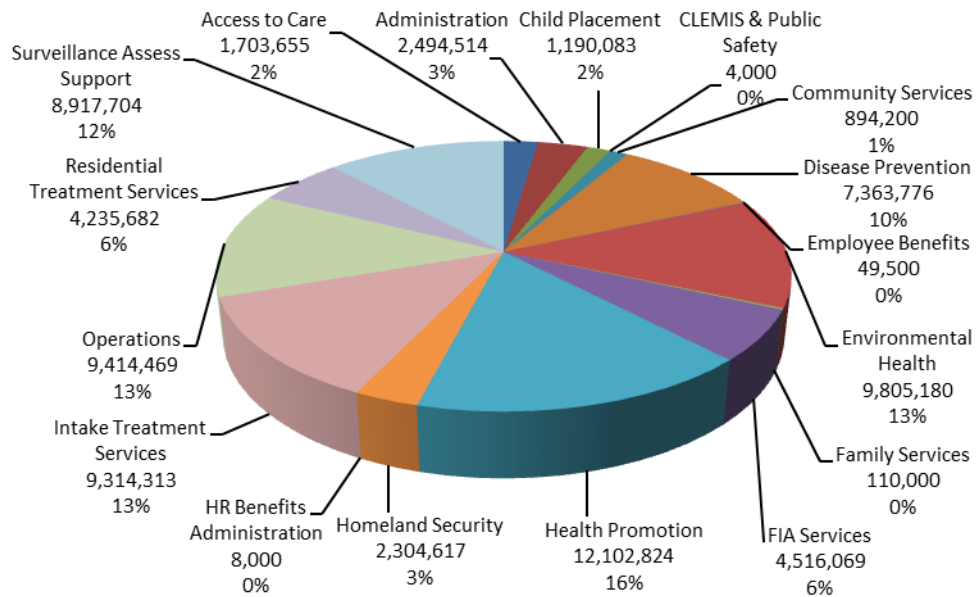
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Summary

The Oakland County Department of Health and Human Services is committed to people, excellence in service, maintaining efficiencies, as well as embracing change as an opportunity for improvement. The mission of the Department of Health and Human Services remains committed to coordinating and facilitating an array of high quality health and human services to the population it serves. These services focus on prevention, assessment, care, treatment and regulatory functions for the citizens of Oakland County. Established pursuant to Public Act 139 of the Public Acts of 1973, the Department is responsible for providing administrative, budgetary and policy direction for various operating divisions (i.e., Children’s Village, Health Division and Homeland Security). Additionally, the Department is responsible for facilitating coordination and collaboration among other agencies that provide client services such as Oakland-Livingston Human Service Agency (OLHSA), the Michigan Department of Health and Human Services (MDHHS), formerly known as the Michigan Family Independence Agency and the Area Agency on Aging 1-B (AAA 1-B). The Oakland-Livingston Human Services Agency provides services such as food distribution, housing, energy assistance, as well as the Head Start health services for children. The Area Agency on Aging 1-B program provides a variety of services to older adults and adults with disabilities in Livingston, Macomb, Monroe, Oakland, St. Clair and Washtenaw counties.

The MDHHS (Oakland County branch) provides a variety of social welfare services, including Child Protective Services, for Oakland County residents. The Health and Human Services Department is the County Executive’s primary health and human services liaison with various local, state and federal organizations and legislative bodies. This department also administers several service contracts and engages in needs assessment, planning, evaluation activities and conflict resolution efforts.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|---------------------|-----------------------|---------------------|---------------------|---------------------|
| Health and Human Svc Adm Div | 6,134,281 | 7,455,077 | 7,145,326 | 7,145,735 | 7,145,764 |
| Health Division | 29,800,132 | 34,104,551 | 33,523,682 | 33,599,213 | 33,604,426 |
| Children's Village | 24,085,970 | 25,355,843 | 25,063,671 | 25,206,674 | 25,217,091 |
| Homeland Security | 1,535,152 | 1,745,515 | 1,684,852 | 1,693,505 | 1,694,076 |
| Total Expenditures | \$61,555,535 | \$68,660,986 | \$67,417,531 | \$67,645,127 | \$67,661,357 |

Current Issues

- Continue implementing community health improvement plan to align resources and initiatives to improve public health in Oakland County.
- Strengthen continuum of care for youth and families involved in the juvenile justice system.
- Increase awareness of homeland security efforts to maintain and protect County residents.
- Maintain department staff on training and credentialing certifications.

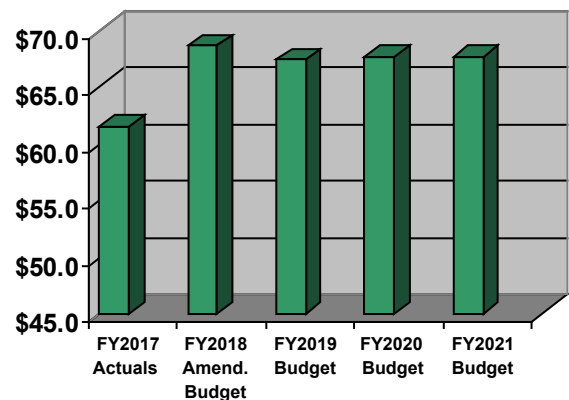
Department Goals

- Homeland Security Division will continue to work with police, fire and emergency medical services (EMS) agencies to improve integrated response to active assailant and complex coordinated terrorist attack events in the County.
- Children’s Village will continue to expand treatment services to incorporate community-based initiatives for youth in residential treatment.
- Children’s Village will continue to expand utilization of risk and needs assessments into residential treatment programming.
- Work with community partners to establish and share common data and metrics to identify specific needs and

Department Goals (continued)

- Maintain strong collaborations with other Health and Human Service organizations in Oakland County to assure comprehensive care for our residents.

Department Expenditures –GF/GP (\$ in millions)



Summary of Major Program Changes

Revenue

The Revenue Budget for Health and Human Services includes an increase in Charges for Services due to Out of County Board and Care and Board and Care within the Children's Village Division based on historical revenues and higher per diem rates. The overall increase in Charges for Services is partially offset by a decrease in Reimb Clinical Evaluations within the Children's Village Division due to funding from the FY 2018 Oakland Community Health Network contract for psychiatric services. Other changes in revenue include a reduction in Federal Grants due to expiration of the FY 2017- FY 2018 Michigan Department of Environmental Quality (MDEQ) Inland Beach Monitoring Grant, a reduction in Other Intergovernmental Revenues within the Homeland Security Division as a result of fewer requests from local communities for installation of new tornado sirens and a reduction in Transfers In due to one-time transfer of funds in FY 2018 from the Children's Village Donations Fund (#21330) to properly account for expenditures eligible for Children's Village Donation funding.

Expenditures

Controllable Personnel for FY 2019 includes a 2% salary increase and associated fringe benefits. Also included is the creation of four full-time eligible Youth Specialist I positions which are to be funded by anticipated County Board and Care and Out County Board and Care revenue and the deletion of one full-time eligible Treatment Services Clinician. Further changes within the Health Division include the reclassification of one full-time eligible Treatment Services Supervisor to full-time eligible Chief of Treatment Services and the reclassification of one full-time eligible Administrative Coordinator to full-time eligible Contract Compliance Analyst within the Children's Village Division.

Contractual Services reflect a decrease due to one-time FY 2018 appropriations for the Community Living Program Services and Strangulation Prevention Conference sponsorship within the Health Division, a one-time FY 2018 appropriation for Oakland County Cooperative Lakes Monitoring Program and Human Services Assistance for Low Income Individuals Program within the Health and Human Services Administration Division. Also, within the Health and Human Services Administration Division, Private Institutions Foster Care decreased due to the reallocation of favorability from the department budget to the non-departmental Child Care Fund. Within Children's Village Division, Psychological Testing decreased due to the reduction in funding from the Oakland Community Health Network contract for psychiatric services. Overall decrease is partially offset by an increase in Private Institutions Residential due to programmatic needs and historical trends.

Internal Services reflects a decrease due to Info Tech Development and Maintenance Department Charges as the appropriations for these areas are budgeted in a Non-Departmental and transferred to departments as needed per the General Appropriation Act. In addition, Building Space Cost Allocation decreased due to Facilities Maintenance & Operations determining the rates for each building based on estimated costs to operate and maintain the building. The building rates have been adjusted to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2020 – FY 2021 building rates are based on a full cost recovery for maintenance and operations.

Commodities decreased due to FY 2017 year-end carryforward and year-end encumbrance for Expendable Equipment and Medical Supplies which were re-appropriated in FY 2018 for the Health Division and Provisions for the Children's Village Division. Also, commodities decreased within the Children's Village as a result of several line item reductions to partially fund the position reclassifications noted above.

Other decreases include Capital Outlay due to fewer requests from local communities for installation of new tornado sirens and Transfers Out due to FY 2017 year-end carryforward funding for laboratory equipment relocation project for the Health Division.

Division Summary

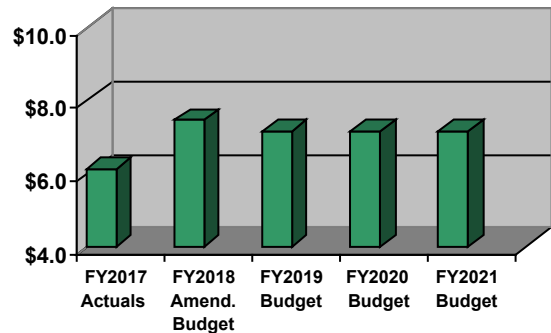
The Administration program of the Department of Health and Human Services is responsible for providing administrative, budgetary and policy direction and oversight for, and in collaboration with, its operating divisions which include Children’s Village, Health and Homeland Security.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Health and Human Svc Adm Div | 6,134,281 | 7,455,077 | 7,145,326 | 7,145,735 | 7,145,764 |
| Total Expenditures | \$6,134,281 | \$7,455,077 | \$7,145,326 | \$7,145,735 | \$7,145,764 |

Current Issues

- Continue to improve coordination and cooperation among the Department of Health and Human Services’ divisions and other agencies.
- Enhance quality assurance and cost containment/cost avoidance efforts.
- Support staffing through the identification of training gaps and opportunities.
- Oversee and direct Department of Health and Human Services’ preparedness and response activities.

Division Expenditures (\$ in Millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 141,706 | 126,618 | 142,540 | 142,540 | 142,540 |
| Fringe Benefits | 64,506 | 63,889 | 70,039 | 70,039 | 70,039 |
| Contractual Services | 5,708,406 | 7,158,252 | 6,829,739 | 6,829,739 | 6,829,739 |
| Non-Departmental | 69,020 | 92,027 | 92,027 | 92,027 | 92,027 |
| Commodities | 1,137 | 1,200 | 1,200 | 1,200 | 1,200 |
| Internal Services | 12,305 | 13,091 | 9,781 | 10,190 | 10,219 |
| Transfers Out | 137,200 | 0 | 0 | 0 | 0 |
| Total GF/GP Expenditures | \$6,134,281 | \$7,455,077 | \$7,145,326 | \$7,145,735 | \$7,145,764 |
| Other Funds | | | | | |
| Total Other Funds | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$6,134,281 | \$7,455,077 | \$7,145,326 | \$7,145,735 | \$7,145,764 |

Health and Human Services - Administration Programs

During FY 2017/2018, the Child Abuse and Neglect Council, under contract to the Department of Health and Human Services, provided case coordination services involving law enforcement, prosecutor and Michigan Department of Human Services – Oakland Child Protective Services (formerly known as the Michigan Family Independence Agency) staff for 745 individual child abuse investigations.

During FY 2017/2018, Crossroads for Youth, under contract to the Department of Health and Human Services, provided 3,627 estimated days of Day Student/Learning Center services to delinquent troubled adolescent boys and girls:

| Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Administration | 320,753 | 416,212 | 434,974 | 435,383 | 435,412 |
| FIA Services | 3,997,696 | 4,736,569 | 4,516,069 | 4,516,069 | 4,516,069 |
| Family Services | 114,375 | 110,000 | 110,000 | 110,000 | 110,000 |
| Child Placement | 887,130 | 1,198,096 | 1,190,083 | 1,190,083 | 1,190,083 |
| Community Services | 814,200 | 894,200 | 894,200 | 894,200 | 894,200 |
| Health Promotion | 127 | 0 | 0 | 0 | 0 |
| Disease Prevention | 0 | 50,000 | 0 | 0 | 0 |
| Environmental Health | 0 | 50,000 | 0 | 0 | 0 |
| Total Expenditures | \$6,134,281 | \$7,455,077 | \$7,145,326 | \$7,145,735 | \$7,145,764 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------|-------------------|-------------------|-------------------|
| Health and Human Svc Admin | 1 | 1 | 1 |
| Total Personnel | 1 | 1 | 1 |

Division Summary

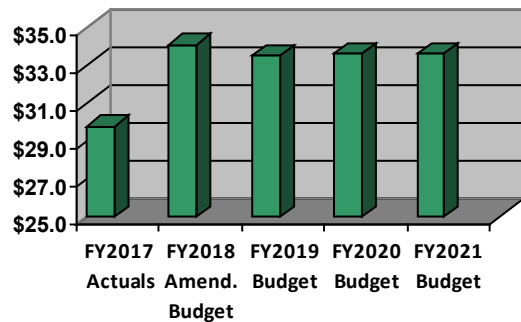
The Oakland County Health Division (OCHD) protects the public’s health through health promotion, disease prevention and protection of the environment. In addition to its traditional public health role, the Health Division facilitates collaborations among community agencies to align resources and efforts to impact community health issues and is committed to protecting the public through continual review and improvement of its emergency response capabilities, having developed nationally recognized preparedness programs. The Health Division executes all of these responsibilities in an exemplary manner in an environment of continually diminishing resources and increasing requirements from State and Federal authorities.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|---------------------|--------------------------|---------------------|---------------------|---------------------|
| Health Division | 29,800,132 | 34,104,551 | 33,523,682 | 33,599,213 | 33,604,426 |
| Total Expenditures | \$29,800,132 | \$34,104,551 | \$33,523,682 | \$33,599,213 | \$33,604,426 |

Division Goals

- Adopt public health infrastructure to anticipate and meet changing community needs.
- Achieve National Accreditation as a demonstration of, and commitment to, organizational excellence.
- Sustain and build a competent and satisfied workforce.

Division Expenditures (\$ in Millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|---------------------|--------------------------|---------------------|---------------------|---------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 14,675,817 | 16,333,625 | 17,077,957 | 17,077,957 | 17,077,957 |
| Fringe Benefits | 8,658,401 | 10,412,308 | 10,358,459 | 10,358,459 | 10,358,459 |
| Contractual Services | 1,008,280 | 1,954,247 | 1,342,821 | 1,342,821 | 1,342,821 |
| Non-Departmental | 153,811 | 191,000 | 191,000 | 191,000 | 191,000 |
| Commodities | 1,822,972 | 1,822,717 | 1,798,755 | 1,798,755 | 1,798,755 |
| Capital Outlay | 42,553 | 0 | 0 | 0 | 0 |
| Internal Services | 3,377,903 | 3,374,785 | 2,754,690 | 2,830,221 | 2,835,434 |
| Transfers Out | 60,395 | 15,870 | 0 | 0 | 0 |
| Total GF/GP Expenditures | \$29,800,132 | \$34,104,551 | \$33,523,682 | \$33,599,213 | \$33,604,426 |
| <u>Other Funds</u> | | | | | |
| Human Service Grants | \$7,033,319 | \$7,028,433 | \$6,347,290 | \$6,173,997 | \$6,166,756 |
| Total Other Funds | | | | | |
| Total Expenditures | \$36,833,451 | \$41,132,984 | \$39,870,972 | \$39,773,210 | \$39,771,182 |

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|---------------------|--------------------------|---------------------|---------------------|---------------------|
| Employee Benefits* | 7,080 | 15,000 | 13,500 | 13,500 | 13,500 |
| Surveillance Assess Support | 9,013,101 | 10,036,401 | 8,917,704 | 8,993,235 | 8,998,448 |
| Health Promotion | 10,888,501 | 12,439,447 | 12,102,824 | 11,982,195 | 11,982,195 |
| Disease Prevention | 6,990,218 | 7,525,123 | 7,363,776 | 7,363,776 | 7,363,776 |
| Environmental Health | 8,261,679 | 9,421,310 | 9,805,180 | 9,752,516 | 9,745,275 |
| Access to Care | 1,672,872 | 1,695,703 | 1,667,988 | 1,667,988 | 1,667,988 |
| Total Expenditures | \$36,833,451 | \$41,132,984 | \$39,870,972 | \$39,773,210 | \$39,771,182 |

*Employee In-Service Training funded by Fringe Benefit Fund

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-----------------------------|-------------------|-------------------|-------------------|
| Access to Care | 15 | 15 | 15 |
| Disease Prevention | 61 | 61 | 61 |
| Environmental Health | 80 | 80 | 80 |
| Health Promotion | 127 | 127 | 127 |
| Surveillance Assess Support | 68 | 68 | 68 |
| Total Personnel | 351 | 351 | 351 |

Accomplishments:

- Nurse on Call (NOC) is staffed by experienced Public Health Nurses who provide callers with reliable, up-to-date information about a variety of health concerns. NOC answers questions regarding immunizations, communicable diseases, pregnancy, infant and child health and nutrition. They also provide referrals to community resources such as health care, prescription medication, emergency and community assistance programs, as well as Health Division programs and services, including community nursing.
- Expanding upon a state-based model, a partnership with the MDHHS and Pontiac School District uniquely placed Public Health Nursing (PHN) support in the households with elementary age children who may need extra support services. Referred students may have behavior or school attendance concerns, unstable living conditions, or poor parent/student health status. Using a family driven case management approach, the PHN assesses family needs and concerns such as mental health, child growth and development, support services, coordinates medical services, community resources and available Health Division services works closely with school representatives and state Prevention Specialists to increase school attendance and educational success. This program is the collaborative approach between the PHN, child's parents and teachers to address family obstacles and set achievement plans.
- Population immunity to communicable disease is dependent upon a high immunization coverage rate in the community. OCHD is the county's premier resource to raise immunization rates. In 2018, OCHD provided over 45,000 immunizations to clinic clients. As one of the largest local providers for the federally-funded Vaccines for Children (VFC) program, the Health Division is also able to increase vaccination rates by providing immunizations to infants and children who are uninsured. In addition, the community received nearly 12,000 flu shots through outreach and in-house clinic services.
- OCHD's Environmental Health Services (EHS) unit has successfully worked with state and community partners to reduce emerging environmental health threats related to legionnaire's disease, vapor intrusion and perfluoroalkyl substances (PFAS). The Health Division continues to monitor an upward trend in legionnaire's cases in Oakland County which is also occurring statewide. Legionnaires' disease prevention efforts have targeted public education for healthcare facilities (hospitals and long term care), homeowners and businesses. Collaboration with the MDHHS and MDEQ has continued to reduce public risk and raise awareness about vapor intrusion and PFAS at identified contamination sites in Oakland County.
- OCHD's accredited food safety program licenses and inspects more than 4,500 food service establishments and 92 mobile food operations. In addition, OCHD licenses and inspects food vendors at festivals such as the Woodward Dream Cruise, Arts, Beats and Eats, the Renaissance Festival and many other local events.

Access to Care and Family Support Services - These services link people to needed personal health services and ensures the provision of health care where otherwise unavailable. These services include outreach, advocacy and the direct care of persons in need of nutrition, community nursing and dental services.

Objective:

Provide daily, reliable, up-to-date information, resources and referrals through the Nurse on Call Hotline.

| Performance Measures | 2016 | 2017 | 2018 |
|------------------------------|--------|--------|--------|
| Number of NOC calls answered | 15,344 | 14,412 | 15,218 |

Disease Prevention - Disease prevention is the primary role of Public Health. The financial impact of preventable illness is tremendous, representing 90% of healthcare costs. Through direct services to clients and their families, OCHD disease prevention services include a wide range of personal services that integrate disease surveillance, clinic services, health screenings, community outreach, health promotion and education.

Objective:

Reduce preventable diseases by providing vaccinations to those in need.

| Performance Measures | 2016 | 2017 | 2018 |
|--|--------|--------|--------|
| Number of vaccinations provided through OCHD | 51,173 | 46,550 | 46,620 |

Environmental Health - The (EHS) unit works to prevent illness caused by interactions between people and the environment. Environmental factors pertaining to food, land, air, water and shelter may pose risks to human health when not adequately protected from potential contamination. EHS inspects and regulates food service establishments, on-site sewage systems and private water supplies; monitors surface and groundwater; organizes infectious disease prevention programs; and educates people about environmental health issues.

Objective:

Reduce foodborne illness by providing education and inspection services to ensure safe handling and distribution of food served in Oakland County.

| Performance Measures | 2016 | 2017 | 2018 |
|--|--------|--------|--------|
| Number of food service inspections conducted OC fix food establishment, temporary food settings and mobile food trucks/commissaries. | 19,947 | 19,965 | 20,514 |

Division Summary

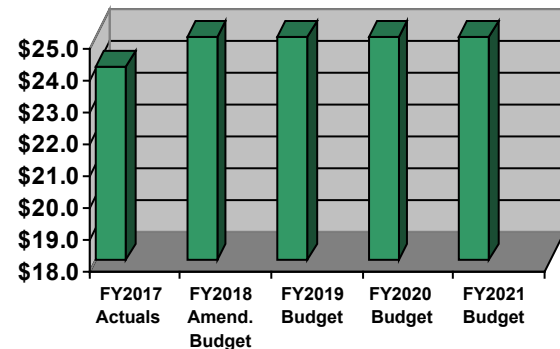
Children's Village is the County of Oakland's residential facility for children and youth ranging in age from birth to seventeen years who are court-ordered into care or who have been placed in the facility by the Michigan Department of Human Services. Established best practice treatment initiatives are incorporated into programming to meet the special needs of the population. Multiple living units located on a 45-acre campus provide the setting for the delivery of specialized services including: *secure custody* for juveniles charged with criminal offenses and determined to be at risk of flight or as posing a danger to public safety; *residential treatment* for youths who have been adjudicated as delinquents and determined by the court to be in need of out of home care and treatment services before they can be released back to the community and *shelter care* for young people who are in need of protection for reasons of abuse or neglect or due to status offenses. The operational capacity of the facility is 216 beds. Children's Village residents attend school on campus, receiving educational services provided via contract with the Waterford School District.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|---------------------|--------------------------|---------------------|---------------------|---------------------|
| Children's Village | 24,085,970 | 25,355,843 | 25,063,671 | 25,206,674 | 25,217,091 |
| Total Expenditures | \$24,085,970 | \$25,355,843 | \$25,063,671 | \$25,206,674 | \$25,217,091 |

Division Goals

- To provide proven services within existing resources to children and youth who come under the jurisdiction of the court and are deemed to be temporarily in need of out-of-home care, custody and treatment.
- Deliver services in a caring, safe and therapeutic environment which also serves to protect the public.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|---------------------|--------------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 10,890,119 | 10,837,039 | 11,114,193 | 11,114,193 | 11,114,193 |
| Fringe Benefits | 6,448,718 | 7,297,880 | 7,201,552 | 7,201,552 | 7,201,552 |
| Contractual Services | 2,864,699 | 3,220,791 | 3,046,678 | 3,046,678 | 3,046,678 |
| Commodities | 785,324 | 901,183 | 880,678 | 880,678 | 880,678 |
| Internal Services | 2,887,618 | 3,098,950 | 2,814,364 | 2,963,573 | 2,973,990 |
| Transfers Out | 209,492 | 0 | 6,206 | 0 | 0 |
| Total GF/GP Expenditures | \$24,085,970 | \$25,355,843 | \$25,063,671 | \$25,206,674 | \$25,217,091 |
| Other Funds | | | | | |
| Fringe Benefits* | 12,677 | 36,000 | 36,000 | 36,000 | 36,000 |
| Total Other Funds | \$12,677 | \$36,000 | \$36,000 | \$36,000 | \$36,000 |
| Total Expenditures | \$24,098,647 | \$25,391,843 | \$25,099,671 | \$25,242,674 | \$25,253,091 |

*Employee In-Service Training funded by Fringe Benefit Fund

| Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--------------------------------|---------------------|--------------------------|---------------------|---------------------|---------------------|
| Employee Benefits* | 12,677 | 36,000 | 36,000 | 36,000 | 36,000 |
| Access to Care | 0 | 0 | 35,667 | 35,667 | 35,667 |
| Administration | 1,692,902 | 2,094,514 | 2,059,540 | 2,059,540 | 2,059,540 |
| Operations | 9,319,258 | 9,963,588 | 9,414,469 | 9,438,711 | 9,440,935 |
| Intake Treatment Services | 8,833,905 | 9,017,764 | 9,314,313 | 9,402,874 | 9,408,984 |
| Residential Treatment Services | 4,235,905 | 4,275,977 | 4,235,682 | 4,265,882 | 4,267,965 |
| CLEMIS & Public Safety | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Total Expenditures | \$24,098,647 | \$25,391,843 | \$25,099,671 | \$25,242,674 | \$25,253,091 |

*Employee In-Service Training funded by Fringe Benefit Fund

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--------------------------------|-------------------|-------------------|-------------------|
| Administrative | 18 | 18 | 18 |
| Intake Treatment Services | 104 | 104 | 104 |
| Operations | 47 | 47 | 47 |
| Residential Treatment Services | 45 | 45 | 45 |
| Total Personnel | 214 | 214 | 214 |

Children's Village Programs

- **Administration** - Provides the necessary fiscal resources, personnel and other means of support necessary to enable the Intake Treatment Services, Residential Treatment Services and Operations teams to carry out their respective functions, goals and objectives. These functions include the development of the division's budget and ongoing monitoring aimed at remaining within budget parameters. Program goals reflect the Department of Health and Human Services' credo of remaining committed to excellence in service, efficiency, continuous review and improvement of services and staff and embracing change as an opportunity for improvement. Included in the administrative program structure are the division's revenue efforts such as reimbursement for school meals, board and care reimbursement from the MDHHS for the housing and care of state wards, the daily cost for housing and care for juveniles from outside Oakland County and the 50% per diem match from the Michigan Child Care Fund. Also, as a product of the contract between the Department of Health and Human Services-Children's Village Division and the Waterford School District pursuant to the education of Village residents, the County receives reimbursements pertaining to state aid for pupil enrollment, special education funding and court-placed students.

Objectives

- Expand Reentry Services to incorporate new partners and services to aid youth in their successful return to the community.
- Implement new case management system campus wide.
- Increase campus security with the upgrading and expansion of the campus wide video surveillance system.
- Expand evidence based substance abuse services and incorporate into treatment programming.
- Develop and implement best practice programming in secure detention.

Accomplishments

- Established comprehensive Reentry Services incorporated into Children's Village operations.
- Established community based treatment services provided to youth and families after release from Children's Village programming.
- Established collaboration with community partners for the provision of community based treatment services provided to youth who are transitioning back to the community from a Children's Village treatment program.

- **Operations** - Provides the ancillary services necessary for the Intake Treatment Services and Residential Treatment Services teams to carry out their respective missions in rendering the best possible care to young clients and their families. Operational functions include ensuring a properly maintained physical plant, providing transportation, food services, clothing and laundry services, bedding and linen, educational supplies, recreational supplies, security equipment (including radio communications, audio and visual surveillance and alarm systems), equipment rental and repair, toiletries (including diapers and other supplies for infant care) and housekeeping supplies. In short, operations focus on the “care and feeding” of the residents and with equipping staff with the “tools” necessary to deliver services to clients.
- **Intake Programming** - Provides a safe and secure environment and essential services to males and females, ranging from birth through 17 years, who are in need of temporary shelter, secure detention or transitional care. These services relate to the formal admittance of new residents to the facility and to the assessment of needs and subsequent assignment to an appropriate living unit as well as the implementation of initial and/or interim treatment.
 - **Secure Detention Services** – Children ages 10 through 17, who have been deemed to be a risk to the community and/or themselves or who are awaiting court process/placement in a Children’s Village treatment program or with other agencies, reside in secure (i.e. locked) units. These youths receive short-term services including emotional and physical health assessment, treatment and crisis intervention.
 - **Shelter Care/Transitional Services** – Children ages birth through 17 who are temporarily removed from their own home for reasons of parental neglect, dependency or who have been involved with court for home or school difficulties reside in staff secure (i.e. unlocked) living quarters. These youths may be awaiting reunification with family, foster care, placement with other agencies or placement in a Children’s Village residential treatment program. Children receive short-term treatment services including emotional and physical health assessments/treatment and crisis intervention.
- **Residential Treatment** - Provides comprehensive treatment services in a residential setting to youths who have been identified as being in need of out-of-home placement. Essential to this service delivery is the partnership involvement of parents and guardians and the Family Court with the facility staff in the ongoing treatment process. Additionally, protection for the community is addressed via the continuum of security levels. Children’s Village incorporates an innovative Youth Re-entry Process into treatment programming. Planning for each youth’s exit from the juvenile justice system is initiated immediately upon placement in a treatment program in order to develop and support a successful transition home. Youth receive support services specific to their needs to help them and their families successfully transition back into the community.
 - **Residential Treatment Program** – Provides comprehensive rehabilitative services to adjudicated youths, ages 12 through 17 years, who have been placed by dispositional orders of the Family Court or by referral from the State Department of Health and Human Services. Youths reside in either staff secure living units or a secure setting depending upon the severity of their delinquency and dysfunctional behavior. Residential Treatment Services provides behaviorally-based programming, utilizing a therapeutic-milieu approach to daily living. Standard services include individual counseling and group therapy with individualized service plans, including Re-Entry. Specialized services include individual psychotherapy, psychiatric care, family therapy and substance abuse counseling. Length of stay is open-ended, based upon individualized needs and the progress made by youth and family toward achieving those objectives. The Residential Treatment Services program serves as a lower-cost alternative to youths having to be committed to the state system of care.

PERFORMANCE MEASURES

Objective

To ensure that Children’s Village captures all eligible reimbursable federal dollars from the National School Lunch Program (NSLP) and Child and Adult Care Food Program (CACFP).

| Performance Measures | FY2017 Actual | FY2018 Actual |
|-------------------------------------|------------------|------------------|
| ● National School Lunch Program | \$364,802 | \$347,009 |
| ● Child and Adult Care Food Program | \$ 79,645 | \$ 75,778 |

Objective

Children’s Village will maintain acceptable staffing levels at all times and will fill all vacated positions within 60 days.

| Performance Measures | FY2017 Actual | FY2018 Actual |
|---|---------------|---------------|
| <ul style="list-style-type: none"> Vacancies Filled Within 60 Days | 52% | 84% |

Objective

All Children’s Village Youth Specialist staff is required to complete annual training hours – Requirements include newly hired staff completing 80 hours of pre-service training and existing staff completing 25 hours of in-service training.

| Performance Measures | FY2017 Actual | FY2018 Actual |
|--|---------------|---------------|
| <ul style="list-style-type: none"> Pre-Service Training | 100% | 100% |
| <ul style="list-style-type: none"> In-service Training | 96.9% | 99.4% |

Objective

To provide out of home service in three program areas: residential treatment, shelter care and detention.

| Performance Measures | FY2017 Actual | FY2018 Actual |
|---|---------------|---------------|
| <ul style="list-style-type: none"> Detention | 383 | 402 |
| <ul style="list-style-type: none"> Residential Treatment | 187 | 177 |
| <ul style="list-style-type: none"> Shelter Care | 206 | 155 |

Objective

As determined by the Michigan Juvenile Justice Assessment System (MJJAS), 90% of high risk youth in a residential treatment program will show a reduction in their overall level of criminogenic risk.

| Performance Measures | FY2017 Actual | FY2018 Actual |
|---|---------------|---------------|
| <ul style="list-style-type: none"> Reduction in Overall Level of Criminogenic Risk | 86% | 86% |

Objective

95% of youth in a residential treatment program will participate in a planned release.

| Performance Measures | FY2017 Actual | FY2018 Actual |
|--|---------------|---------------|
| <ul style="list-style-type: none"> Participate in Planned Release | 92% | 97% |

Objective

90% of all Oakland County youth who successfully complete a residential treatment program will participate in the Children's Village Reentry Program post release.

| Performance Measures | FY2017 Actual | FY2018 Actual |
|---|---------------|---------------|
| <ul style="list-style-type: none"> Participate in Reentry Program Post Release | 65% | 86% |

Objective

100% of all youth admitted to Children's Village will be assessed for potential exposure to Human Trafficking with 48 hours.

| Performance Measures | FY2017 Actual | FY2018 Actual |
|--|---------------|---------------|
| <ul style="list-style-type: none"> Assessed for Potential Exposure to Human Trafficking | 98% | 99% |

Objective

100% of all youth admitted into Children's Village will be assessed by a licensed medical professional within 24 hours of admission.

| Performance Measures | FY2017 Actual | FY2018 Actual |
|---|---------------|---------------|
| <ul style="list-style-type: none"> Assessed by Licensed Medical Professional | 100% | 100% |

Division Summary

The mission of the Oakland County Homeland Security Division (OCHSD) has been, and continues to be, to keep those that live, work and recreate in Oakland County safe. Terrorist (both foreign and domestic) tactics are constantly evolving with threats from lone wolf actors, vehicle rammings, in addition to a significant increase in the number of school shootings that have occurred over the last few years. These incidents have broadened the scope of the Homeland Security Division plan on how to prepare, respond, attempt to mitigate and recover from whatever attacks we face. OCHSD is constantly communicating and training with federal, state and local partners to prepare for these ever-changing threats. The OCHSD works with law enforcement, fire departments, the health preparedness division, schools, public entertainment venues, government facilities and other critical infrastructure sites. These types of situational planning sessions are in addition to the preparedness planning that will continue for natural disasters such as tornadoes, floods, snow storms, etc.

OCHSD is especially committed in ensuring the safety of the county workforce as well as assisting employees tasked with critical responsibilities. We continually update and provide relevant information to other county divisions/departments. This includes conducting training workshops on suspicious mail/packages handling, and on-going Surviving Active Assailant Situations and campus violence.

The OCHSD remains an active participant in the Urban Area Security Initiative (UASI) and the maintenance of the Michigan Task Force 1 Urban Search and Rescue (USAR). This team is a fully functional and skilled team capable of responding to any major emergency or catastrophic event requiring specialized personnel and equipment. OCHSD and UASI continue to fund and support the Detroit Southeast Michigan Information and Intelligence Center (DSEMMIC). This fusion center is staffed with trained intelligence analysts who receive both classified, as well as non-classified data to evaluate and re-distribute on a 'need-to-know' basis regarding terrorism, criminal acts and/or other data first responders need be aware of to safely perform their function(s). The development of intelligence is a key factor in combating both everyday crime and terrorist threats. Analysts from the DSEMMIC have assisted in the investigation of hundreds of cases and the arrest of numerous suspects in criminal and terror related cases.

Utilizing local Homeland Security funding, OCHSD has also been instrumental with OakTac in developing active assailant and rescue task force training and mobile field force for first responders in Oakland County. OakTac is a consortium of police and public safety agencies covering 98% of Oakland County (every agency except the State Police). More than 3,000 officers have been trained in active assailant response with grant funds that came through Homeland Security. Officers from various agencies train together in the same system so that when/if an incident occurs officers from various agencies will be prepared to work together to stop the threat. This concept is now being used by fire departments for rescue task force training where firefighters will assist in treating and evacuating injured persons during an active assailant event.

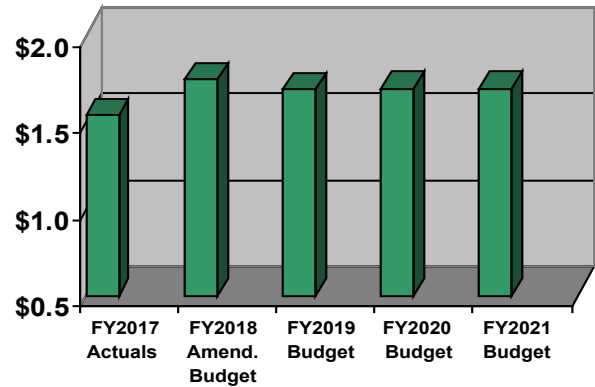
The Homeland Security Division embraces the county/community wide concept of preparedness, both for citizens as well as for businesses, schools, entertainment venues, government facilities and special events. We identify gaps and needs to build stronger awareness and response capabilities through trainings, exercises and taking part in National and Statewide programs. In FY 2018, the Homeland Security Division obtained a grant through FEMA where 52 people from various police, fire, hospital, private EMS as well as other agencies along with Homeland Security staff spent a week in Emmetsburg, MD for a Combating Complex Coordinated Terrorist Attacks class. Lesson learned at this course will be used to strengthen response plans county-side.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Homeland Security | 1,535,152 | 1,745,515 | 1,684,852 | 1,693,505 | 1,694,076 |
| Total Expenditures | \$1,535,152 | \$1,745,515 | \$1,684,852 | \$1,693,505 | \$1,694,076 |

Division Goals

- Improve and enhance the use of technology for emergency response including improved emergency notification systems and disaster management tools for local communities.
- Expand Emergency Management awareness and preparedness exposure to K-12 school populations.
- Continue specialized training presentations (active shooter/workplace violence) to special interest groups (hospitals, schools, special needs, religious institutions, entertainment venues and shopping centers).
- Continue utilizing existing grant funding and explore new grant opportunities to increase the readiness and preparedness levels of Oakland County in maintaining the safety of all its citizens, businesses and visitors.
- Continue comprehensive and advance training to Oakland County first responders as well as testing, exercising and evaluating plans and protocols.
- Enhance emergency preparedness plans to ensure they include whole-community and increase use of social media tools for emergency preparedness and response.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 511,124 | 583,829 | 603,364 | 603,364 | 603,364 |
| Fringe Benefits | 258,926 | 319,708 | 302,597 | 302,597 | 302,597 |
| Contractual Services | 200,839 | 258,415 | 263,217 | 263,587 | 263,587 |
| Commodities | 9,658 | 18,680 | 18,680 | 18,680 | 18,680 |
| Capital Outlay | 15,974 | 24,000 | 12,000 | 12,000 | 12,000 |
| Internal Services | 538,631 | 536,452 | 484,994 | 493,277 | 493,848 |
| Transfers Out | 0 | 4,431 | 0 | 0 | 0 |
| Total GF/GP Expenditures | \$1,535,152 | \$1,745,515 | \$1,684,852 | \$1,693,505 | \$1,694,076 |
| Other Funds | | | | | |
| Domestic Preparedness Equipment | 652,168 | 619,765 | 619,765 | 619,765 | 619,765 |
| FEMA Grants | 39,700 | 0 | 0 | 0 | 0 |
| Fringe Benefits* | 1,089 | 10,000 | 8,000 | 8,000 | 8,000 |
| Total Other Funds | \$692,957 | \$629,765 | \$627,765 | \$627,765 | \$627,765 |
| Total Expenditures | \$2,228,110 | \$2,375,280 | \$2,312,617 | \$2,321,270 | \$2,321,841 |

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| HR Benefits Administration* | 1,089 | 10,000 | 8,000 | 8,000 | 8,000 |
| Homeland Security | 2,227,021 | 2,365,280 | 2,304,617 | 2,313,270 | 2,313,841 |
| Total Expenditures | \$2,228,110 | \$2,375,280 | \$2,312,617 | \$2,321,270 | \$2,321,841 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------|-------------------|-------------------|-------------------|
| Homeland Security | 11 | 11 | 11 |
| Total Personnel | 11 | 11 | 11 |

*Employee In-Service Training funded by Fringe Benefit Fund

Emergency Management – Oakland County Homeland Security Division is the designated Emergency Management program for the County. Emergency Management functions include all planning aspects before, during and after an emergency. Assessments, such as the Oakland County Hazard Mitigation Plan and Threat and Hazard Identification and Risk Assessment (THIRA) assist us in identifying probable incidents and likely hazards that could affect Oakland County. In FY 2017, both the Emergency Operations Plan (updated every 4 years) and the Hazard Mitigation Plan (updated every 5 years) were updated. Final approval has been received from FEMA for the Hazard Mitigation Plan. This plan includes input from every community and school district in the county. The Emergency Operations Plan (EOP) is used in the event of an emergency. Local communities can request assistance from the County in accordance with Public Act 390 and the EOP is the framework for assisting in these emergencies. Homeland Security reviews each Local Support Plan to ensure each community understands their planning and response responsibilities as well as the process for emergency requests and assistance. On-call staffs are required to maintain situational awareness 24/7 and address all concerns from the community.

Early Weather Warning Program - Oakland County has the largest outdoor warning program in the state and continues to enhance the system and educate the public pertaining to warnings recommendations. Oakland County Homeland Security Division is responsible for the coordination, purchase and maintenance of 274 outdoor warning sirens. The outdoor weather warning program is designed to provide timely notification of severe weather conditions to persons and agencies. The goal of the program is to reduce personal injuries and property damage as a result of severe weather. The sirens are activated for Tornado Warnings (tornado sighted or strongly indicated on radar) or Severe Thunderstorm Warnings with 70 mph winds or greater. On-call staff monitors weather conditions 24/7 and respond to the EOC for monitoring of inclement weather and activation of the sirens. They are often in the EOC after-hours and on weekends during severe weather events. The sirens are also tested at 1:00 PM on the first Saturday of month starting in March through November.

Community Education and Assessments - Oakland County Homeland Security Divisions (OCHSD) assists the community with detailed Hazard Vulnerability Assessments (HVA), risk assessments, plan reviews and trainings as requested. During FY 2016 – FY 2018 Oakland County Homeland Security Division provided long term care (LTC) facilities with training so they can conduct vulnerability assessments and training exercises as required by new state laws. This training ensures the LTC facilities will be more prepared for disasters as well as meet state law requirements for planning and preparedness. Oakland County also supports several volunteer agencies that will assist during a disaster such as Oakland County Michigan Amateur Radio Public Service Corps, Citizen Corps Programs and Oakland County Crisis Response Organization (OCCRO). OCHSD also supports Severe Weather Awareness Week effort to encourage education and planning for communities. In FY 18, over 105,000 pieces of educational materials were distributed to schools, businesses and government agencies. September of each year is National Preparedness Month. In September of FY 2018, Homeland Security and Health conducted a MARC (Multi-Agency Response Coordination) exercise to test public and private distribution of resources that might be needed in a disaster.

SARA Title III (Superfund Amendment and Reauthorization Act) - Title III of the Superfund Amendment and Reauthorization Act (SARA) is a federally mandated program to ensure a coordinated planning and response effort between industries with County and local governments in the event of a hazardous substance release into air, land and/or water. Oakland County’s Local Emergency Planning Committee (LEPC) is managed by the Oakland County Homeland Security Division. There are 506 hazardous substance facilities on file in Oakland County that could have one or more of the approximately 1,500+ regulated hazardous substances at their facility. If these

substances were released; they would have an immediate effect upon the community. In 2018, 227 of the 506 facilities were categorized as having Extremely Hazardous Substance (EHS) facilities. OCHSD staff developed emergency response plans for each EHS facility and provided copies to first responding agencies.

School Drills – Schools in Michigan report their required school drills to County Emergency Management (EM) offices each year. The EMs are required to share information with local first responders. Oakland County Homeland Security Division manages this requirement through an on-line portal system. Each week reports are generated to track compliance with the outlined requirements for over 500 schools. OCHSD staff follows-up with the schools and local first responders to provide guidance, assistance and training on the requirements. At the end of the 2017/2018 school year, Oakland County schools were 96% compliant with all requirements. New for 2018 is a requirement from the Michigan State Police Grants division that any school requesting funds under the “Safe Schools Act” must first have their Emergency Operations Plan certified by the Emergency Manager for the County. The Homeland Security Division will review each grant application and school emergency operations plan to make sure it meets the grant requirements before certifying.

Grants - Oakland County Homeland Security Division receives several grants from FEMA that are awarded through the State. The Homeland Security Grant Program (UASI & SHSP) grants are the largest grants OCHSD receives. Staff will review and manage dozens of grant projects at a time, ensuring from the start of the allocation, through Grant Allocation Committee (GAC), UASI Board approval, State approval, purchasing requirements, payment and reimbursement are done on each project and coordinated with the project leads in the community. Timely and accurate accounting for all grant dollars is necessary to ensure the funds are being used appropriately and meeting the needs of Oakland County as outlined in the Threat and Vulnerability Assessment process. Grant funding is used to support the purchase of equipment, trainings, exercises and personnel expenditures to support first responder agencies, communities and critical infrastructure sites. In 2018, the Safe Schools Act grant included a last-minute requirement that any school that was applying for a grant had to have their emergency plan reviewed by the local emergency management office. The OCHSD reviewed the plans for 33 different schools in a one week period so these schools would be eligible to apply for emergency preparedness grants.

Trainings and Exercises - Oakland County Homeland Security Division is always looking for ways to enhance response capabilities. Trainings and exercises with community partners and responders enhances competencies providing improved protocols and plans. OCHSD conducts several trainings and exercises throughout the year for first responders, schools, community partners, county employees and other Critical Infrastructure and Key Resources (CIKR) sites. Four times a year, the Homeland Security Division in conjunction with the Oakland County Sheriff’s Office conduct active assailant training for Oakland County Employees. Hundreds of employees attend this training each year with a goal to keep not only our citizens, but our employees safe. Homeland Security works with the Safety Division to make sure that various types of safety drills are conducted in every building with Oakland County employees. Periodically the drills are observed and evaluated by OCHSD and Building Safety staff and a full After-Action Report is prepared to improve the safety of all employees and visitors. Each year Homeland Security also conducts training and exercises for staff for the use of the Emergency Operations Center (EOC). The EOC is used during an emergency to coordinate a response from various departments within Oakland County Government as well as outside resources. One example of this use was during a significant water main break in October of 2017. Nearly 300,000 people, several hospitals, schools and long-term care facilities were without water for nearly a week. The EOC was activated for 11 days to assist in the management and coordination of resources during this crisis.

Objective

To continue to provide support, response and recovery to all county cities, villages and townships (CVTs) first responder agencies and business communities during actual events, operations and disasters.

| Performance Measures | 2016 Actual | 2017 Actual | 2018 Actual |
|---|----------------|----------------|----------------|
| Actual County-wide Event/Disaster | | | |
| • Regional Exercises | 1 | 2 | 3 |
| • Tornado | 0 | 0 | 0 |
| • Severe Weather Events | 34 | 48 | 37 |
| • Hazmat/Fire Incidents | 10 | 12 | 8 |
| • Regional Entertainment Events | 2 | 2 | 4 |
| • Emergency Operations Center Activations | 1 | 3 | 4 |

Objective

To enhance emergency preparedness plans to ensure they include a whole-community approach with EOC partners and the community.

| Performance Measures | 2016 Actual | 2017 Actual | 2018 Actual |
|---|----------------|----------------|----------------|
| <ul style="list-style-type: none"> SE MI Counties/Cities in Regional Mutual Aid Pact (Macomb, Oakland, St. Clair, Washtenaw, Wayne and Detroit). | 7 | 7 | 7 |
| <ul style="list-style-type: none"> Oakland County CVT's participating in Mutual Aid | 61* | 61* | 61* |

* 100% participation

Objective

To improve integrated response to active assailant and complex coordinated terrorist attack events in Oakland County.

| Performance Measures | 2016 Actual | 2017 Actual | 2018 Actual |
|---|----------------|----------------|----------------|
| <ul style="list-style-type: none"> Officers Trained in Active Assailant Response | 349 | 309 | 468 |
| <ul style="list-style-type: none"> Grant Funds spent on Active Assailant Training | \$42,567 | \$38,192 | \$82,917 |
| <ul style="list-style-type: none"> Training Symposiums hosted for Active Assailant and Terrorism related content | 0 | 1 | 2 |
| <ul style="list-style-type: none"> Employees trained in Active Assailant Response | 848 | 342 | 289 |
| <ul style="list-style-type: none"> Active Assailant Drills & Exercises | 1 | 2 | 4 |

Objective

To ensure timely, efficient and effective execution and utilization of grant dollars for both Oakland County and the Southeast Michigan UASI Region. Ensure that Oakland County receives appropriate amount of federal grant dollars to support the readiness and response capabilities of first responders.

| Performance Measures | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|---|------------------|------------------|------------------|
| Grants Received | 5 | 6 | 5 |
| Homeland Security for Oakland County | \$905.2K | \$717.8K | \$682.0K |
| Homeland Security for SE MI Region | \$4.7M | \$4.5M | \$4.4M |
| Hazardous Material Emergency Preparedness | \$3.5K | \$13.6K | \$23.2K |
| Emergency Management Performance | \$61.2K | \$51.6K | \$51.6K |
| Hazard Mitigation | \$0 | \$152.0K | \$0 |

Objective

To expand emergency management awareness and preparedness to K-12 and secondary school populations.

| Performance Measures | 2016 Actual | 2017 Actual | 2018 Actual |
|---|----------------|----------------|----------------|
| Exercises and Drills for secondary schools | 0 | 0 | 1 |
| School Emergency Operations Plans Reviewed | 0 | 4 | 31 |
| Percentage of K-12 schools compliant with drill reporting | 97% | 99% | 98% |

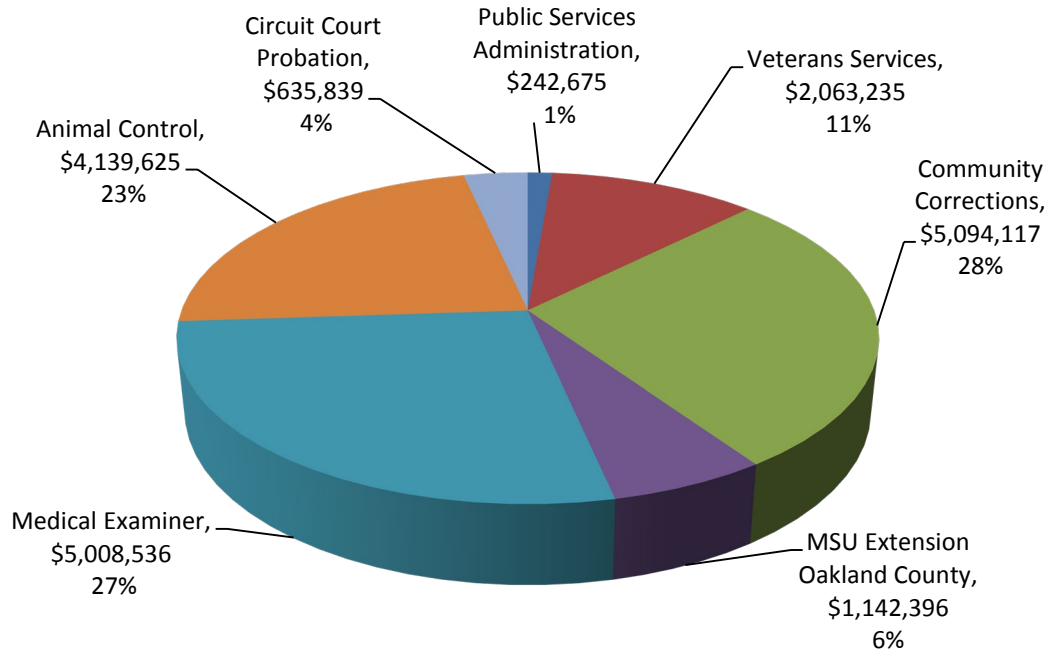
Objective

To identify all Hazardous Substance and Extremely Hazardous Substances (EHS) sites for all Oakland County facilities and develop response plans to reduce the threat posed to first responders and the public.

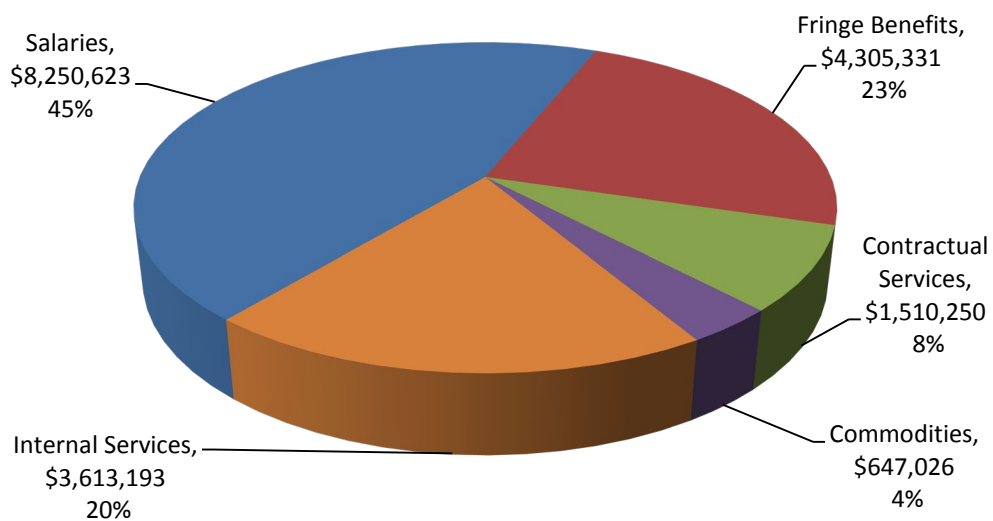
| Performance Measures | 2016 Actual | 2017 Actual | 2018 Actual |
|---|----------------|----------------|----------------|
| Total Hazardous/EHS Facilities | 511 | 492 | 505 |
| Total EHS Facilities | 234 | 220 | 227 |
| EHS Facility Plans Completed | 234 | 220 | 227 |
| Grant Dollars Received for Completing Plans | \$10,800* | \$11,020* | \$3,500* |

*Included in above grants received

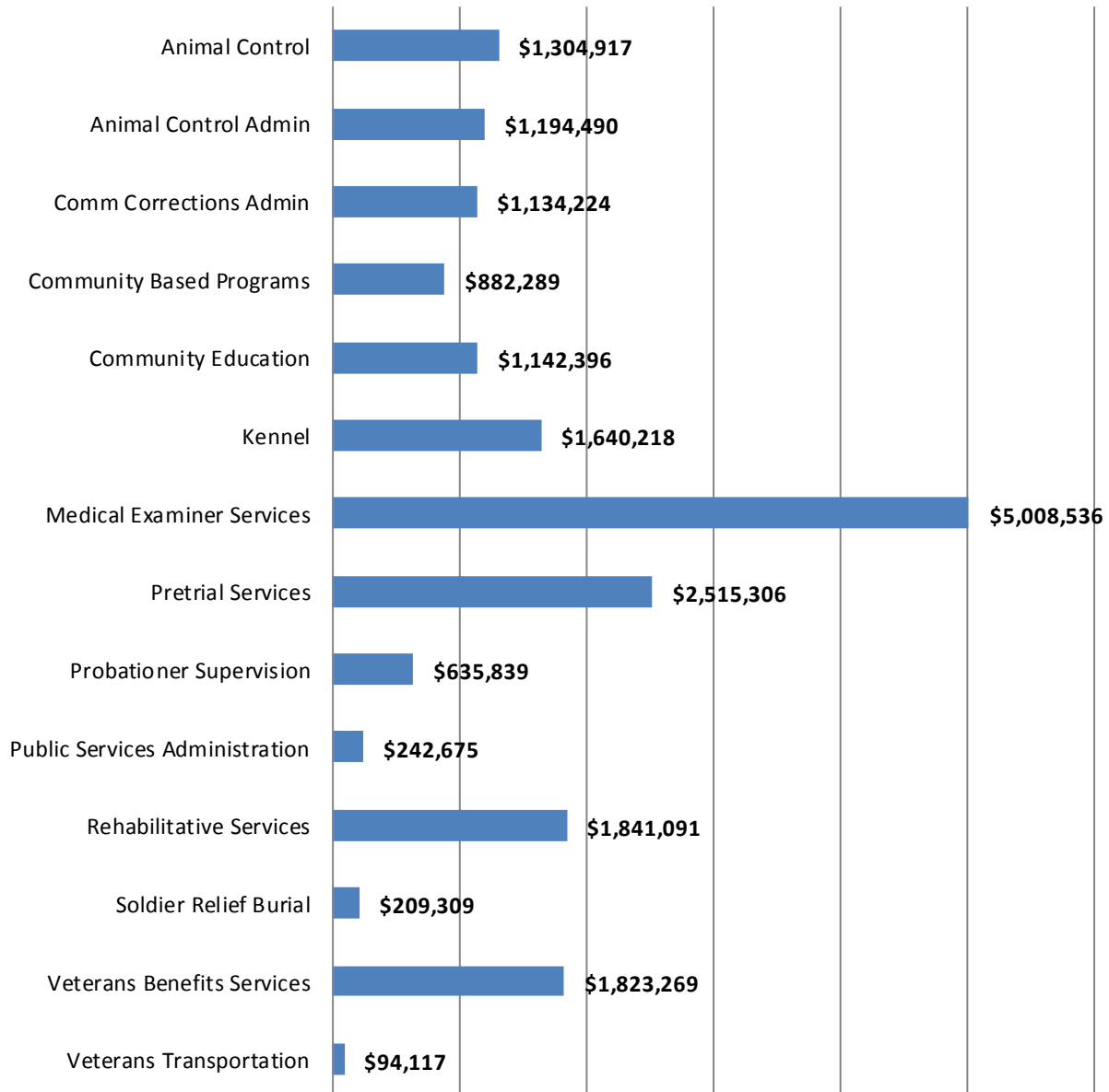
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Mission

To enhance the quality of life for Oakland County residents by providing excellent services in the most expedient, dependable and cost-effective manner possible.

Public Services Administrative Division Summary

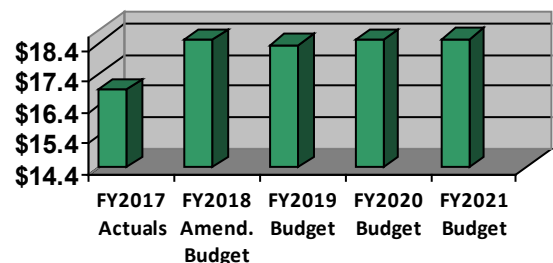
The Administrative Division through the Director of Public Services coordinates, directs, and is responsible for the following divisions: Animal Control, Circuit Court Probation, Community Corrections, MSU Extension - Oakland County, Veterans’ Services, and the Medical Examiner. This is consistent with provisions of Section 13 and 14 of the P.A. 139 of 1973; the County Executive’s organization plan as adopted by the Board of Commissioners. In addition, the Director of Public Services represents the County Executive in preparation and presentation of material for the Public Services Committee of the Oakland County Board of Commissioners. This latter function, in part, involves liaison coordination and management of materials as requested and proposals generated by the following departments and divisions: Public Services Department, Homeland Security, Circuit Court, District Court, Probate Court, Prosecuting Attorney, Sheriff, Criminal Justice Coordinating Council, and Local Law Enforcement Agencies.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|---------------------|-----------------------|---------------------|---------------------|---------------------|
| Public Services Administration | 232,626 | 242,868 | 242,675 | 243,093 | 243,122 |
| Veterans Services | 1,931,267 | 2,116,776 | 2,063,235 | 2,069,892 | 2,070,352 |
| Community Corrections | 4,811,774 | 5,235,532 | 5,094,117 | 5,107,600 | 5,108,531 |
| MSU Extension Oakland County | 987,051 | 1,187,703 | 1,142,396 | 1,161,992 | 1,170,018 |
| Medical Examiner | 4,585,649 | 5,077,018 | 5,008,536 | 5,049,079 | 5,051,479 |
| Animal Control | 3,729,353 | 3,994,702 | 4,139,625 | 4,195,846 | 4,199,825 |
| Circuit Court Probation | 615,127 | 646,608 | 635,839 | 667,522 | 669,709 |
| Total Expenditures | \$16,892,847 | \$18,501,207 | \$18,326,423 | \$18,495,024 | \$18,513,036 |

Current Issues

- Veterans Services Division provides that veterans and their dependents receive all federal, state and local benefits earned in the service of their country. Veterans Services continues its focus on utilizing available technology to better serve Oakland County’s veterans. The U.S. Department of Veterans Affairs has granted the Veterans Services Division remote access to their databases. This access provides Veterans Services with the capability to file claims electronically and better track the status of the claims for Oakland County’s 65,000 veterans.
- The Medical Examiner’s Division has the sole responsibility of investigating any sudden, violent, unexpected and suspicious deaths. As the nation is currently experiencing an opioid crisis, the Medical Examiner’s Division is working with the prosecutor, the courts, law enforcement, and the health department in identifying current trends and increasing public awareness of this crisis.
- Animal Control Division has developed a state of the art facility that enhances the comfort, health, and adoptability of the 4,000 plus dogs and cats that it takes in each year. The grounds design and the updated policies allow cats their own space that is free of the distress of barking dogs, while the dogs have separate play areas and can be walked on campus by visitors. Potential adopters can bond with the animals, while providing the community service of exercising and socializing the animals.

Department Expenditures (\$ in millions)



Current Issues (Continued)

- Michigan State University Extension applies research and knowledge to Oakland County's critical issues in order to positively impact the lives of the individuals and families in this community. In 2017, the Health and Nutrition unit provided healthy cooking demonstrations to show those receiving food subsidies on how to select the most balanced grocery items for their families, addressing obesity, diabetes, and other health epidemics that are driven by consumer choices. Additionally, MSU Extension provides two hotlines that address Food Safety concerns and also answers questions about yard and garden issues such as disease and infections that affect gardens, yards, and trees. Youth participating in 4-H programs are provided with an opportunity to explore their interests while learning life skills, such as using tools, machines, cooking, and participating in agriculture, which is often not provided through academia. Additionally, water quality and conservation addresses issues involving lakefront management and septic systems to help residents protect and conserve our environment.

Department Goals

- Be transparent and accountable to Oakland County residents.
- Improve the quality of life for Oakland County residents by making our communities safer, ensuring veterans receive all their benefits, advocating for humane treatment of animals, and applying current research to improve our natural resources.
- Provide exceptional customer service through a commitment to having a well-trained staff and utilizing technology for greater efficiency.
- Continue to identify and implement best budgetary practices that will ensure the Public Services Department will be able to fulfill its mission for years to come.

Summary of Major Program Changes

Revenue

Charges for Services increased in the FY 2019 revenue budget due to Animal Control Sale of Licenses and Service Fees that were increased for on-going operational needs. Also there was an increase in the Medical Examiner's Office Cremation Approval Fee and FOIA (Freedom of Information Act) Fees due to increased activity. This increase was partially offset by decreases within the Medical Examiner's Autopsies and Medical Services due to fewer requests. Animal Control Adoptions / Shots/ Sterilization fees decreased to reflect actual activity.

Expenditures

Controllable Personnel for FY 2019 includes a 2% salary increase and associated fringe benefits. Controllable Personnel also includes the Fringe Benefit rate reduction as referenced in the April 2018 Fiscal Plan document. Contractual Services increase is primarily a result of MSU Extension professional service contract. Increases also exist within the Medical Examiner's Office in Transportation Services and Laboratory Fees due to increased cost of goods and services as well as the number of cases being handled. Commodities increased due to an increase in Animal Supplies, Metered Postage, and Tax Collection Supplies to account for actual operational needs. Capital Outlay decreased due to the equipment purchased by the Medical Examiner's Office in FY 2018. The overall Internal Services increase is due to Info Tech Development and Maintenance Department Charges as these are budgeted in a Non-Departmental account and transferred to the departments as needed per the General Appropriation Act. Motor Pool decreased due to the adjustments in the lease and maintenance of vehicles and Motor Pool Fuel Charges decreased due to projected fuel rates. Equipment Rental, Info Tech Managed Print Svcs, Info Tech Ops and Radio Communications decreased due to rate and usage level adjustments. The decreases are partially offset by the increase to Building Space Allocation as Facilities Maintenance & Operations determines the rates for each building based on the estimated cost to operate and maintain the building. The FY 2019 building rates have been adjusted in order to bring equity in line with Federal OMB Uniform Guidance requirements. In addition, increases in Telephone Communications due to rate usage adjustments and Info Tech Equipment Rental due to purchase and installation of Mobile Data Computers in Animal Control Vehicles. Transfers Out overall decrease primarily due to the General Fund match for the Community Corrections Comprehensive Plan Grant for FY 2018.

Division Summary

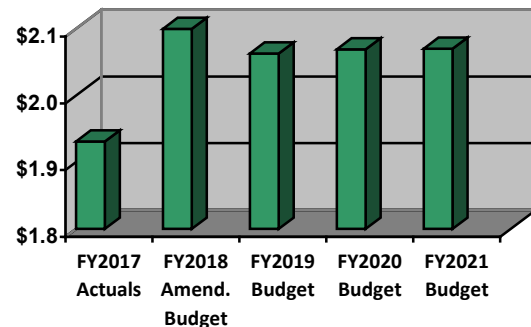
The Veterans’ Services Division provides technical, local-level advocacy and assistance to Oakland County Veterans and/or dependents to obtain federal, state and local veterans’ benefits. These benefits include disability compensation, pension, education, medical care, burial benefits, etc. In addition, the Veterans’ Services Division administers the relief and burial allowances for the Soldier’s Relief Commission. Additional services provided include transportation to the Department of Veterans Affairs Medical Centers for treatment purposes and referrals to other appropriate agencies. Currently the division provides services in Troy and Pontiac, Michigan with monthly outreach in Holly and Farmington Hills.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Veterans Services | 1,931,267 | 2,116,776 | 2,063,235 | 2,069,892 | 2,070,352 |
| Total Expenditure | \$1,931,267 | \$2,116,776 | \$2,063,235 | \$2,069,892 | \$2,070,352 |

Division Goals

- Provide Oakland County veterans/dependents with the highest caliber service available to assist them in developing and processing their claims for legislated veterans’ benefits.
- Provide Soldiers Relief Burial and Foundation Allowances and Emergency Financial Relief.
- Provide reliable, wheelchair accessible transportation for veterans to the US Department of Veterans Affairs Medical Centers in Detroit and Ann Arbor, MI.
- Continue training for staff to maintain accreditation status granted by the U.S. Department of Veterans Affairs.
- Monitor legislation to determine impact on veterans, their dependents and Oakland County.
- Continue the enhancement and/or replacement of reference materials with CD-ROM and Internet access.
- Maintain and update the division’s veterans’ networked database, automated forms completion software and Soldiers Relief ledger program.
- Increase public awareness of services available through outreach, advertising, public service announcements and networking.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 923,818 | 982,813 | 989,290 | 989,290 | 989,290 |
| Fringe Benefits | 651,378 | 722,405 | 679,835 | 679,835 | 679,835 |
| Contractual Services | 138,057 | 182,345 | 177,780 | 177,780 | 177,780 |
| Commodities | 10,417 | 13,132 | 13,132 | 13,132 | 13,132 |
| Internal Services | 207,597 | 216,081 | 203,198 | 209,855 | 210,315 |
| Total GF/GP Expenditures | \$1,931,267 | \$2,116,776 | \$2,063,235 | \$2,069,892 | \$2,070,352 |
| <u>Other Funds</u> | | | | | |
| County Veterans Trust | 49,646 | 63,460 | 63,460 | 63,460 | 63,460 |
| Total Other Funds | \$49,646 | \$63,460 | \$63,460 | \$63,460 | \$63,460 |
| Total Expenditures | \$1,980,912 | \$2,180,236 | \$2,126,695 | \$2,133,352 | \$2,133,812 |

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Veterans Benefits Services | 1,735,170 | 1,876,954 | 1,823,269 | 1,829,926 | 1,830,386 |
| Soldier Relief Burial | 159,136 | 209,309 | 209,309 | 209,309 | 209,309 |
| Veterans Transportation | 86,606 | 93,973 | 94,117 | 94,117 | 94,117 |
| Total Expenditures | \$1,980,912 | \$2,180,236 | \$2,126,695 | \$2,133,352 | \$2,133,812 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------|-------------------|-------------------|-------------------|
| Veterans Benefits Services | 15 | 15 | 15 |
| Veterans Transportation | 1 | 1 | 1 |
| Total Personnel | 16 | 16 | 16 |

Veterans’ Services Programs

- Veterans’ Benefits Services** - Veterans’ Benefits Services is comprised of administration, client services, and community outreach and staff development. Administration activities include administering all division programs and personnel issues, developing the budget and monitoring budget expenditures, evaluating and developing division policies and procedures. Client Service consists of providing veterans and their families with federal, state and local veterans’ benefits counseling and advocacy. This service includes research, development and claims processing. Also, technical and support staff maintain a networked database, forms completion software and hard copy file system. Community Outreach is accomplished through staff presentations, news articles, advertising products, cable broadcasts, pamphlets and mass mailings. This includes the representation of our division at various community organizations, agencies and events. Staff Development consists of continuous training and testing of our benefits counseling staff to obtain and maintain US Department of Veterans Affairs accreditation. This training is provided through seminars, conferences and training classes held by the US Department of Veterans Affairs (USDVA), Veterans Organizations, and other related professionals. Other training is also obtained for our staff related to computer software programs, clerical support, personnel and management.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|--|------------------|------------------|------------------|------------------|
| Claims Filed | 5,461 | 5,708 | 5,544 | 5,114 |
| USDVA Monetary Benefits to Veterans/Dependents | \$214,738,000 | \$206,804,000 | \$221,739,000 | \$218,063,000 |
| USDVA Medical Benefits to Veterans/Dependents | \$97,475,000 | \$108,491,000 | \$109,774,000 | \$113,651,000 |

- Soldier Relief/Burial** - Public Act 214 of 1899 establishes the Soldiers’ Relief Commission as an appointment of the Probate Court. This law mandates an annual tax levy of an amount not to exceed 1/10 of a mill for financial relief of indigent veterans and their dependents. The Oakland County Board of Commissioners established a levy of .0004 mills in 1994. This millage provided \$30,932 for this program in FY 2014-FY 2017. Public Act 235 of 1911 mandates Michigan counties to provide a \$300 allowance toward the burial expenses of an honorably discharged member of the armed forces of the United States, who served for at least 90 days active duty during a period of war and dies with an estate not exceeding \$40,000. Additionally, this act requires the County to provide an allowance to place the government marker on the eligible veteran’s grave. Effective January 1, 2001, on behalf of veterans who qualify for the County Burial allowance, our Division also provides an American flag case to the recipient of the American Flag as issued by the United States in appreciation of his/her honorable service.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|---|------------------|------------------|------------------|------------------|
| <u>Relief Program Indicators</u> | | | | |
| Total Spent | \$27,065 | \$26,318 | \$21,512 | \$21,876 |
| Applications/Approved | 222/201 | 218/200 | 176/160 | 170/162 |
| <u>Burial Program Indicators</u> | | | | |
| Burial Expense | \$90,600 | \$96,900 | \$86,700 | \$77,100 |
| Applications approved | 283 | 323 | 289 | 257 |
| Marker Foundation Expense | \$12,912 | \$16,694 | \$12,083 | \$9,239 |
| Applications approved | 68 | 65 | 46 | 36 |
| Total Expense | \$103,511 | \$113,594 | \$98,783 | \$86,340 |
| <u>Flag Case Indicators</u> | | | | |
| # Flag Cases Granted | 211 | 207 | 190 | 211 |
| Total Expense | \$2,532 | \$2484 | \$2280 | \$2,532 |

- Veterans’ Transportation** - Our transportation program provides wheelchair accessible transportation for veterans to and from the US Department of Veterans Affairs Medical Centers (VMAC) in Detroit and Ann Arbor. Transportation is available from the Pontiac and Southeast Offices on Tuesdays, and Fridays, from the Pontiac Office and the Southfield Health Office on Wednesday and from the Pontiac Office and Walled Lake WIC Office on Thursdays. Home pick-up is available by appointment for those who are wheelchair bound or with a disability that prevents them from coming into the office.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|--|------------------|------------------|------------------|------------------|
| Trips Made | 169 | 177 | 167 | 182 |
| Veterans Transported to Detroit VAMC | 183 | 274 | 264 | 204 |
| Veterans Transported to Ann Arbor VAMC | 154 | 112 | 127 | 220 |
| Total Veterans Transported | 337 | 386 | 391 | 424 |

Division Summary

The Community Corrections Division is responsible for operating programs, which may be used for offenders who have substance use disorders or other needs which place them at high risk to reoffend. These programs offer rehabilitative value without compromising public safety. All programs are cost effective alternatives to incarceration, which allows for jail and prison beds to be reserved for the most serious and violent offenders.

Mission

The mission of Community Corrections is to reduce recidivism by providing a continuum of services that adhere to evidenced based principles.

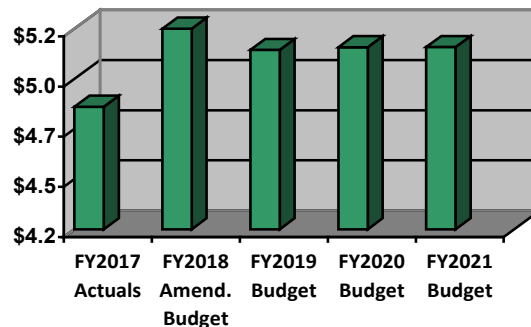
| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Community Corrections | 4,811,774 | 5,235,532 | 5,094,117 | 5,107,600 | 5,108,531 |
| Total Expenditures | \$4,811,774 | \$5,235,532 | \$5,094,117 | \$5,107,600 | \$5,108,531 |

Division Goals

- To reduce recidivism through the use of Evidenced Based Practices (EBPs) in programming.
- To minimize prison and jail housing costs and reduce jail crowding through programs that serve as alternatives to incarceration.
- To provide a continuum of services to individuals involved in the criminal justice system from first appearance through sentencing.
- To promote positive behavior change in offenders through comprehensive programming and services.
- Provide offenders with individualized supervision plans that address criminogenic risk / needs thereby reducing the likelihood of reoffending.

Division Expenditures

(\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 2,390,262 | 2,585,183 | 2,657,102 | 2,657,102 | 2,657,102 |
| Fringe Benefits | 1,357,708 | 1,481,109 | 1,411,052 | 1,411,052 | 1,411,052 |
| Contractual Services | 445,788 | 471,965 | 471,965 | 471,965 | 471,965 |
| Commodities | 27,274 | 30,060 | 30,060 | 30,060 | 30,060 |
| Internal Services | 590,742 | 648,609 | 523,938 | 537,421 | 538,352 |
| Transfers Out | 0 | 18,606 | 0 | 0 | 0 |
| Total GF/GP Expenditures | \$4,811,774 | \$5,235,532 | \$5,094,117 | \$5,107,600 | \$5,108,531 |
| Other Funds | | | | | |
| Community Corrections | 1,174,958 | 1,297,399 | 1,278,793 | 1,278,793 | 1,278,793 |
| Total Other Funds | \$1,174,958 | \$1,297,399 | \$1,278,793 | \$1,278,793 | \$1,278,793 |
| Total Expenditures | \$5,986,732 | \$6,532,931 | \$6,372,910 | \$6,386,393 | \$6,387,324 |

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Administration | 1,235,482 | 1,224,408 | 1,134,224 | 1,142,862 | 1,143,458 |
| Pretrial Services | 2,382,767 | 2,503,933 | 2,515,306 | 2,515,965 | 2,516,011 |
| Community Based Programs | 432,973 | 899,922 | 882,289 | 882,289 | 882,289 |
| Rehabilitative Services | 1,934,871 | 1,904,668 | 1,841,091 | 1,845,277 | 1,845,566 |
| Total Expenditure | \$5,986,732 | \$6,532,931 | \$6,372,910 | \$6,386,393 | \$6,387,324 |

| Personnel by Program | FY 2016 Budget | FY 2017 Budget | FY 2018 Budget |
|--------------------------|----------------|----------------|----------------|
| Administration | 7 | 7 | 7 |
| Community Based Programs | 12 | 12 | 12 |
| Pretrial Services | 23 | 23 | 23 |
| Rehabilitative Services | 19 | 19 | 19 |
| Total Personnel | 61 | 61 | 61 |

Community Corrections Programs

Pretrial Services

- **Pretrial Services Screen & Assessment** - The Screening & Assessment unit is responsible for interviewing in-custody defendants prior to their arraignment. The information gathered includes background, residence, employment, criminal history and other required elements under Michigan Court Rule 6.106. Every attempt is made to verify all information provided by the defendant with a third party for accuracy. The information gathered is used to score the defendants risk of pretrial misconduct on an actuarial pretrial risk assessment tool called the Praxis. The Praxis score is the basis for a recommendation as to release suitability which is contained within a report provided to the judicial officer. The goal of Pretrial Services is to ensure that similarly situated defendants are treated in a similar fashion regardless of age, race, gender, or socio-economic status.
- **Pretrial Services Supervision** - The Supervision unit is responsible for ensuring that defendants released into the community pending disposition abide by any conditions of release. Conditions of release may include participation in substance abuse testing or counseling, not entering a specified premise or associating with specified persons, maintaining or seeking employment or electronic monitoring. Noncompliance with any condition of release is reported to the court and prosecuting attorney and may result in a revocation of release status. The goal of the supervision unit is to mitigate the chance of pretrial misconduct by reducing failures to appear for court and rearrests while on bond.

Objectives

- To maximize the number of pretrial defendants who may be safely released into the community on pretrial release.
- To notify defendants on pretrial release of court appearances via automated reminder phone calls to reduce the likelihood of failure to appear.
- To monitor compliance with conditions of release to ensure defendants return to court and remain arrest free while on pretrial release.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|--|---------------|---------------|---------------|---------------|
| Reports submitted to court | 9,727 | 10,730 | 11,111 | 9,612 |
| Defendants on Pretrial Supervision | 3,920 | 3,854 | 4,444 | 4,397 |
| Number of reminder calls to defendants | 11,341 | 9,540 | 4,771 | 5,066 |
| Fail to appear for court percentage | 4.7% (187) | 5.3% (205) | 5.6% (249) | 5.7% (252) |

Community Based Programs

- **Weekend and Weekday Alternative for Misdemeanants (WWAM)** - The WWAM program is a sentencing option available to all District Court Judges within Oakland County. Offenders may be court ordered to the program, in lieu of jail, where they are required to perform labor for non-profits and various local governmental agencies. The offenders are organized into crews of 12-14 and dispatched to projects throughout the county while under the supervision of a part-time Community Corrections employee. The crews participate in a variety of work assignments including painting, raking, and general clean up. Each offender is charged a daily fee to participate in the program helping to offset the cost to taxpayers.
- **Warm Wear by WWAM** – This is an extension of the WWAM program mentioned above. Due to the physical nature of the work, offenders with medical restrictions or physical limitations have not previously been able to participate in the WWAM program. In an effort to include these individuals, WWAM started the Warm Wear program in 2012. Program participants knit hats on a circular loom. The physical requirements needed for using a knitting loom are minimal, making it the perfect tool for this program. It takes approximately two – three hours to create each unique knit hat. All hats created by program participants are donated to local charities.

Objectives

- To benefit the citizens of Oakland County through work performed by offenders within their communities.
- To provide offenders with an opportunity to learn new skills that may be beneficial in their employment endeavors.
- To divert low level offenders from occupying expensive jail beds.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|---|------------------|------------------|------------------|------------------|
| Days of work in lieu of jail | 12,049 | 12,603 | 10,935 | 9,469 |
| Money saved by non-profit organizations for work performed by WWAM crews* | \$771,136 | \$806,592 | \$699,840 | \$606,016 |

*Based on a rate of \$8.00/hour

Rehabilitative Services

- **Step Forward** - The Step Forward program provides offenders with an array of services which may be accessed from a central location. Through a comprehensive assessment, the offender’s criminogenic risks and needs are identified and an individualized supervision plan is created. The program offers a variety of groups and services each aimed at addressing specific criminogenic factors. Services include, but are not limited to, substance abuse and mental health counseling, batterer’s intervention, anger management, cognitive restructuring, and case management services.
- **Alternatives to Incarceration Centers** - Community Corrections also offers through area agencies, substance abuse services from residential treatment, to clean and sober living arrangements. These programs are designed to be used either in conjunction with, or in lieu of a jail sentence. In addition, these programs provide offenders with needed skills in fighting addiction and making a successful reentry into the community.

Objectives

- To provide programs that offer offenders with substance use disorder treatment instead of jail.
- To reduce recidivism by addressing an offender’s individual criminogenic risks and needs.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|------------------------------------|------------------|------------------|------------------|------------------|
| Offenders enrolled in Step Forward | 835 | 795 | 849 | 863 |
| Offenders completing Step Forward | 504 | 488 | 496 | 529 |
| Offenders in treatment agencies | 787 | 696 | 572 | 466 |

Administration

- Activities within this area include the creation of new programs and the management of existing programs that meet the Community Corrections Division’s goals and objectives. All programs strive to protect the public safety, to reduce taxpayer cost of unnecessary detention and to utilize Evidenced Based Principles.

Objectives

- To implement within Community Corrections innovative programming in accordance with Evidenced Based Practices (EBP).
- To continue to secure funding through the Michigan Department of Corrections Office of Community Alternatives.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|-----------------------------|------------------|------------------|------------------|------------------|
| MDOC /OCC state grant award | \$1,911,028 | \$1,830,338 | \$1,773,952 | \$1,679,257 |

Division Summary

Michigan State University Extension (MSUE) is part of the National Cooperative Extension Service (CES) system that provides unbiased research based education to address critical issues. The mission of MSUE is to help people improve their lives through an educational process that applies knowledge to critical issues, needs and opportunities. Educational programs are provided in adult and youth volunteer development; agriculture/natural resources; business and home horticulture; ground and fresh water education; community and leadership development; family resource management; food safety and nutrition education. MSUE is funded through a three-way partnership with local, state and federal governments.

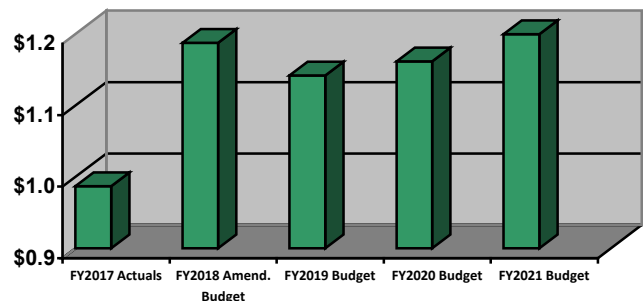
| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|------------------|-----------------------|--------------------|--------------------|--------------------|
| MSU Extension Oakland County | 987,051 | 1,187,703 | 1,142,396 | 1,161,992 | 1,170,018 |
| Total Expenditure | \$987,051 | \$1,187,703 | \$1,142,396 | \$1,161,992 | \$1,170,018 |

Division Goals

To meet the current needs of Oakland County residents with unique, innovative programs, the County and MSUE staffs work as a team to:

- Link MSU faculty and resources to implement innovative university outreach projects that fit the needs of the communities using best practices from research and national experience.
- Build partnerships and provide educational programs, collaborative support and technical assistance for local officials, community leaders and the agencies/organizations in the County to extend resources.
- Recruit and provide in-depth training and support for adult and youth volunteers.
- Foster a positive environment for diversity and multiculturalism.
- Provide youth and families the opportunity to participate in Youth Development programs. A wide variety of Positive Youth Development educational programs, 4-H clubs, projects and activities that build youth assets and give them personal and leadership skills they can use for a lifetime are available.
- Provide food and nutrition and food safety educational programs for residents, including senior citizens and low-income families with young children to acquire the knowledge, skills, attitudes and behavior necessary to improve their diets for better health. Maintain a food safety hotline to answer consumer questions concerning safe handling, cooking, storing and preserving of food.
- Support the creation and sustainment of healthy community food systems by providing resources, specialists and educational programming.
- Provide education for consumers interested in environmental issues, insect infestations and other horticultural subjects by offering Master Gardener, Michigan Conservation Stewards, community gardening, Integrated Pest Management and pesticide applicator training.
- Provide education and technical assistance on water quality issues to minimize threats and promote the management and stewardship of groundwater and surface water resources, including proper phosphorus fertilizer management, onsite wastewater (septic) system education and oil and gas exploration information.
- Assist entrepreneurs who develop and commercialize high-value, consumer-responsive products and businesses in the food, agriculture and natural resources sectors.
- Provide a 7-part series of workshops for members of planning boards and commissions called Michigan Citizen Planner. Participants become knowledgeable and skilled in developing master plans, handling zoning issues and including residents in the planning process.
- Assist individuals, households, organizations and communities become sustainable through workshops and other education related to financial capability.

Division Expenditures (\$ in millions)



Division Goals (Continued)

- Provide technical information on plant, insect and soil problems that confront homeowners and businesses and to manage them environmentally, economically and safely. Maintain an office center to answer consumer phone calls and provide in-office assistance.

| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|-------------------|--------------------------|--------------------|--------------------|--------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 322,686 | 406,459 | 359,179 | 359,179 | 359,179 |
| Fringe Benefits | 162,852 | 259,961 | 182,761 | 182,761 | 182,761 |
| Contractual Services | 210,484 | 221,047 | 297,605 | 304,587 | 311,743 |
| Commodities | 3,511 | 6,192 | 6,192 | 6,192 | 6,192 |
| Internal Services | 287,518 | 294,044 | 296,659 | 309,273 | 310,143 |
| Total GF/GP Expenditures | \$987,051 | \$1,187,703 | \$1,142,396 | \$1,161,992 | \$1,170,018 |
| <u>Other Funds</u> | | | | | |
| Total Other Funds | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$987,051 | \$1,187,703 | \$1,142,396 | \$1,161,992 | \$1,170,018 |

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------------|-------------------|--------------------------|--------------------|--------------------|--------------------|
| Community Education | 987,051 | 1,187,703 | 1,142,396 | 1,161,992 | 1,170,018 |
| Total Expenditure | \$987,051 | \$1,187,703 | \$1,142,396 | \$1,161,992 | \$1,170,018 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------|-------------------|-------------------|-------------------|
| Community Education | 13 | 13 | 13 |
| Total Personnel | 13 | 13 | 13 |

- **Community Education** - Michigan State University Extension (MSUE) provides unbiased, up-to-date, research based educational and technical assistance for Oakland County consumers. MSUE is committed to providing positive multicultural environments through the inclusion of all people at all levels. MSUE provides a wide variety of delivery modes that include educational programs, leadership workshops and seminars conducted in the form of community forums, one-on-one or group instruction, Internet based webinars, desktop video conferencing, computer databases, instructional videos, consumer bulletins and research reports.

Objective

- Enable Oakland County citizens to improve their lives by bringing the vast knowledge resources of MSU directly to individuals, communities and businesses. For more than 100 years, MSU Extension has helped Oakland County residents by equipping them with the information that they need to do their jobs better, raise healthy and safe families, build their communities and empower children toward a successful future.

FOCUS AREA – 4-H Youth Development Programs

Objective

- Responding to identified community needs and requests, Extension educational programs have been provided as follows:

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|---|------------------|------------------|------------------|------------------|
| Provided positive youth development educational experiences for: Youth (ages 5-19) throughout Oakland County | 9,690 | 14,690 | 11,104 | 16,470 |
| Youth In 4-H Community Clubs | 868 | 730 | 905 | 1,081 |
| Volunteer Leaders | 697 | 841 | 439 | 576 |

- Over the past 6 years, 134 youth have participated in the 4-H2O Eco-Challenge www.4hecochallenge.com, focusing on topics ranging from Low Orbit Space Exploration, Remotely Operated Vehicles, Biomimicry, Water Quality, Invasive Species and Robotics. This summer day camp program did not run in 2018 due to lack of interest and low enrollment.
- In 2017, 386 Oakland County youth participated in Green Science Adventure Camp at the MSU Tollgate Education Center in Novi. The camp is focused on engaging youth ages 5-10 in a week of inquiry based experiential science programming with a focus on basic biology, plant and animal classification, and gardening and farming techniques.
- Each year a delegation of 4-H youth and volunteers attends Youth Exploration Days (YED) at Michigan State University for youth 11-19. In 2017, 97 youth from Oakland County attended YED. YED is a 3-day pre-college experience that is designed to develop personal growth and interests as well as communication, citizenship, and leadership skills.
- Educating volunteers remains a centerpiece of the 4-H program. In addition to state-wide workshops and webinars offered to all volunteers, county leader updates are offered quarterly providing professional development and program information to all volunteers.
- Volunteers depend on 4-H Youth Development program staff for volunteer screening, leadership training, educational program materials and designing research-based, developmentally appropriate activities that build assets in youth.
- In 4-H Tech Wizards, a mentoring program focusing on STEAM (science, technology, engineering, art, and math) provided hands-on STEAM related activities for over 60 youth at Alcott Elementary, Owen Elementary and Webber Media Arts Academy, all located in Pontiac. The 4-H Tech Wizards program was a grant funded initiative that came to an end in 2016.
- For the past 25 years, youth in Oakland County have participated in the Oakland County 4-H Horse Camp at Springfield Oaks County Park in Davisburg. Each year approximately 50 Oakland County campers spend 4 days in intensive instruction learning life skills such as responsibility, commitment and team building while sharpening their skills as equestrians. 2017 saw the camp expand to Tollgate Education Center.
- A combined total of 94 individuals participated in the Oakland County 4-H Proud Equestrian Program (PEP) at Bloomfield Open Hunt in 2015, 2016 and 2017. PEP is a therapeutic as well as recreational program for mentally and/or physically challenged people. Under the guidance and leadership of several trained instructors and 43 volunteers, physical and emotional therapy is provided through horseback riding.

FOCUS AREA – Natural Resources

- Consumers were provided with technical expertise on plant diseases, insect problems, pesticide selection and use, soil analysis, plant identification and selection, cultural problems and garden stewardship, and clientele were assisted with soil test interpretations and environmentally sound fertilizer recommendations.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|---|------------------|------------------|------------------|------------------|
| Telephone and Counter Customers | 1,786 | 1,535 | 2,082 | 1,535 |
| Educational Programs | 8 | 10 | 8 | 2* |
| Individuals Attending Programs | 417 | 422 | 402 | 26* |
| Individualized Fertilizer Recommendations | 146 | 171 | 146 | 171 |

*Horticulture (Position was vacant for much of 2017)

- Volunteers receive 56 hours of science-based horticulture training through the [MSU Extension Master Gardener Volunteer Program](#). To become a “Master Gardener Volunteer”, each trainee provides a minimum of 40 hours of community-based service.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|---------------------------------|------------------|------------------|------------------|------------------|
| Training Classes | 1 | 2 | 2 | 2 |
| Master Gardener Class Attendees | 51 | 125 | 102 | 103 |
| Master Gardener’s Volunteers | 506 | 651 | 571 | 688 |
| Volunteer Hours | 28,174 | 28,454 | 28,052 | 21,823 |
| Contribution Value | \$646,875 | \$669,807 | \$644,073 | \$503,457 |

- 3,153 county residents, including Master Gardener Volunteers, receive a weekly electronic horticulture newsletter called [The Oakland Gardener](#).
- Some of the many Master Gardener volunteer projects include information booths at various Oakland County Farmers Markets, Jr. Master Gardener & other children’s programs/activities, and Plant-A-Row (PAR) for the Hungry community gardens.
- MSU Extension continues to offer outdoor education programming at the Tollgate Education Center and Farm in Novi which includes an Outdoor Classroom Workshop Series, Community Food Systems education, Farm-to School day camps and natural science programs. In 2017, over 8,500 youth and adults participated in one or more of these programs. This programming utilized 4,270 hours of volunteer service, a value of \$103,077 according to the Independent Sector.
- In 2016-17, 129 articles were written for the MSU Extension website on a variety of topics, many of which were also posted on the MSU Extension Oakland County web site. Topics included soil testing, changes in the Michigan Fertilizer Law, septic management, lake management and natural shorelines on inland lakes, lawn and garden best practices to protect water quality, water cycle and watershed management, and drinking water well management, climate change, Michigan Fish and Wildlife species, stream management, invasive species management, and ecosystem management.
- Water quality programs were presented to K-12 students on a variety of topics including water stewardship, water conservation, the water cycle, drinking water, wells, septic systems and lawn care, and best management practices to protect water quality. The programs meet State curriculum guidelines related to water and environmental issues.

- Programs were offered to County residents on a variety of water-related issues including septic system maintenance, invasive species management, landscaping to promote wildlife and water quality, pond and lake management issues, the importance of natural shorelines on inland lakes, climate change. These programs also helped Oakland County municipalities meet requirements of the Phase II Storm Water Public Education Plans. Programs were presented to groups and individuals and on a one-on-one basis.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|-----------------------------|------------------|------------------|------------------|------------------|
| Water Quality Programs | 12 | 6 | 4 | 7 |
| Students Receiving Training | 241 | 227 | 300 | 421 |

- In 2015, the first Introduction to Lakes Online course was offered by MSU Extension through the MSU D2L online course platform. The course content covers six topics: lake ecology, lakes and their watersheds, lakes and their shorelines, lakes and the law, aquatic plants, and citizen involvement. The 2016 session was launched on October 6, and concluded on November 18, 2016. Because the course was offered through an on-line platform, enrollment was open to anyone within the state of Michigan. 136 participants enrolled in the course and of those, 33 were individuals from Oakland County.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|-----------------------------|------------------|------------------|------------------|------------------|
| Intro To Lakes Participants | 8 | 15 | 136 | 143 |

- Water Stewardship information and educational activity booths were provided at local home and garden shows, outdoor shows and other events.
- Residents received over 40 hours of classroom and field-based instruction (11 total sessions) through the Michigan Conservation Stewards Volunteer Program (CSP), a program in which participants are trained to understand, promote, support, actively contribute to or lead significant volunteer conservation management activities on public and private lands in Oakland County. To become a “Conservation Steward” each trainee is required to complete 40 hours of volunteer services for their community. Once basic certification is earned, Conservation Stewards must complete 40 hours of service in addition to 8 hours of advanced training each year to retain their status. Michigan Conservation Stewards Program participants learn about the history of conservation activities in Michigan, ecological principles, ecoregional classifications, and how to make choices to manage our natural resources. In addition to this foundation, participants learn about terrestrial ecosystems (forestlands and grasslands) and aquatic ecosystems (wetlands, lakes and streams) through classroom and in-field instruction. Oakland County has hosted the program since 2014.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|---|------------------|------------------|------------------|------------------|
| Basic Training Classes Offered | 1 | 1 | n/a* | 1 |
| Advanced Training Sessions | 1 | 1 | 1 | n/a* |
| Conservation Steward Volunteers Trained | 24 | 4 | 22 | 19 |
| Volunteer Hours Contributed | 1,698 | 1,591 | 2,195 | 1,976 |
| Economic Value of Volunteer Service | \$37,571 | \$37,452 | \$51,670 | \$47,325 |

*Class not offered due to lack of demand

FOCUS AREA – Health and Nutrition

- This dynamic nutrition program, Expanded Food and Nutrition Education Program (EFNEP), uses paraprofessionals from the community to enroll and educate families who are at 185% of poverty or less regarding the role that physical activity and nutrition has in maintaining a healthy lifestyle. Cash benefit studies show that for every \$1.00 invested in these food and nutrition programs, approximately \$10.00 is saved in health care costs.
- Supplemental Nutrition Assistance Program Education (SNAP-Ed) provides general nutrition education and cooking demonstrations for individuals and youth who are at 130% of poverty or less.
- Food and nutrition programs are provided to senior citizens to help them make positive food and behavior changes.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|-------------------------------|------------------|------------------|------------------|------------------|
| SNAP/EFNEP Youth Participants | 1,598 | 3,039 | 1,669 | 1,747 |
| SNAP/EFNEP Adult Participants | 464 | 395 | 569 | 635 |

- In cooperation with the Oakland County Farmers Market and Oakland County Parks and Recreation, programming was done at the Oakland County Farmers Market and other farmers’ markets throughout Oakland County to raise awareness of locally grown foods and the health benefits of these foods.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|-----------------------|------------------|------------------|------------------|------------------|
| Individuals Attending | 620 | 1,470 | 3,000 | 5,034 |

- Beginning in 2010, low-income seniors participated in the Senior Project FRESH Program. Coupons worth \$20.00 per person, redeemable at local farmers’ markets, were distributed to encourage seniors to eat more fresh fruits and vegetables for better health. Seniors also received education on the nutritional value of fruits and vegetables from EFNEP instructors.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|---------------------------|------------------|------------------|------------------|------------------|
| Seniors Receiving Coupons | 100 | 120 | 100 | 140 |
| Redemption Rates | 80% | 84% | 83% | 81% |

- Food and nutrition programs, displays and fairs on healthy eating and food safety were presented to the public.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|-----------------------|------------------|------------------|------------------|------------------|
| Programs Held | 137 | 143 | 156 | 153 |
| Individuals Attending | 6,784 | 7,709 | 7,567 | 6,981 |

- Information was provided by phone to County consumers asking questions regarding food safety, sanitation, food preservation and nutrition. A follow-up telephone survey was conducted to determine the value of the Food Safety Hotline service.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|----------------------|------------------|------------------|------------------|------------------|
| Clients Served | 3,500 | 2,500 | 4,350 | 3,473 |

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|---|------------------|------------------|------------------|------------------|
| Participants who followed advice given | 90% | 97% | 90% | 91% |
| Participants who said they received a satisfactory response to their question | 93% | 93% | 92% | 96% |
| Participants who would call the hotline again | 95% | 94% | 97% | 98% |
| Participants who used the hotline more than once | 68% | 89% | 67% | 74% |

Division Summary

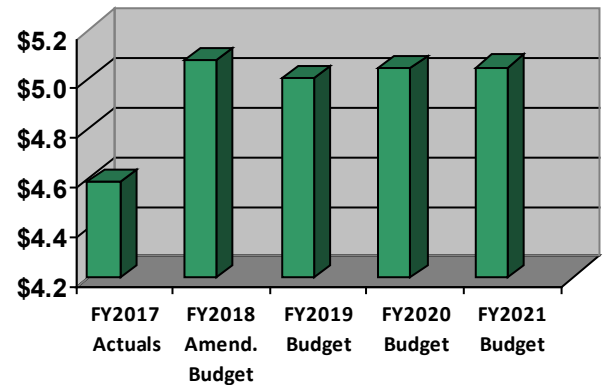
The Office of the Medical Examiner is responsible for investigation of death, as mandated by Michigan Statute, Act 181, P.A. 1953, for all deaths within the county that meet reporting criteria. The medical examiner will conduct an investigation to determine cause and manner of death. Death investigation includes, but is not limited to, death scene investigation, complete examination of the body and working in conjunction with law enforcement and medical care providers. The results of these investigations provide evidence for both criminal and civil prosecution, settlement of estates, etc. It also provides public health authorities with information relative to communicable diseases and other mortality data.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Medical Examiner | 4,585,649 | 5,077,018 | 5,008,536 | 5,049,079 | 5,051,479 |
| Total Expenditure | \$4,585,649 | \$5,077,018 | \$5,008,536 | \$5,049,079 | \$5,051,479 |

Division Goals

- Make a conscious effort to improve both the quality and timeliness of services provided to families of the deceased, to the law enforcement community, and all other interested private or government agents.
- Continue to cooperate with health care providers, emergency medical services, funeral homes, law enforcement, fire agencies, and educational institutions through direct assistance, information, advisory and teaching services throughout the country.
- Develop regional policies, protocols and coordinate networks within the health community for management of smallpox bio-terrorism and other mass fatality occurrences. The Chief Medical Examiner is a member of the Smallpox Response Team for Oakland, Macomb and St. Clair Counties.
- Work closely and participate in any related matters with the County Homeland Security Division.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 2,085,732 | 2,357,485 | 2,415,898 | 2,415,898 | 2,415,898 |
| Fringe Benefits | 980,542 | 1,163,713 | 1,124,752 | 1,124,752 | 1,124,752 |
| Contractual Services | 410,448 | 434,822 | 477,319 | 477,319 | 477,319 |
| Commodities | 297,033 | 232,095 | 233,661 | 233,661 | 233,661 |
| Equipment | 9,223 | 32,125 | 0 | 0 | 0 |
| Internal Services | 802,672 | 856,778 | 756,906 | 797,449 | 799,849 |
| Total GF/GP Expenditures | \$4,585,649 | \$5,077,018 | \$5,008,536 | \$5,049,079 | \$5,051,479 |
| <u>Other Funds</u> | | | | | |
| Total Other Funds | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$4,585,649 | \$5,077,018 | \$5,008,536 | \$5,049,079 | \$5,051,479 |

Public Services – Medical Examiner Programs

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Medical Examiner Services | 4,585,649 | 5,077,018 | 5,008,536 | 5,049,079 | 5,051,479 |
| Total Expenditures | \$4,585,649 | \$5,077,018 | \$5,008,536 | \$5,049,079 | \$5,051,479 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------|-------------------|-------------------|-------------------|
| Medical Examiner Services | 26 | 26 | 26 |
| Total Personnel | 26 | 26 | 26 |

Medical Examiner Programs

- Medical Examiner Services - The Medical Examiner provides cause and manner of death of all reportable medical examiner cases. The Medical Examiner's office investigates and determines cause and manner of death in any violent, sudden, unexpected, suspicious or otherwise unexplained death, inclusive of all jail deaths and deaths in police custody occurring within Oakland County.
- The Medical Examiner participates in the Child Death Review Team meetings. The Child Death Review Team reviews the deaths of those in Oakland County who are 17 and younger.
- The Medical Examiner participates in the Domestic Violence Death Team meetings. The Domestic Violence Death Team reviews the deaths of those in Oakland County who were victims of domestic violence.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|---------------------------|------------------|------------------|------------------|------------------|
| Total Cases | 6,552 | 7,156 | 7,444 | 7,555 |
| Cases Reported & Released | 5,529 | 6,080 | 5,615 | 5,633 |
| Inspections | 153 | 125 | 144 | 160 |
| Autopsies | 870 | 951 | 956 | 901 |
| Cremations | 5,956 | 7,530 | 6,510 | 6,649 |

Division Summary

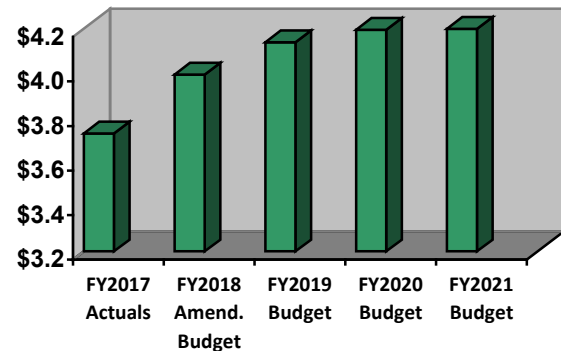
The Animal Control Division is responsible for the enforcement of state laws pertaining to domestic animals and livestock. Under state law this division impounds stray small animals and livestock, investigates animal bites involving humans, licenses dogs, investigates cruelty complaints involving animals, and provides statistics on animal bites and strays to the state. This division is also responsible for the operation of the Oakland County Pet Adoption Center that provides shelter to board and care for stray and homeless animals and the adoption of said animals. The Oakland County Animal Shelter and Pet Adoption Center is dedicated to the principles of integrity and professionalism, as well as the protection, preservation and welfare of all animals.

| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| Animal Control | 3,729,353 | 3,994,702 | 4,139,625 | 4,195,846 | 4,199,825 |
| Total Expenditure | \$3,729,353 | \$3,994,702 | \$4,139,625 | \$4,195,846 | \$4,199,825 |

Division Goals

- Provide pet owners exceptional service by reacting promptly, respectfully, and with sensitivity to customer requests.
- Reach the World Health Organization’s goal of 70% licensed and vaccinated dogs to prevent a rabies outbreak.
- Maintain service agreements with local cities and animal control agencies.
- Educate and inform residents of Oakland County concerning the Michigan Dog Law and “Responsible Pet Ownership”.
- Reduce pet overpopulation by educating pet owners on spay/neuter benefits.
- Increase the number of animals adopted from the Shelter, therefore decreasing the euthanasia rate.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 1,555,407 | 1,634,304 | 1,672,361 | 1,672,361 | 1,672,361 |
| Fringe Benefits | 734,600 | 876,030 | 832,290 | 832,290 | 832,290 |
| Contractual Services | 64,353 | 69,825 | 73,225 | 73,225 | 73,225 |
| Commodities | 310,944 | 292,511 | 317,211 | 317,211 | 317,211 |
| Capital Outlay | 0 | 16,835 | 0 | 0 | 0 |
| Internal Services | 1,064,049 | 1,105,197 | 1,244,538 | 1,300,759 | 1,304,738 |
| Total GF/GP Expenditures | \$3,729,353 | \$3,994,702 | \$4,139,625 | \$4,195,846 | \$4,199,825 |
| <u>Other Funds</u> | | | | | |
| Animal Control Grants | 6,768 | 10,000 | 0 | 0 | 0 |
| Total Other Funds | \$6,768 | \$10,000 | \$0 | \$0 | \$0 |
| Total Expenditures | \$3,736,120 | \$4,004,702 | \$4,139,625 | \$4,195,846 | \$4,199,825 |

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Public Services | 34 | 58 | 0 | 0 | 0 |
| Administration | 1,396,836 | 1,187,881 | 1,194,490 | 1,194,719 | 1,194,834 |
| Animal Control | 1,222,647 | 1,365,884 | 1,304,917 | 1,304,917 | 1,304,917 |
| Kennel | 1,116,604 | 1,450,879 | 1,640,218 | 1,696,210 | 1,700,074 |
| Total Expenditures | \$3,736,120 | \$4,004,702 | \$4,139,625 | \$4,195,846 | \$4,199,825 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------|-------------------|-------------------|-------------------|
| Administration | 11 | 11 | 11 |
| Animal Control | 14 | 14 | 14 |
| Kennel | 9 | 9 | 9 |
| Total Personnel | 34 | 34 | 34 |

- Administration** - The Administration unit provides managerial and clerical support to the Animal Control Unit as well as the Oakland County Animal Shelter and Pet Adoption Center. Additional activities are to develop and monitor the Division budget, answer public inquiries and requests for information, oversee the selling of dog licenses, evaluate and modify departmental procedures to provide fast and efficient service to the public, manage accounts payable and receivable, and oversee eleven (11) contracts with municipalities to provide services for boarding and disposing of animals. Administration also oversees educational activities. Every year schools are visited within our service area to educate children about animal safety and proper care of animals. Several tours are hosted for classes where children can visit and learn about the Animal Shelter. Administration is also responsible for the implementation and oversight of programs that increase adoptions and programs to help enrich the environment of the animals awaiting adoption. Implementing a robust volunteer program along with creating a line of communication with local rescues increases exposure for animals that need placement and creates a healthier environment while they await adoption.

| Performance Measures | 2014 Actual | 2015 Actual | 2016 Actual | 2017 Actual |
|--|----------------|----------------|----------------|----------------|
| Dog Licenses Issued | 65,846 | 65,419 | 65,880 | 64,001 |
| Dog Licenses processed via mail/on-line orders | 7,509 | 8,654 | 10,211 | 11,012 |

- State Law P.A. Act 339 of 1919 mandates an annual census for inquiry as to the number of dogs licensed in the Oakland County service area. Part-time employees are hired to go door to door taking statistical information on how many dogs are in each household and of these, how many are licensed. The program runs from June through September of each year. A violation is issued to persons owning dog(s) that are not currently licensed.

| Performance Measures | 2014 Actual | 2015 Actual | 2016 Actual | 2017 Actual |
|------------------------|----------------|----------------|----------------|----------------|
| Violations Issued | 10,853 | 7,392 | 7,488 | 6,084 |
| Dogs in Violation | 13,349 | 8,870 | 9,150 | 6,111 |
| Dog Licenses Purchased | 11,365 | 7,660 | 8,068 | 4,478 |
| Relinquished Animal | 104 | 218 | 330 | 139 |
| Regular Officer Sent | 1,529 | 791 | 715 | 849 |

- **Kennel** - The Kennel unit provides care for animals held at the Oakland County Animal Shelter and Pet Adoption Center. This unit processes adoptions, returns animals to owners, takes in relinquished animals and accepts strays from private citizens as well as the Animal Control Officers servicing our Oakland County jurisdiction. The shelter also hosts several special events throughout the year helping to boost the amount of animal adoptions and public awareness. The Kennel accepts animals from municipalities contracted with Oakland County for board, care and disposal. There are currently eleven (11) such contracts.

Contracted Municipalities

Berkley
 Birmingham
 Bloomfield Township
 Hazel Park
 Huntington Woods
 Lathrup Village
 Madison Heights
 Oak Park
 Rochester
 Royal Oak City
 Southfield Township

| Performance Measures | 2014 Actual | 2015 Actual | 2016 Actual | 2017 Actual |
|----------------------|----------------|----------------|----------------|----------------|
| Total Animals | 4,793 | 3,998 | 3,756 | 3,488 |
| Adopted* | 2,696 | 2,191 | 2,153 | 1,871 |
| Returned to Owners* | 942 | 790 | 732 | 698 |
| Euthanized | 1,155 | 1,017 | 871 | 919 |

*Average live release rate for dogs is 88%, cats are 80%. Combined average live release rate is 83%.

The Oakland County Animal Shelter and Pet Adoption Center also intakes rabbits, pocket pets, wildlife, livestock and exotic animals. These type animals only make up approximately 15% of the Shelter’s population.

- **Animal Control** - The Animal Control Unit, also known as the Road Unit, is responsible for enforcing State Law, P.A. Act 339 of 1919. The Road Patrol services 790 square miles involving incorporated and unincorporated area of 19 townships, 19 cities and 8 villages. Duties include the patrolling and impounding of stray small animals, livestock that have strayed and animals requiring quarantine for biting. It is also responsible for the removal of dead animals from public highways, inspection and licensing of kennels, investigation of livestock and poultry damage done by dogs, and investigating cruelty complaints involving animals.

| Performance Measures | 2014 Actual | 2015 Actual | 2016* Actual | 2017* Actual |
|----------------------|----------------|----------------|-----------------|-----------------|
| Complaints Answered | 10,920 | 9,779 | 7,123 | 3,829 |
| Bite Complaints | 1,001 | 1,006 | 835 | 607 |
| Pick-Up Complaints | 885 | 837 | 755 | 462 |

*2016 and 2017 the Road Unit incorporated the use of CLEMIS. This made it easier to recall incidents and add pertinent information; thus, eliminating the need for two to three incident numbers for one call.

Public Services – Animal Control Programs

- **Veterinary** - The Veterinary unit provides medical care for animals held at the Oakland County Animal Shelter and Pet Adoption Center. This unit provides vaccinations upon intake, injury and illness evaluations, pre-adoption veterinary exams, parasite prevention, pre-adoption spay and neuter and vaccinations.

On October 17, 2013, Miscellaneous Resolution 13058 was passed by the Oakland County Board of Commissioners. This resolution encourages the Oakland County Animal Shelter and Pet Adoption Center to pursue low cost or free spay/neuter programs in areas with the greatest need. Since the passage of this resolution, every spring, the shelter has hosted several free spay/neuter clinics for cats and kittens. The clinics are always very successful and are booked quickly.

The new Oakland County Animal Shelter and Pet Adoption Center opened its doors to the public on October 20, 2017. This facility not only accommodates what staff were accomplishing at the old shelter medically (sterilizations, vaccinations, vet exams, minor surgeries, treatment for parasites, etc.) but it affords the Shelter to provide care and diagnosis for injured or ill animals that it could not provide in the past. New equipment such as an X-Ray machine, dental unit and diagnosis equipment all help in giving aid to animals found ill or injured stray.

| Performance Measures | 2014 Actual | 2015 Actual | 2016 Actual | 2017 Actual |
|--|----------------|----------------|----------------|----------------|
| Animals Spayed/Neutered (Adopted) | 1,456 | 1,249 | 1,184 | 1,009 |
| Free Spay/Neuter (Cats Only) | 420 | 840 | 1,113 | 193 |
| Animals Examined for Adoption | 2,696 | 2,191 | 2,153 | 1,871 |
| Injury/Illness Examinations | 4,812 | 3,978 | 3,780 | 3,651 |
| Animals Vaccinated for Rabies (Returned to Owner) | 132 | 118 | 131 | 96 |

Division Summary

The Circuit Court Probation Division provides the Oakland County Circuit Court with a Pre-Sentence Investigation Report consistent with Michigan Compiled Law 771.14 prior to sentencing on each defendant convicted of a felony and referred by the court. The Probation Division acts as a service agency in its secondary role, as offenders are placed on probation or delayed sentence in the community, which provides for an economic alternative to incarceration. The Circuit Court Probation Division is a multi-funded agency, which is funded by both the State of Michigan and Oakland County. This is a result of Public Act 82 of 1980: “County Assumption of Probation Services”. Specifically, the county probation officer employees were absorbed by the State of Michigan Department of Corrections, over a six year period from 1980 to 1986. Under the Public Act, the State of Michigan is responsible for salaries and benefits of the probation staff and Oakland County is responsible for capital equipment and office space.

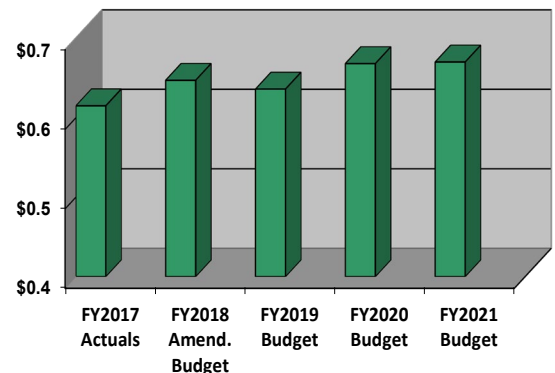
| Division Expenditures (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|-------------------|--------------------------|-------------------|-------------------|-------------------|
| Circuit Court Probation | 615,127 | 646,608 | 635,839 | 667,522 | 669,709 |
| Total Expenditure | \$615,127 | \$646,608 | \$635,839 | \$667,522 | \$669,709 |

| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|-------------------|--------------------------|-------------------|-------------------|-------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Contractual Services | 0 | 7,856 | 7,856 | 7,856 | 7,856 |
| Commodities | 41,417 | 46,470 | 46,470 | 46,470 | 46,470 |
| Internal Services | 573,710 | 592,282 | 581,513 | 613,196 | 615,383 |
| Total GF/GP Expenditures | \$615,127 | \$646,608 | \$635,839 | \$667,522 | \$669,709 |
| <u>Other Funds</u> | | | | | |
| Total Other Funds | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$615,127 | \$646,608 | \$635,839 | \$667,522 | \$669,709 |

Division Goals

- Efficiently provide the Court and the public with high quality investigations and supervision relative to offenders referred to our agency.
- Protect the public by providing both staff and resources to quickly respond to probation violations or other indication of potential criminal behavior.
- Enhance the administration of an integrated criminal justice system within Oakland County through a collaborative effort.
- Create a supportive, respectful, healthy work environment, where teamwork exists and partnerships flourish.
- Efficiently use limited jail space by appropriately utilizing all sentence alternative options.
- Engage offenders in meaningful supervision processes consisting of a balanced collaborative approach of needs assessment, treatment, monitoring, surveillance and enforcement.

Division Expenditures (\$ in millions)



| Division Expenditure by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------|------------------|-----------------------|------------------|------------------|------------------|
| Probationer Supervision | 615,127 | 646,608 | 635,839 | 667,522 | 669,709 |
| Total Expenditure | \$615,127 | \$646,608 | \$635,839 | \$667,522 | \$669,709 |

Circuit Court Probation Programs

- Probationer Supervision** -The Probationer Supervision program provides the Oakland County Circuit Court with a Pre-Sentence Investigation report prior to sentencing on each defendant convicted of a felony and any others as referred by the court. The program also provides supervision of offenders who are placed on probation or delayed sentence in the community, which provides an economical alternative to incarceration. In addition to the traditional three levels of supervision which are based on offender risk, the Operation Night Hawk program holds offenders accountable during evenings, weekends and holidays.

Objective

- Protect the public by providing high quality supervision of felony offenders placed on probation or delayed sentencing within the community, quickly responding to probation violations or other indications of potential criminal behavior.

| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
|--------------------------------|--------|--------|--------|--------|--------|
| Avg. # of Offenders Supervised | 3,482 | 3,506 | 3,439 | 3,264 | 3,138* |

*2018 projected based on averages thru July

Objective

- Efficiently and accurately investigate and prepare Pre-Sentence Investigation Reports to aid the Circuit Court in the *appropriate* sentencing of convicted felony offenders.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|--|---------------|---------------|---------------|---------------|---------------|
| Pre-sentence Investigation Reports/Delay of Sentence Reports | 3,716 | 4,316 | 3,972 | 3,921 | 3,938* |

*2018 projected based on averages thru July

Objective

- Increase use of sentencing alternatives to divert offenders from more costly prison days to programming consistent with their immediate needs.

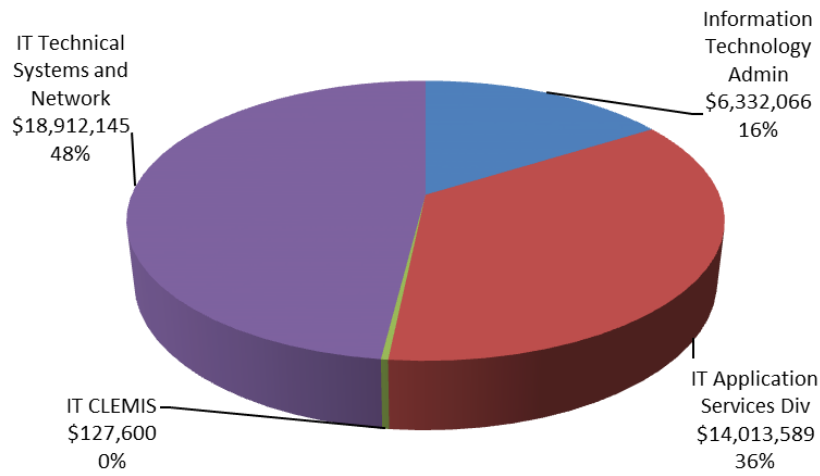
| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|
| Overall Prison Commitment Rate | 20.5% | 21% | 19% | 20.2% | N/A* |
| Straddle Cell Commitment Rate | 31.2% | 29.6% | 25% | 27.9% | N/A* |

Objective

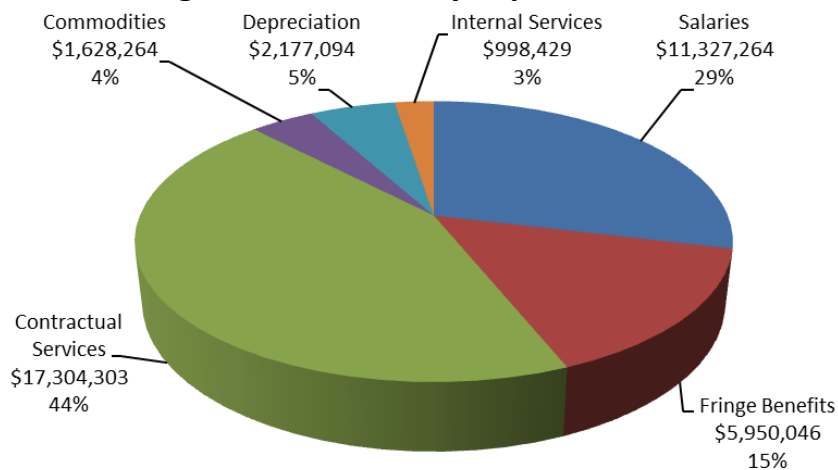
- The Probation Division has embarked on a concerted effort to insure compliance with probation orders outside of normal hours of operation. In collaboration with local police departments within Oakland County, probation officers, accompanied by police officers, make home calls on offenders during non-traditional hours such as evenings, weekends and holidays.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual |
|---|---------------|---------------|---------------|---------------|---------------|
| Collaborating Police Departments | 33 | 33 | 33 | 33 | 33 |
| Home calls During Non-traditional hours | 433 | 282 | 1,200 | 876 | 476 |

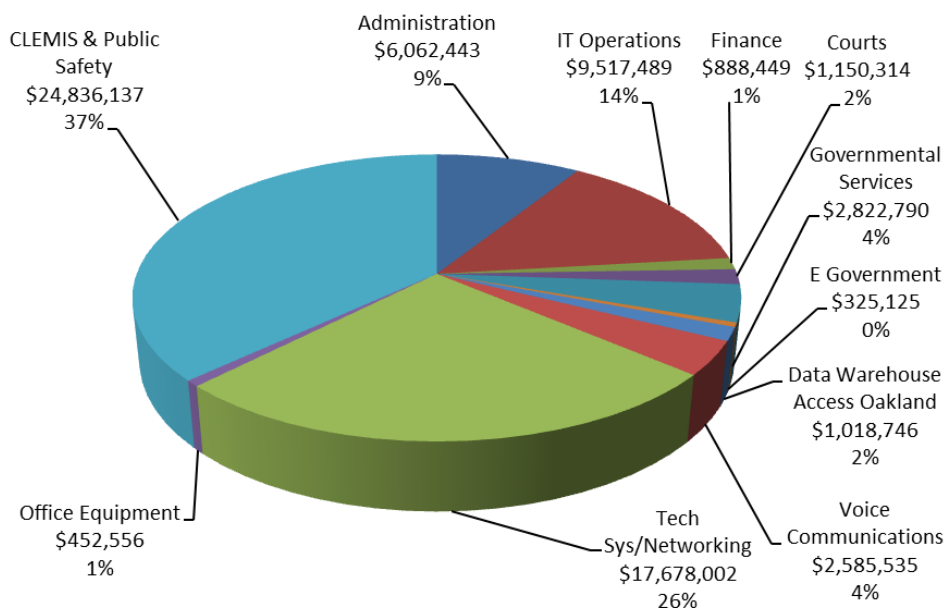
Budget Distribution by Division



Budget Distribution by Expenditures



Budget Distribution by Program (All Funds)



Department Summary

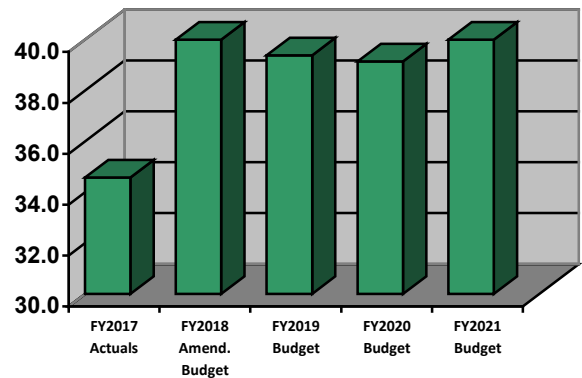
The Department of Information Technology (IT) is a service bureau that provides IT services to all units of County government and numerous local government entities (e.g. assessors, treasurers, law enforcement, etc.), and private sector customers. IT is responsible for over 150 major applications consisting of more than 8,000 programs and provides systems support, maintenance, enhancements and new development for all major systems applications.

| Department Expenditures by Division | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| Information Technology Admin | 8,133,003 | 6,315,581 | 6,332,066 | 6,404,107 | 6,436,018 |
| IT Application Services Div | 12,288,455 | 13,713,964 | 14,013,589 | 13,875,775 | 15,434,940 |
| IT CLEMIS | 278,949 | 127,600 | 127,600 | 127,600 | 127,600 |
| IT Technical Systems and Netwk | 13,880,081 | 19,983,289 | 18,912,145 | 18,732,896 | 18,514,101 |
| Total Expenditures | \$34,580,487 | \$40,140,434 | \$39,385,400 | \$39,140,378 | \$40,512,659 |

Current Issues

- Maintaining employee skills in a dynamically changing environment.
- Recruiting and retaining qualified personnel.
- Integrating cities, villages and townships (CVTs) local area networks (LAN) into the wide area network connection, OAKNet.
- Empowering the CVT's to leverage the enterprise technology solutions developed or acquired at the County level.

Department Expenditures (\$ in millions)



Department Goals

- Increase application integration through web services.
- Integrate mobility and location integration in business applications.
- Promote and utilize shared services through the use of cloud technologies to offset costs and expand product offerings to customers.
- Improve the quality, reliability and availability of all applications.
- Increase the agility and responsiveness of business units by expanding customer analytics.
- Leverage the County's web presence as a branded consolidated point of access to all County information and services.
- Centralize identity and access management for all applications and content.
- Advance the use of IT Infrastructure Library (ITIL) best practice framework for IT Service Management.
- Implement Configuration Management Database to better identify IT Assets.
- Provide a high-quality training program to empower employees through technology.
- Utilize a formalized customer communication plan.
- Build IT staff expertise through professional development.
- Expand capacity through ongoing organizational review and selective right sourcing.
- Implement a consolidated security management strategy.
- Deliver services using a standardized shared technology infrastructure.
- Improve service availability through network design and management strategies.
- Enhance capacity planning and recovery management strategies.

| Department Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|---------------------|--------------------------|---------------------|---------------------|---------------------|
| IT Fund | | | | | |
| Salaries | 9,932,899 | 11,036,965 | 11,327,264 | 11,439,363 | 11,552,581 |
| Fringe Benefits | 5,103,736 | 6,132,017 | 5,950,046 | 5,990,176 | 6,030,709 |
| Contractual Services | 15,244,054 | 17,244,024 | 17,304,303 | 17,098,655 | 18,599,558 |
| Commodities | 559,873 | 1,628,670 | 1,628,264 | 1,619,509 | 1,619,509 |
| Depreciation | 2,689,602 | 3,117,605 | 2,177,094 | 1,950,312 | 1,664,986 |
| Internal Services | 1,010,784 | 981,153 | 998,429 | 1,042,363 | 1,045,316 |
| Transfers Out | 39,540 | 0 | 0 | 0 | 0 |
| Total IT Fund Expenditures | \$34,580,487 | \$40,140,434 | \$39,385,400 | \$39,140,378 | \$40,512,659 |
| Other Funds | | | | | |
| Telephone Communications | 2,821,739 | 3,082,131 | 3,093,649 | 3,196,280 | 3,199,721 |
| CLEMIS | 9,066,623 | 11,175,791 | 10,826,138 | 10,943,427 | 11,010,255 |
| Fire Records Management | 619,689 | 826,870 | 1,017,901 | 1,021,554 | 1,025,243 |
| Radio Communications | 10,248,039 | 14,443,201 | 13,014,558 | 12,639,786 | 11,063,705 |
| Total Other Funds | \$22,756,089 | \$29,527,993 | \$27,952,246 | \$27,801,047 | \$26,298,924 |
| Total Expenditures | \$57,336,576 | \$69,668,427 | \$67,337,646 | \$66,941,425 | \$66,811,583 |

Summary of Major Program Changes

Revenues

Information Technology Charges for Services increased due to higher than anticipated activity. Equipment Rental decreased due to one-time charge in FY 2018. External Enhanced Access Fees revenue increased for customer usage. Transfers In decreased due to a one-time appropriation transfer in FY 2018 from various Water Resources Commissioner systems for the purchase of the Water Information Management System (WIMS) and from the Sheriff's Office for equipment related to various law enforcement contract amendments.

Expenditures

Controllable Personnel for FY 2019 includes a 2% salary increase and associated fringe benefits. Contractual Services increased due to the following: Contracted Services due to Cloud Services; Communications based on usage; and Freight and Express based on historical data. Partially offset by decreases for Software Maintenance and Software Rental Lease due to increased use of Cloud Services; Equipment Maintenance due to timing of equipment replacements; and Professional Services due to Office 365 support costs. Depreciation decreased due to projected capital assets in progress becoming operational in FY 2019. Overall Internal Services increased due to rate and usage adjustments for various line items. Building Space Allocation decreased due to Facilities Maintenance & Operations determining the rates for each building based on estimated costs to operate and maintain the building. The FY 2019 rates have been adjusted in order to bring equity in-line with Federal OMB Uniform Guidance requirements. The FY 2020 – FY 2021 building rates are based on a full cost recovery for maintenance and operations. Telephone Communications increased due to usage. This was offset by a decrease in Insurance Fund due to fluctuations associated with the allocation methodology used for the purposes of assigning risk to the County's various cost centers which is based on historical experience and current exposure of budgeted positions; Motor Pool Fuel and Motor Pool due rate adjustment and usage levels.



Information Technology – Programs

| Department Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|---------------------|--------------------------|---------------------|---------------------|---------------------|
| Administration | 6,062,588 | 6,302,669 | 6,062,443 | 6,111,882 | 6,156,277 |
| IT Operations | 8,955,682 | 8,758,977 | 9,517,489 | 9,359,876 | 10,882,291 |
| Finance | 842,130 | 888,556 | 888,449 | 888,449 | 888,449 |
| Courts | 1,175,170 | 1,528,200 | 1,150,314 | 1,150,314 | 1,150,314 |
| Governmental Services | 2,773,701 | 2,721,809 | 2,822,790 | 2,865,268 | 2,908,170 |
| GIS Land Records | 530,000 | 0 | 0 | 0 | 0 |
| E Government | 1,955,791 | 319,845 | 325,125 | 325,125 | 325,125 |
| Data Warehouse Access Oakland | 865,920 | 845,964 | 1,018,746 | 1,018,746 | 1,018,746 |
| Voice Communications | 2,292,727 | 2,574,180 | 2,585,535 | 2,685,161 | 2,686,058 |
| Technical Systems & Networking | 11,348,973 | 18,863,885 | 17,678,002 | 17,501,681 | 17,266,794 |
| Office Equipment | 417,698 | 440,880 | 452,556 | 452,556 | 452,556 |
| CLEMIS & Public Safety | 20,116,195 | 26,423,462 | 24,836,197 | 24,582,367 | 23,076,803 |
| Total Expenditures | \$57,336,575 | \$69,668,427 | \$67,337,646 | \$66,941,425 | \$66,811,583 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------------|----------------|----------------|----------------|
| Administration | 30 | 30 | 30 |
| CLEMIS / Public Safety | 40 | 40 | 40 |
| Courts | 9 | 9 | 9 |
| Data Warehouse Access Oakland | 7 | 7 | 7 |
| E Government | 2 | 2 | 2 |
| Finance | 6 | 6 | 6 |
| Governmental Services | 20 | 20 | 20 |
| Technical Systems/Networking | 59 | 59 | 59 |
| Total Personnel | 173 | 173 | 173 |

- **Administration/IT Operations** - The Administration – Internal Services Division is comprised of the following Operational Units: Project Management Office (PMO), Service Center Training & Communications and Administrative Services. This division supports Information Technology and the County in functions related to Project Management, Training and Customer Support. This includes the following:

Objectives:

- Development of the IT Annual Master Planning and Leadership Group processes.
 - Providing Project Management support and assistance to IT Project Managers.
 - Providing hands-on customer instruction and training, customized to the needs of County and CVT employees to empower them with skills in standard software products and providing the skills necessary to complete their tasks effectively and efficiently.
 - Provide Service Center Customer Support Services to internal and external customers.
 - Provide on-going IT Employee Training and Education.
 - Manage IT Department Communication Processes; Customer Service Requests; Telephone Communications; Purchasing; Billing and Clerical staff functions; Department Policies and Procedures; and Human Resource Administration / Recruitment and Retention.
- **Application Services** - The Application Services Division is comprised of the following Operational Units: Land Management Technologies, Courts, Finance and eGovernment. The program is responsible for development of new applications, enhancements to existing applications, and support and maintenance of both Oakland County developed software and purchased software. The current portfolio of applications is based on several technology platforms including web, client/server and field-based computing.

- **Application Services – Land Management: Government Services/Data Warehouse**– The Land Management program is responsible for information systems used in land-related business functions. These business functions include: assessment, taxation, planning and economic development, homeland security, infrastructure management, and well/septic inspections. The program provides IT development and support to the Oakland County Treasurer, Water Resources Commissioner, Planning and Economic Development Services, Health, CLEMIS, Facilities Management, Parks/Recreation, Aviation and Transportation, Animal Control, Register of Deeds and Equalization Division. Geographic Information Systems (GIS) is a foundational technology used to support these diverse departments and local CVTs. The Land Management program supports numerous departments and CVTs in relating demographic and land related data to the County base map, which is comprised of approximately 475,000 parcels of property. The program contains substantial land-related data and features (both County and CVT information) and covers 910 square miles. Responsibilities of this unit include: the standardization of data and software used by County departments and local municipalities throughout the County. Programs and applications provided by this unit support an enterprise-wide approach to GIS management and land-related technologies, enabling County officials to better perform their functions and to share this information with the CVTs. Most of the applications are fully integrated with other applications running on the same or disparate platforms.

Objectives:

- Expand upon the successful development of the enterprise GIS program to greatly increase the use of GIS throughout the County and CVTs, and to promote Oakland County as an information technology center in the United States.
- Enable, through vertical integration, GIS development in local CVTs.
- Continuously improve the content and accuracy of all location-based data sets.
- Maintain a responsive GIS technology service delivery model.

Objectives (continued):

- Re-engineer business processes through the inculcation of technology into the workflow of internal County agencies.
 - Leverage developing technologies (e.g. imaging, Internet, digital photography, field collection, distributed computing, etc.) to enhance land records management in Oakland County.
 - Implement improvements to the County's integrated land records systems, including the Land and Address Management System to insure compliance with new user and statutory requirements.
 - Implement upgraded technologies that support the Tax and Assessing functions of the County and CVT's.
 - Improve the sharing of information between the County Departments/Division and the CVTs.
 - Implement and enhance an "E-Health" program that reduces the labor associated with restaurant, well, on-site sewage and swimming pool field inspection activities.
 - Standardization of countywide infrastructure (e.g. water, sewer, storm, facilities and roads) through a collaborative GIS centric asset management system that will allow Oakland County and its local governments to proactively manage assets and mitigate long-term costs associated with the operations and maintenance of critical infrastructure.
- **Application Services – Courts** - The Courts program provides IT development to Oakland County's Circuit Court, Probate Court, the 52nd District Courts, Prosecuting Attorney, Clerk/Register of Deeds, Animal Control, Children's Village, Community Corrections, Medical Examiner's Office and Circuit Court Probation. The program is responsible for development of new applications, enhancements to existing applications, and support and maintenance of both Oakland County developed software and purchased software. The current portfolio of applications is based on several technology platforms including mainframe, client/server and web. Many of the applications are fully integrated with other applications running on the same or disparate platforms. Integration is real time updating and/or batch updating which is determined by business need.

Objectives:

- Replace the existing electronic document management system, and expand its use throughout the County.
 - Replace or enhance the current Circuit, Probate and District Court systems by providing decision support system tools, upgraded technologies, new functions and web based applications.
 - Enhance Clerk/Register of Deeds applications to comply with state and federal requirements.
 - Continue to enhance the Medical Examiner software to meet business needs.
- **Application Services – eGovernment** - The eGovernment unit provides technical systems support for County web sites, G2G Cloud Solutions, Access Oakland/ecommerce, and web platform administration; a broad base of software products that reside on the County's web infrastructure is maintained. The ecommerce team provides a centralized payment engine for credit card, electronic check and invoiced payment of web-based products and services. The eGovernment program is also responsible for maintaining and supporting the County's entire internet presence. Today, the County's web site contains 9,055 pages and documents. The County's website averages 410,000 visitors per month and 4,920,000 annually. With over 12.3 million pages viewed per year, the County website delivers substantial content to citizens and businesses. In addition, the eGovernment program is also responsible for web site content management activities including overall editing, proofreading, standards compliance, graphics, photos, sound, video, etc. The eGovernment program implements and maintains documented standards for all static, application content and web application user interface development standards. In addition, the eGovernment group provides planning, marketing and consulting activities for all eGovernment initiatives.

As part of supporting the County's website and applications, the team also operationally supports and maintains the County's Web and ecommerce infrastructure 24 hours a day, seven days a week. The eGovernment program maintains Oakland County's online services Payment Card Industry Compliant (PCI) accreditation, which has been achieved by only a handful of governments across the country. PCI scans are completed on a regular basis and a thorough audit is completed once a year. The eGovernment program supports the G2G Cloud and Solutions initiative, which was developed by Oakland County to share technology at little or no cost to other government agencies. The eGovernment program supports and maintains several initiatives, such as the Enterprise Content Management System, SharePoint, Digital Asset Management, Video/Audio Management System, Enterprise Portal, Over the Counter Payments, Online Payments, Shopping Cart, the Fulfillment System, Search, Mobile Web Access, email Subscription, social media and my.oakgov.com.

Objectives:

- Continuously improve the efficiency of, and access to, government information and services.
 - Increase, promote, support and maintain government agency participation in G2G Cloud Solutions and G2G Marketplace.
 - Maintain and continually improve PCI standards for the ecommerce system.
 - Evaluate future state of the Enterprise Content Management System.
 - Use the successful development of the eGovernment initiative to promote Oakland County as an Information Technology center in the United States.
 - Ensure sufficient revenue streams and funding that enable the development of core eGovernment competencies.
 - Institutionalize the use of eGovernment information and services through the adoption of appropriate organizational models.
- **Application Services – Finance/Administration** - The Financial/Administrative program provides IT development and support to Oakland County's County Executive, Board of Commissioners, Corporation Counsel, Risk Management, Homeland Security, Public Health, Public Services, Treasurer, Management and Budget, Human Resource, Central Services and Information Technology Departments. The program is responsible for development of new applications, enhancements to existing applications, and support and maintenance of both Oakland County developed software and purchased software. The current portfolio of applications is based on technology platforms including client/server and the web. Many of the applications are fully integrated with other applications running on the same or disparate platforms. Integration is real time updating and/or batch updating which is determined by business need. Systems include the enterprise-wide financial and personnel systems.

Objectives:

- Implement a new industry leading Financial Human Capital Management System.
 - Support PeopleSoft Human Resource/Financial Information System in a timely manner to ensure that the system is secure and meets state and federal requirements.
 - Implement replacement systems for key public health and emergency management functions.
- **CLEMIS and Public Safety** - The Courts and Law Enforcement Management Information System (CLEMIS) and Public Safety program provides computer technology, radio communications and related services to criminal justice and public safety agencies, for example: police, fire and emergency medical services (EMS). CLEMIS, a regional law enforcement consortium, provides solutions through a cooperative effort that are affordable and efficient for agencies of all sizes. Over 250 police, fire, courts, prosecutors and emergency medical services agencies in a nine county region rely on CLEMIS for up to 20 different Public Safety software and hardware solution needs. By serving as a technical link among multiple agencies, the program promotes communication and sharing of criminal justice information. CLEMIS also facilitates the maintenance of fire and emergency medical records. The program's standards are monitored by the CLEMIS Advisory Committee, and seven sub-committees to ensure the integrity of information entered into the system. The CLEMIS program empowers criminal justice and public safety agencies to maximize the use of collected data for their daily operations and comprehensive planning.

CLEMIS staff provides and maintains a countywide radio system comprised of approximately 6,500 radios used by 72 public safety agencies, 12 hospitals and all public and private EMS transport vehicles. This division is also responsible for the County's E911 equipment and its integration with the Computer Aided Dispatch system. CLEMIS staff provides all the necessary training to the agencies as well as 24/7 support. The CLEMIS Division is comprised of the following Operational Units: Public Safety Applications, Fire Records Management System (FRMS) / Biometric Applications, Technical Services and Support Services.

Objectives:

- Ensure that CLEMIS law enforcement agencies have the most up-to-date, efficient electronic systems available.
- Provide a regional database, which provides for the sharing of law enforcement data between agencies within Oakland County and the surrounding communities.
- Provide a regional FRMS meeting Federal government reporting mandates and the needs of local fire agencies.
- Provide a Public Safety Radio system for use throughout Oakland County, which includes an interoperability gateway for communications to the State and surrounding systems.
- Provide an Automated Fingerprint Identification System with Palm Print and two digit mobile fingerprint queries.
- Provide a Video Arraignment System to all Oakland County Law Enforcement, Circuit and District Courts, Prosecutor's Office and Community Corrections System which is also used for Warrant Requests and Swear To needs.
- Provide enhanced application uses by mobile data computers including:
 - Incident Reporting Writing
 - Electronic Crash Reporting / Writing
 - Electronic Citation Writing / Printing
 - Regional Digitized Mugshot Access
 - Fingerprint Queries
 - Local/State/Federal Criminal Justice System access
- **Technical Systems and Networking (TS&N)/Voice Communications** - The Technical Systems and Networking Division is comprised of the following Operational Units: IT Security, Enterprise Architecture, Data Base Administration, Server Administration, Operations, Workstation Services, Network Services and Telephone Communications.

The TS&N program provides the strategic planning for, and manages the County-wide computing and network infrastructure that underpins virtually every service and program delivered to all County departments, CVTs, public safety agencies and the public. The TS&N program indirectly provides services to other programs by managing the infrastructure of workstations, printers, servers, fiber links, leased lines, routers, switches, firewalls, etc. that provide the computing power, data storage, security, backup/recovery, database management and data communications needed by other program areas. The Technical Systems and Networking budget includes all costs associated with the following areas: Enterprise Architecture, Networking Services, Server Management Services, IT Security Services, Database Administration, Workstation Services and Operations Services. Recent projects have upgraded the technical infrastructure in the Data Center and employed the use of both public and private cloud services where appropriate and cost effective. With a focus on information security, investments have been made in the perimeter security systems, application security, end-point protections and dedicating resources to audit and improve the overall information security posture. User awareness campaigns have also been implemented to improve all County employees' knowledge regarding safe practices for IT use.

The TS&N program manages the County-wide network, communications and computing infrastructure 24 hours a day including:

- Developing capacity, lifecycle and strategic plans and identifying the short and long term investment requirements to enhance the County’s technical infrastructure.
- Performing the complex installation and configuration of hardware, operating systems, and supporting software, including new equipment, and technologies to the County environment.
- Monitoring the facilities, equipment systems and networks providing identification, investigation and issue resolution support.
- Providing the engineering, planning, design, implementation, troubleshooting and maintenance for enhancing a fiber optic network connecting the County and the CVTs to better coordinate data, video and voice communications.
- Providing the planning, coordination, utilization, administration of relational data bases technologies, and other file organization and access methods.
- Establishing standard development platforms and methodologies encompassing such areas as mainframe and PC application development; database creation, design, and naming; application product selection; and standard software suites and applications.
- Developing procedures and plans to facilitate disaster recovery, data protection and data recovery.
- Workstation, workstation software, workstation peripheral configuration, maintenance, delivery and problem resolution.
- Supporting traditional and cellular telephone services and managing a Private Branch Exchange (PBX) system telephone switch allowing for reduced costs for operations, including toll charges.

- **Enterprise Architecture** - Oakland County has created an Enterprise Architecture function to increase collaboration in our business and IT. The purpose of Enterprise Architecture is to reduce costs, reduce risk, increase innovation and improve business partner enablement. In partnership with IT and other departments, Enterprise Architecture designs strategies and solutions ensuring business, data, security, application and technical needs are met. Additionally, Enterprise Architecture drives G2G marketing activities helping other government’s gain synergy and save money.

Objectives:

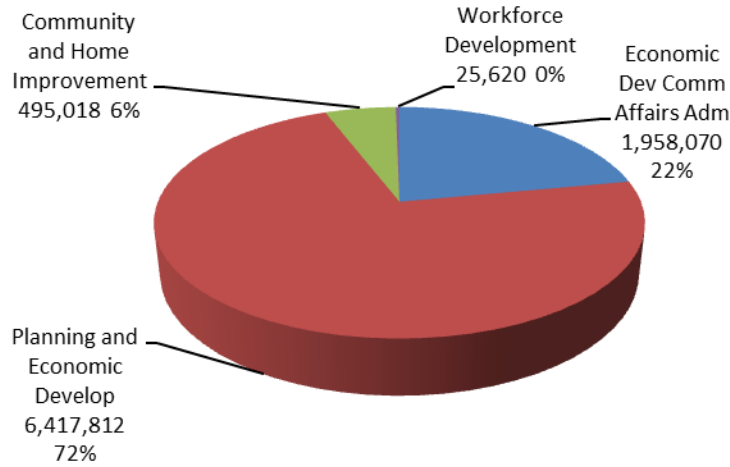
- Standardization: Create and drive standards through the organization to synergize performance and reduce costs by leveraging technologies the County already owns.
- Integration: Ensure all platforms, applications and technologies can work together.
- Mindset: Create an Enterprise Architecture Mindset throughout IT by focusing on people, process and technology.
- Process Redesign and Automation: Improve efficiency and satisfaction by removing, redesigning or improving manual tasks.
- Leverage Investments: Strive to use what the County already owns instead of buying additional tools.
- Engagement: Engage actively in all efforts helping ensure alignment to these principles.

- **Information Security:** To protect Oakland County’s data and assets while providing the best security and customer service by continuously improving knowledge, communication and building a culture of cyber security excellence.

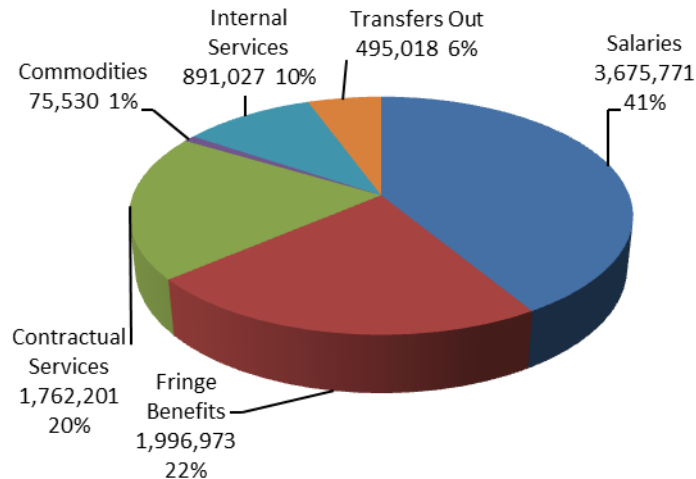
Objectives:

- Continue to refine and implement the defined security program aligned with Oakland County’s objectives to deliver services that are secure and protect personal data.
- Continuously improve in implementing security controls to protect Oakland County infrastructure and data.
- Continuously improve security processes for operations and incident response to detect/prevent/correct security vulnerabilities and incidents.

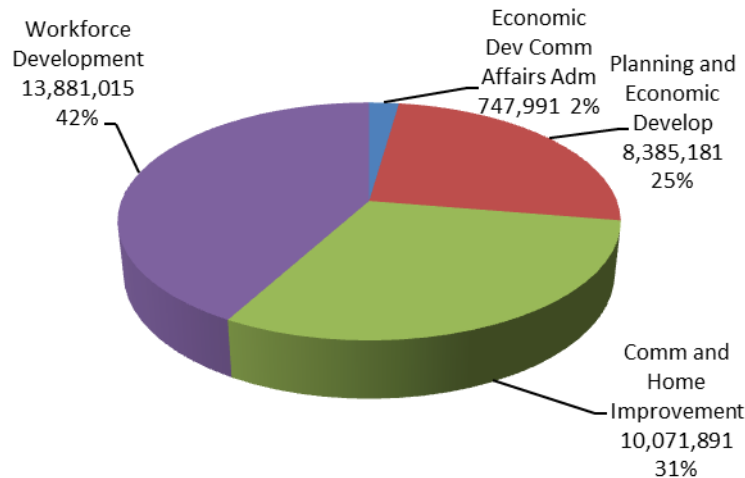
Budget Distribution by Division (GF/GP)



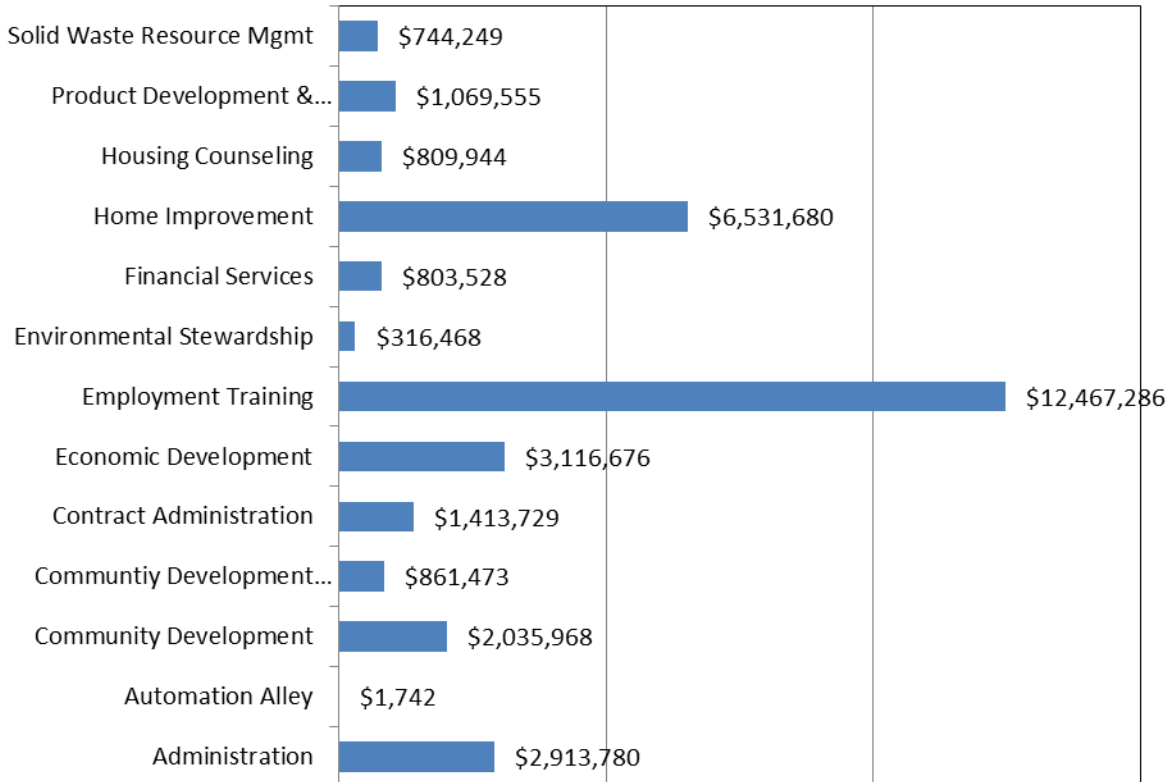
Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Budget Distribution by Program (All Funds)



Department Summary

The Economic Development and Community Affairs Department coordinates personnel activities for compliance of mandated and regulated programs for Community Development grants from the U.S. Department of Housing and Urban Development. This coordination also includes Workforce Development programs that include Workforce Investment Act and Welfare to Work initiatives. The department also oversees economic development and community planning programs within the County such as the Emerging Sectors business development program, Main Street Oakland County, Tech248 and Medical Main Street.

| Department Expenditures by Division (GF/GP) | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|--------------------|-----------------------|--------------------|--------------------|--------------------|
| All Departments | | | | | |
| Economic Dev Comm Affairs Admin | 1,977,296 | 2,007,257 | 1,958,070 | 1,960,447 | 1,960,611 |
| Planning and Economic Develop | 5,509,128 | 6,793,872 | 6,417,812 | 6,440,252 | 6,441,801 |
| Community and Home Improvement | 0 | 495,018 | 495,018 | 495,018 | 495,018 |
| Workforce Development | 0 | 25,620 | 25,620 | 25,620 | 25,620 |
| Total Expenditures | \$7,486,424 | \$9,321,767 | \$8,896,520 | \$8,921,337 | \$8,923,050 |

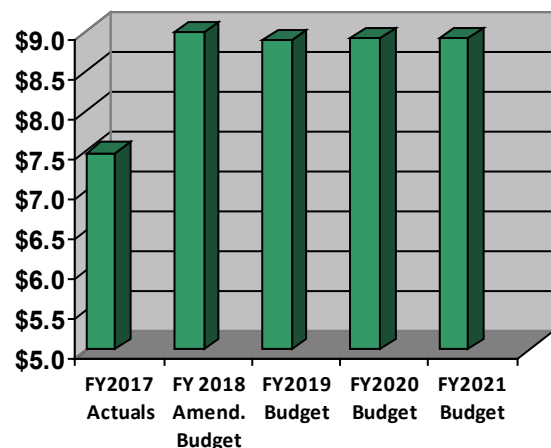
Current Issues

Oakland County continues to recover strongly from the Great Recession with very positive employment growth since 2010. Two of the best years on record for private sector employment growth were achieved in 2011 and 2012. An additional 42,000 new jobs are forecast during the 2018-2020 time frame. The Emerging Sectors Program in Planning & Economic Development (PEDS) is continuing to expand the County's economic base by diversifying our economy with ten fast growing sectors by assisting existing firms with new applications for their technology and to identify collaborations for their products worldwide; and facilitating relationships between business and our educational institutions. The Main Street Oakland County Downtown Revitalization Program continues to yield strong economic development benefits with 23 communities participating in the effort. The Workforce Development Division continues to meet the needs of citizens and businesses and has recently launched MICareer Quest aimed at introducing high school students to over 100 careers in a trade show format. The Community and Home Improvement Program, Workforce Development and Solid Waste Resource Management Programs work hand in hand with PEDS in providing support services to residents, our workforce and our local communities.

Department Goals

- Provide leadership and overall management guidance to the following departments: PEDS, Community Development, Waste Resource Management and Workforce Education.
- Incorporate strategic planning and new business practices into operational activities including: strategic plans, team building, appropriate technology implementation, customer satisfaction measures, benchmarking and best practices and reorganization options.
- Assessment of performance and job functions within each of the four divisions for the purpose of reviewing staffing requirements to ensure positive contributions today and in the future.
- Develop management strategies ensuring success in planning and implementation of new initiatives.
- Develop plans designed to increase corporate financial support for special activity within the division rather than total reliance on County resources.
- Review current staff functions, eliminate inefficiencies and restructure job functions in order to eliminate duplicity.

Department Expenditures (\$ in millions)



Summary of Major Program Changes

Revenue

Economic Development and Community Affairs overall revenue decrease is attributable to a reduction in participation by local communities in the North Oakland Household Hazardous Waste recycling program (NO HAZ), a discontinuation of the Business Roundtable sponsorship and reduced Contributions.

Expenditures

Controllable Personnel for FY 2019 includes a 2% salary increase and associated fringe benefits. A reduction in Contractual Services is due to a FY 2017 year-end carryforward (re-appropriated in FY 2018 for Medical Main Street, Connected Vehicle Task Force and the NO HAZ program). Information Technology Development and Maintenance Department Charges decreased as the appropriations for these areas are budgeted in Non-Departmental and transferred to departments as needed per the General Appropriations Act. In addition, Building Space Cost Allocation decreased due to Facilities Maintenance & Operations determining the rates for each building based on estimated costs to operate and maintain the building. The building rates have been adjusted to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2020 – FY 2021 building rates are based on a full cost recovery for maintenance and operations. Commodities also decreased due to Special Event Supplies.

Division Summary

The Administration of the Department of Economic Development & Community Affairs oversees the operation and direction of Planning & Economic Development Services, Waste Resource Management, Marketing & Communications, Community & Home Improvement, and Workforce Development. The mission of this department is three-fold: to support the community capacity building of all 61 cities, villages, and townships for economic growth in Oakland County; to provide support programs and services to our business community; and to support select services to residents in the areas such as workforce development, homeowner counselling and hazardous waste collections.

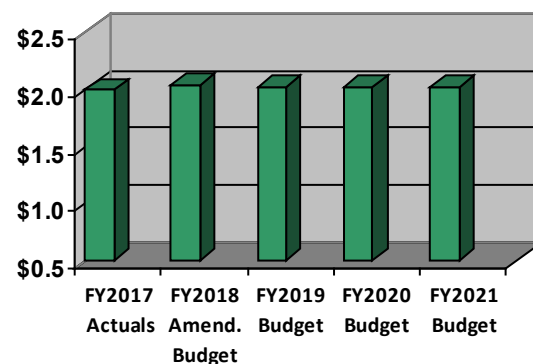
| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--|--------------------|--------------------------|--------------------|--------------------|--------------------|
| <u>General Fund / General Purpose</u> | | | | | |
| Salaries | 920,675 | 956,090 | 980,996 | 980,996 | 980,996 |
| Fringe Benefits | 436,395 | 491,148 | 482,178 | 482,178 | 482,178 |
| Contractual Services | 437,264 | 440,022 | 440,022 | 440,022 | 440,022 |
| Commodities | 1,662 | 45,572 | 2,200 | 2,200 | 2,200 |
| Internal Services | 159,272 | 74,425 | 52,674 | 55,051 | 55,215 |
| Transfers Out | 22,028 | 0 | 0 | 0 | 0 |
| Total GF/GP Expenditures | \$1,977,296 | \$2,007,257 | \$1,958,070 | \$1,960,447 | \$1,960,611 |
| <u>Other Funds</u> | | | | | |
| Waste Resource Management | 15,180 | 0 | 0 | 0 | 0 |
| Workforce Development | 0 | 32,101 | 62,086 | 62,086 | 62,086 |
| Fringe Benefits* | 3,500 | 2,000 | 2,000 | 2,000 | 2,000 |
| Total Other Funds | \$18,680 | \$34,101 | \$64,086 | \$64,086 | \$64,086 |
| Total Expenditures | \$1,995,975 | \$2,041,358 | \$2,022,156 | \$2,024,533 | \$2,024,697 |

*Employee In-Service Training funded by Fringe Benefit Fund

Division Goals

- Provide long-range strategic planning.
- Publicize department programs and services to residents and businesses through marketing initiatives.
- Budget oversight.
- Support to local community, economic development, and workforce initiatives that arise.

Division Expenditures (\$ in Millions)





Economic Development and Community Affairs – Administration Programs

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Employee Benefits* | 3,500 | 2,000 | 2,000 | 2,000 | 2,000 |
| Automation Alley | 2,186 | 1,731 | 1,742 | 1,742 | 1,742 |
| Administration | 582,504 | 549,082 | 534,092 | 534,820 | 534,870 |
| Community Development Services | 425 | 43,372 | 0 | 0 | 0 |
| Economic Development | 1,407,360 | 1,445,173 | 1,484,322 | 1,485,971 | 1,486,085 |
| Total Expenditures | \$1,995,975 | \$2,041,358 | \$2,022,156 | \$2,024,533 | \$2,024,697 |

*Employee In-Service Training funded by Fringe Benefit Fund

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------|-------------------|-------------------|-------------------|
| Administration | 2 | 2 | 2 |
| Economic Development | 13 | 13 | 13 |
| Total Personnel | 15 | 15 | 15 |

The Marketing & Communication program is responsible for all aspects of external and internal communication for the Department of Economic Development & Community Affairs. As such it provides the public face for the many facets of the department and is the direct link between the department and the media, and for communication within the department and the division. It is responsible for creating newsletters, magazines, brochures, marketing materials, press releases, coordinating press conferences, event planning and helping shape the public image for the four divisions under Economic Development & Community Affairs. The program also administers the Regional Re-granting/Mini-grant Program through its Office of Arts, Culture & Film to fund locally developed, high quality arts projects.

Division Summary

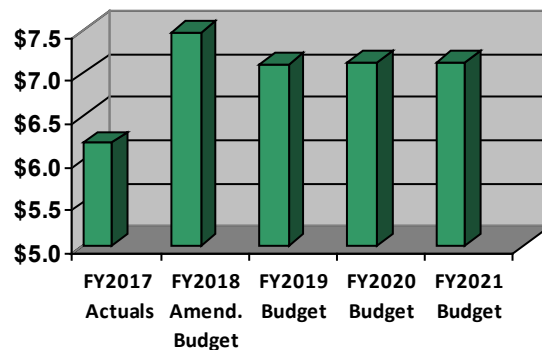
Oakland County Planning & Economic Development Services is committed to promoting economic vitality, supporting distinct communities and conserving environmental resources through knowledge, cooperative initiatives and consultation services.

| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 2,310,639 | 2,626,822 | 2,677,755 | 2,677,755 | 2,677,755 |
| Fringe Benefits | 1,296,277 | 1,540,934 | 1,506,195 | 1,506,195 | 1,506,195 |
| Contractual Services | 931,223 | 1,537,754 | 1,322,179 | 1,322,179 | 1,322,179 |
| Commodities | 54,091 | 85,315 | 73,330 | 73,330 | 73,330 |
| Internal Services | 841,899 | 928,047 | 838,353 | 860,793 | 862,342 |
| Transfers Out | 75,000 | 75,000 | 0 | 0 | 0 |
| Total GF/GP Expenditures | \$5,509,128 | \$6,793,872 | \$6,417,812 | \$6,440,252 | \$6,441,801 |
| Other Funds | | | | | |
| Brownfield Consortium Assessment | 143,441 | 0 | 0 | 0 | 0 |
| BFC Personnel | 452,268 | 619,124 | 634,166 | 634,166 | 634,166 |
| Economic Development Corp | 21,077 | 23,000 | 23,000 | 23,000 | 23,000 |
| Michigan Economic Development | 64,922 | 0 | 0 | 0 | 0 |
| Workforce Development | 0 | 36,038 | 36,038 | 36,038 | 36,038 |
| Total Other Funds | \$681,707 | \$678,162 | \$693,204 | \$693,204 | \$693,204 |
| Total Expenditures | \$6,190,835 | \$7,472,034 | \$7,111,016 | \$7,133,456 | \$7,135,005 |

Division Goals

- Economic Vitality: Maintain and improve Oakland County's economic base by assisting Oakland County businesses with comprehensive business assistance services and information products, and proactively recruit new business to Oakland County.
- Environmental Stewardship: Prepare and communicate information, plans, and options that conserve, promote and enhance Oakland County's natural environment while supporting beneficial economic growth.
- Supporting District Communities: Maximize the economic potential and preserve the heritage and sense of place of Oakland County's downtown areas; prepare and provide land use, zoning, and master plan information to and for Oakland County communities so as to enhance coordination and local decision making.

Division Expenditures (\$ in Millions)



| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|
| Automation Alley | 250 | 0 | 0 | 0 | 0 |
| Solid Waste Resource Mgmt | 566,446 | 770,342 | 744,249 | 746,270 | 746,410 |
| Administration | 1,263,153 | 1,781,482 | 1,683,389 | 1,703,808 | 1,705,217 |
| Community Development Services | 761,135 | 974,973 | 861,473 | 861,473 | 861,473 |
| Economic Development | 1,559,479 | 1,823,795 | 1,632,354 | 1,632,354 | 1,632,354 |
| Environmental Stewardship | 544,395 | 341,572 | 316,468 | 316,468 | 316,468 |
| Financial Services | 604,563 | 798,712 | 803,528 | 803,528 | 803,528 |
| Product Development & Services | 891,414 | 981,158 | 1,069,555 | 1,069,555 | 1,069,555 |
| Total Expenditures | \$6,190,835 | \$7,472,034 | \$7,111,016 | \$7,133,456 | \$7,135,005 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|--------------------------------|-------------------|-------------------|-------------------|
| Administration | 3 | 3 | 3 |
| Community Development Services | 6 | 6 | 6 |
| Economic Development | 14 | 14 | 14 |
| Environmental Stewardship | 3 | 3 | 3 |
| Financial Services | 9 | 9 | 9 |
| Product Development Services | 9 | 9 | 9 |
| Solid Waste Resource Mgmt | 4 | 4 | 4 |
| Total Personnel | 48 | 48 | 48 |

Planning and Economic Development Services – Programs

- The Administration program oversees the operations of the Planning and Economic Development Services Division (PEDS). Administration also provides leadership, overall management and guidance to the operating units within PEDS. The program supports and implements initiatives related to the Emerging Sectors business development program, Main Street Oakland County, the One Stop Shop Business Center, the Oakland County Economic Development and Business Finance Corporations, Environmental Stewardship activities including NoHaz hazardous waste collection events and countywide trail development, and Tech248.

Objectives

- Oversee numeric goals for business retention, small business counseling, and attraction and business loan targets.
- Support to staff in achieving all program goals and events in the most efficient manner.
- Continue to build Main Street Oakland County by advancing the 3 levels of community participation.
- Strengthen and build relationships with state and local partners, including Chambers of Commerce, Automation Alley, educational institutions such as Oakland Community College (OCC), Oakland University (OU) and Lawrence Technological University (LTU), financial institutions, and other private businesses.

Events/Publications

Annual Economic Outlook Forecast & Luncheon
 Annual Heritage Planning & Development Conference
 One Stop Ready Community readiness efforts and Academy activities
 Tech248 Meetups for the IT/Tech business community
 Main Street Oakland County downtown redevelopment and technical assistance
 New/revised marketing materials in conjunction with Marketing & Communications unit

Community Development – Programs

- The Community Development program prepares and provides land use information to, and zoning and master plan reviews for, Oakland County communities to improve land use coordination and decision-making. Also, the Main Street program maximizes the economic potential and preserves the heritage and sense of place of Oakland County's historic commercial districts.

Objectives

- Continue to perform mandated zoning and master plan reviews in a timely and professional manner.
- Research and compile County-wide land based data on the natural and built environment.
- Stay knowledgeable at the state and federal level on proposed legislation and provide advice on legislation to the County Administration.
- Support the continued development of the One Stop Ready community development program.
- Increase public awareness of the economic benefits of historic preservation and inventory and map the County's historic and cultural resources.
- Provide commercial revitalization services to Main Street Oakland County communities (Berkley, Birmingham, Clarkston, Clawson, Farmington, Ferndale, Franklin, Groveland, Highland, Holly, Lake Orion, Lathrup Village, Leonard, Oak Park, Ortonville, Oxford, Pontiac, Rochester, Royal Oak, Walled Lake, Waterford and Wixom).
- Continue to refine and utilize Main Street redevelopment tracking tool.
- Update Oakland County Master Plan composite GIS database and map.
- Continue to provide staff support to the Administration and DDA/CIA-TIF AdHoc review committee in their review of community request to capture County tax dollars.
- Provide ongoing support to the Woodward Avenue Action Association and 8 Mile Blvd Association.
- Provide training to local planning commissioners through Basic Training and Citizen Planner Training programs (implements Business Roundtable recommendations).
- Provide consultation to developers on redevelopment, financial packaging and development best practices.
- Host the annual Heritage conference on planning and economic development in Oakland County.
- Represent the County Administration on the Federal Aid Task Force and SEMCOG standing committees.
- Continue to obtain sponsorships to supplement County General Fund program expenditures.
- Continue to implement recommendations of the Business Roundtable.

| Performance Measures | 2014 Actual | 2015 Actual | 2016 Actual | 2017 Actual |
|---------------------------------------|------------------|------------------|------------------|------------------|
| Master Plans Reviewed | 4 | 12 | 10 | 9 |
| Total Zoning Cases | 6 | 6 | 15 | 0 |
| Local Main Street Program Statistics: | | | | |
| DDA/TIF Investment | \$4.048 Million | \$4.016Million | \$3.928 Million | \$3.762 Million |
| Additional Public Investment | \$4.995 Million | \$8.092 Million | \$0.449 Million | \$0.502 Million |
| Private Investment Leveraged | \$10.813 Million | \$26.028 Million | \$29.797 Million | \$42.140 Million |
| New Jobs Created | 200 | 395 | 293 | 258 |
| Volunteer Hours | 28,917 | 52,124 | 43,001 | 15,148 |
| New Businesses | 70 | 31 | 49 | 83 |
| New or Renovated Space | 34,041 sq ft | 13,082 sq ft | 176,584 sq ft | 98,353 sq ft |
| Sponsorships Received | \$511,973 | \$437,060 | \$168,269 | \$323,446 |

Economic Development - Programs

- The Economic Development Program supports the retention and expansion of existing County businesses and entrepreneurs through a comprehensive range of services and information. Via the Emerging Sectors program, increase Oakland County's economic base by attracting new companies from throughout the world.

Objectives

- Aggressively pursue business in 10 Emerging Sectors via comprehensive business recruitment campaign.
- Build and promote Medical Main Street network and brand.
- Build and promote Tech248 network and brand.
- Support the Business Roundtable and One Stop Ready programs.
- Expand national and international trade mission and trade show activities.
- Assist local communities' economic development efforts.
- Support new development and the redevelopment of challenged real estate.
- Provide individualized and group small business consulting services via expanded Business Center offerings.
- Participate with Main Street and other communities in Business Assistance Team small business counseling.
- Aggressively seek new business loans via the Oakland County Business Finance Corporation and the SBA 504.

| Performance Measures | 2015 Actual | 2016 Actual | 2017 Actual |
|--------------------------------------|-----------------|-----------------|-----------------|
| Emerging Sector Successes | 57 | 57 | 46 |
| Traditional Sector Successes | 32 | 31 | 19 |
| Total Successes | 89 | 88 | 65 |
| Total New & Retained Jobs | 10,057 | 11,095 | 18,295 |
| Total New Investment | \$0.857 billion | \$0.810 billion | \$1.346 billion |
| Capital Formation for Small Business | \$18.3 million | \$26.3 million | \$13.0 million |
| Counseling Hours to Small Business | 4,000 | 4,000 | 4,500 |
| Sales Increase | \$6.8 million | \$27.4 million | \$24.9 million |
| Jobs Created | 271 | 681 | 148 |

Environmental Stewardship – Programs

- Environmental Stewardship - The Environmental Stewardship program strives to support sustainable economic growth, development, and redevelopment through the preparation and communication of information, plans, visions, and options which advance proactive, coordinated, locally-driven conservation and recreation initiatives.

Objectives

- Promote Oakland County's Green Infrastructure Vision.
- Promote the County-wide vision of a linked trail system.
- Support local Place Making initiatives.
- Identify and communicate to local communities and interests their specific opportunities for watershed management, natural area preservation/restoration, and trail/path system implementation.

- Facilitate quarterly Trails, Water & Lands Alliance meetings.
- Host an annual Trails, Water & Lands Alliance Celebration.
- Continue to obtain public/private sponsorships to supplement County General Fund program expenditures.
- Inventory and map the County's natural resources and increase public awareness of the economic benefits of environmental protection.
- Implement quality of life recommendations of the Business Roundtable.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|--|------------------|------------------|------------------|
| Cumulative miles of trails completed | 131 | 131 | 131 |
| Acres protected with conservation easements | 1,424 | 1,550 | 1,582 |
| Local Grants dollars received with staff support | \$3,512,600 | \$3,809,832 | \$935,100 |
| Program cash sponsorship received | \$3,500 | \$3,000 | \$3,000 |
| Members participating in the Trail, Water & Lands Alliance | 186 | 179 | 139 |

Financial Services - Programs

- **Financial Services** - The Financial Services program include the SBA 504 Loan Program and the tax-exempt Revenue Bond Program which provide fixed asset financing at favorable rates to small businesses and 501C3 organizations.

Objectives

- Increase the number of businesses obtaining loans and bonds through the two programs.
- Maintain the highest standards in loan processing, closing, servicing and file management.
- Market the program through all areas of the media and advertising.
- Continue to do community outreach and support economic development initiatives.
- Support the Oakland County Micro-Loan program.

| Performance Measures | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|-----------------------------|------------------|------------------|------------------|------------------|
| BFC Loans | 32 | 23 | 12 | 19 |
| BFC Loans in Oakland County | 24 | 10 | 11 | 11 |
| Capital Investment | \$43,255,200 | \$37,796,200 | \$19,435,431 | \$35,271,343 |
| EDC Loans | 2 | 1 | 1 | 1 |
| Capital Investment | \$48,390,000 | \$7,100,000 | \$4,900,000 | \$11,125,000 |
| Jobs Created | 354 | 252 | 156 | 119 |
| Jobs Retained | 967 | 292 | 243 | 432 |

- **Product Development and Services** - The Product Development and Services program researches, collects, and disseminates data and maps that describe Oakland County, its communities, businesses, and demographic/development trends. Through the One-Stop Shop, customers are introduced to and assisted in utilizing state-of-the-art information kiosk. The program also develops and maintains a comprehensive array of collateral marketing materials in Oakland County.

Objectives

- Provide “front line” support for citizens, businesses and CVT’s requesting information.
- Increased public access to products and services.
- Increase efficiencies in delivering services.
- Improve quality of products and services.
- Facilitate decision-making for our customers.
- Improve productivity.
- Participate in the development of County communication options.
- Improve point-of-sale activities.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|-------------------------|------------------|------------------|------------------|
| One-Stop Shop Customers | 611 | 539 | 523 |
| Map Sales (in dollars) | \$49,569 | \$37,544 | \$26,769 |

New Products

Custom map creation for One-Stop Shop customers
 Provide ownership information for specialized areas of interest
 Business Analyst software providing business and community information
 Developed e-registration with IT for on-line registration of selected events
 Sales and marketing of all maps and digital products

- **Waste Resource Management** - The Waste Resource program develops and administers the County's solid waste planning efforts. Public Act 451 of 1994, as amended, requires the development of a Solid Waste Management Plan with periodic amendments and major plan updates at five-year intervals. This plan process is currently on hold at the state level.

Objectives

- Insure that Oakland County has sufficient solid waste disposal sites to accommodate the needs of local communities.
- Comply with all statutory requirements relating to solid waste planning.
- Continue to advance the Oakland County Brownfield Initiative, including establishment and management of the Oakland County Brownfield Consortium along with the cities of Farmington Hills, Ferndale, Hazel Park, Madison Heights and Pontiac.
- Manage/administer the Brownfield Cleanup Revolving Loan grant.
- Manage/administer the Oakland County Brownfield Consortium \$1,000,000 assessment grant.
- Continue the North Oakland Household Hazardous Waste (NO HAZ) collection program and encourage non-member communities to participate.
- Support Oakland Schools with promotion and administration of the Oakland County portion of Michigan Green Schools program.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|------------------------------|------------------|------------------|------------------|
| NO HAZ communities | 11 | 17 | 16 |
| Population served | 281,160 | 355,497 | 354,615 |
| Collections held | 4 | 5 | 5 |
| Participating households | 3,375 | 4,028 | 4,914 |
| Pounds of material collected | 444,355 | 592,708 | 684,460 |

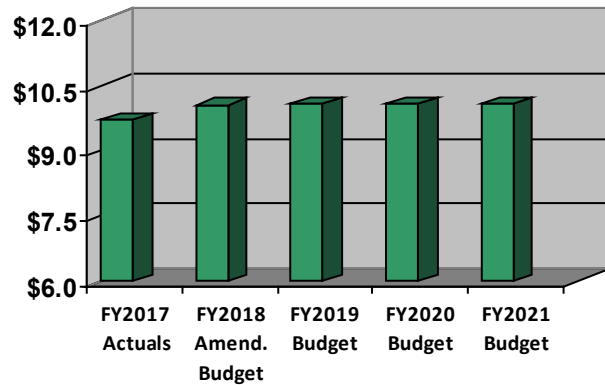
Division Summary

The Community & Home Improvement Division administers five federal housing and community development grants from the U.S. Department of Housing and Urban Development. These grants are designed to create viable communities by providing decent, safe and sanitary housing, a suitable living environment and expanded economic opportunities for persons of low and moderate income, homeless persons and persons with housing issues. Activities include a variety of community infrastructure and capital improvements, public services, planning and administrative services, home improvements, development of affordable housing, homebuyer down payment assistance, housing counseling and emergency shelters for the homeless.

Division Goals

- Assist communities with planning for future development and building capacity to implement housing and community development projects.
- Assist communities to improve neighborhoods and provide public services to low income persons.
- Aid in preventing or eliminating slums or blighted community conditions.
- Reduce the number of substandard dwelling units within the county through the improvement of single family owner occupied homes.
- Affirmatively further fair housing and equal opportunity.
- Build nonprofit agency capacity to assist low income homebuyers to purchase affordable housing.
- Provide down payment assistance to help low income first time homebuyers to purchase a home.
- Provide comprehensive housing counseling to help residents resolve housing related problems.
- Prevent homelessness and fund emergency shelters and public services for the homeless.
- Provide short term rental assistance.

Division Expenditures (\$ in millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|--------------------|-----------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose | | | | | |
| Transfers Out | 0 | 495,018 | 495,018 | 495,018 | 495,018 |
| Total GF/GP Expenditures | \$0 | \$495,018 | \$495,018 | \$495,018 | \$495,018 |
| Other Funds | | | | | |
| Community Develop Block Grants | 5,836,394 | 5,641,832 | 5,641,832 | 5,641,832 | 5,641,832 |
| Emergency Solutions Grants | 323,716 | 328,673 | 328,673 | 328,673 | 328,673 |
| Home Investment Partner Grants | 3,421,701 | 3,495,097 | 3,495,097 | 3,495,097 | 3,495,097 |
| Housing Counseling Grants | 28,229 | 28,229 | 31,771 | 31,771 | 31,771 |
| Nat Foreclosure Mitigation Con | 0 | 6,600 | 0 | 0 | 0 |
| National Mortgage Settlement | 655 | 0 | 0 | 0 | 0 |
| MSHDA HEP Grant | 19,998 | 0 | 29,500 | 29,500 | 29,500 |
| Neighborhood Stblztn Program | 78,347 | 50,000 | 50,000 | 50,000 | 50,000 |
| Total Other Funds | \$9,709,041 | \$9,550,431 | \$9,576,873 | \$9,576,873 | \$9,576,873 |
| Total Expenditures | \$9,709,041 | \$10,045,449 | \$10,071,891 | \$10,071,891 | \$10,071,891 |

Community and Home Improvement - Programs

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|--------------------|--------------------------|---------------------|---------------------|---------------------|
| Administration | 832,602 | 694,299 | 694,299 | 694,299 | 694,299 |
| Community Development | 2,656,281 | 2,035,968 | 2,035,968 | 2,035,968 | 2,035,968 |
| Emergency Solutions | 19,076 | 0 | 0 | 0 | 0 |
| Home Improvement | 5,597,277 | 6,531,680 | 6,531,680 | 6,531,680 | 6,531,680 |
| Housing Counseling | 599,306 | 783,502 | 809,944 | 809,944 | 809,944 |
| Total Expenditures | \$9,709,041 | \$10,045,449 | \$10,071,891 | \$10,071,891 | \$10,071,891 |

| Personnel by Program | FY2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------|------------------|-------------------|-------------------|
| Administration | 7 | 7 | 7 |
| Home Improvement | 12 | 12 | 12 |
| Housing Counseling | 3 | 3 | 3 |
| Total Personnel | 22 | 22 | 22 |

Community and Home Improvement Programs

- **Administration** - Administrative activities provide direction and support to Community and Home Improvement Division programs. To fulfill these responsibilities, the Division works with the Michigan State Office of the U.S. Department of Housing and Urban Development, the Oakland County Board of Commissioners, elected officials and staff of 53 Oakland County municipalities, public service agencies, auditors, contractors and clients. Program administration ensures that all programs are implemented in accordance with specific federal, state, county and local requirements.
- **Community Development** - The Community Development Block Grant Program provides funding to 53 county communities to initiate hundreds of housing, community improvement and public service activities that benefit low income persons and eliminate or prevent blighted community conditions.

Objectives

- Allocate annual CDBG funding to 53 communities based on a legislative formula to address the immediate needs of low income persons.
- Implement capital improvement activities to improve neighborhood conditions for low income persons and eliminate or prevent blighted community conditions.
- Provide a variety of human services that directly benefit low income households or persons.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|--|------------------|------------------|------------------|
| Number of low income persons eligible for assistance in the 53 communities | 191,675 | 195,890 | 195,895 |
| Percent of expenditures benefiting low income persons (HUD requirement of 70%) | 94.95% | 99.66% | 93.92% |

- **Emergency Solutions** - Oakland County contracts with non-profit organizations to provide emergency shelter and essential services to the homeless, including food, emergency medical services, transportation to overnight shelters, and homeless prevention activities. Emergency Solution Grant activities provide homeless prevention and rapid rehousing services.

Objectives

- Improve the quality of existing emergency shelters providing emergency lodging and services to the homeless by funding shelter operations, maintenance, organizational support and essential services.
- Prevent homelessness from occurring through homeless prevention and rapid rehousing services.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|---|------------------|------------------|------------------|
| Homeless population in Oakland County | 4,309 | 4,059 | 4,114 |
| Number of emergency shelters | 8 | 8 | 8 |
| Number of emergency shelters receiving assistance | 5 | 6 | 5 |
| Number of homeless receiving shelter and service | 1,373 | 1,423 | 1,521 |
| Number of households receiving rapid rehousing assistance | 86 | 63 | 69 |

- **Home Improvement** - The Home Improvement Program provides comprehensive home improvement services to upgrade substandard housing conditions for qualified low-income homeowners. Qualified single-family owner occupants receive 0% interest deferred loans of up to \$18,000 for necessary repairs that address health and safety issues. In addition, the program funds Community Housing Development Organizations to develop affordable housing for qualified low-income homebuyers.

Objectives

- Upgrade about 200 substandard single family owner-occupied houses for low income homeowners throughout 57 county communities.
- Construct new or rehabilitate existing single-family houses affordable to low and moderate-income home buyers.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|--|------------------|------------------|------------------|
| Substandard houses needing improvement | 45,110 | 45,000 | 45,110 |
| Applications received for home improvement assistance | 445 | 546 | 499 |
| Applications approved for home improvement assistance | 185 | 225 | 229 |
| Single family homes rehabilitated | 207 | 194 | 217 |
| Homes built and/or rehabilitated by CHDOs and purchased by low income homebuyers | 3 | 1 | 2 |
| Down Payment Assistance for first time homebuyers | 3 | 1 | 2 |

- **Housing Counseling** - The Housing Counseling program delivers a full range of housing counseling services, information and assistance to housing consumers to help improve their housing conditions and meet the responsibilities of homeownership and tenancy. Housing counseling includes information regarding first time homebuyers, pre-occupancy, rental delinquency, mortgage and property tax default assistance, home equity conversion mortgage program, home improvement and rehabilitation resources, displacement and relocation resources, tenant and landlord rights, subsidized housing, fair housing issues, pre-foreclosure assistance and budgeting.

Objectives

- Provide comprehensive housing counseling services to assist persons with various housing related issues.

| Performance Measures | FY2015 Actual | FY2016 Actual | FY2017 Actual |
|-----------------------------|------------------|------------------|------------------|
| Number of clients counseled | 386 | 450 | 410 |

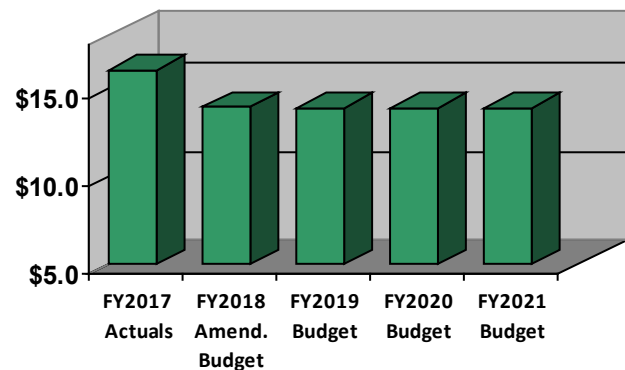
Division Summary

Under the joint direction of the Oakland County Workforce Development Board and the County Executive, the Workforce Development Division administers numerous programs that serve the County’s job seekers and employers. These programs include the Workforce Investment Act (WIA), Workforce Innovation and Opportunity Act (WIOA), the Temporary Assistance for Needy Families initiative, the Wagner-Peyser Employment Service, and the Trade Adjustment Assistance Program.

Division Goals

- Find long-term employment or re-employment for the youth, adults, and dislocated workers who are enrolled in its programs;
- Qualify these customers for – and place them in – the jobs Oakland County’s employers create; and
- Achieve or exceed fourteen performance measures that are identified for various programs under the Workforce Innovation and Opportunity Act (WIOA).
- Assist Oakland County businesses with establishing a talent pipeline and creating a highly-trained and qualified workforce.

Division Expenditures (\$ in Millions)



| Division Expenditures by Category | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---------------------------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| General Fund / General Purpose | | | | | |
| Salaries | 0 | 17,020 | 17,020 | 17,020 | 17,020 |
| Fringe Benefits | 0 | 8,600 | 8,600 | 8,600 | 8,600 |
| Total GF/GP Expenditures | \$0 | \$25,620 | \$25,620 | \$25,620 | \$25,620 |
| Other Funds | | | | | |
| Workforce Development | 16,010,669 | 13,889,403 | 13,855,395 | 13,855,395 | 13,855,395 |
| Total Other Funds | \$16,010,669 | \$13,889,403 | \$13,855,395 | \$13,855,395 | \$13,855,395 |
| Total Expenditures | \$16,010,669 | \$13,915,023 | \$13,881,015 | \$13,881,015 | \$13,881,015 |

| Division Expenditures by Program | FY 2017 Actual | FY 2018 Amend. Budget | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|----------------------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| Contract Administration | 1,033,711 | 1,377,944 | 1,413,729 | 1,415,415 | 1,415,415 |
| Employment Training | 14,976,959 | 12,537,079 | 12,467,286 | 12,465,600 | 12,465,600 |
| Total Expenditures | \$16,010,669 | \$13,915,023 | \$13,881,015 | \$13,881,015 | \$13,881,015 |

| Personnel by Program | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|-------------------------|----------------|----------------|----------------|
| Contract Administration | 9 | 9 | 9 |
| Total Personnel | 9 | 9 | 9 |

Workforce Development Programs

- The Contract Administration program oversees all of the Oakland County Michigan Works! Agency's Workforce Development services. Program responsibilities include: 1) writing plans and proposals for numerous grants that are awarded by the Michigan Workforce Development Agency; 2) procuring and executing contracts with entities who operate programs that are funded through the foregoing grants; 3) monitoring the performance and administrative systems of these program operators; 4) reviewing the applications of program participants to ensure their eligibility; 5) preparing financial and programmatic reports; and 6) providing administrative support to the Workforce Development Board.

Objective

- Ensure that program operators comply with all contract requirements.
- The Workforce Development program provides various workforce development services to assist job seekers in locating and qualifying for employment and to help employers find and retain qualified workers. The program contracts with several entities, including school districts, post-secondary education institutions, and non-profit organizations, to provide the following services: 1) Job Search Assistance, which includes resume writing, interview techniques, job development, and job placement; 2) Testing and Assessment; 3) Basic Skills Instruction in reading, writing, and computation; 4) Occupational Skills Training in the classroom or on the job; 5) Pure Michigan Talent Connect Registration, through which job seekers and employers can post their job profiles and job orders on an Internet-based labor exchange system; and 6) Employee Recruitment, Screening, Referral, and Retraining.

Objectives

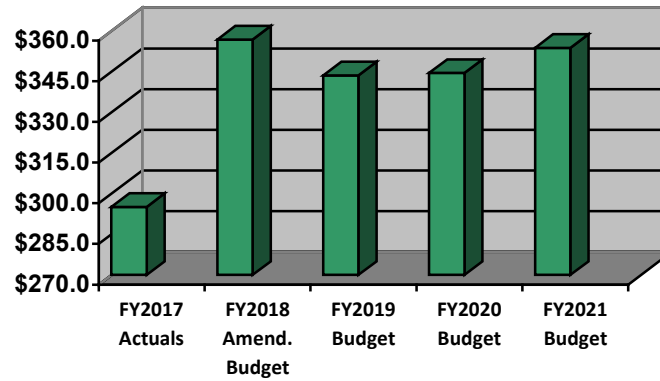
- Provide program participants with the requisite skills to qualify for meaningful employment.
- Place program participants in permanent, full-time employment with Oakland County's employers.

| WIA Performance Measures | PY2015 Actual |
|---|---------------|
| <u>Adult Program</u> | |
| Entered Employment Rate | 98% |
| Employment Retention Rate | 99.6% |
| Average Earnings in 6 Months | \$23,583 |
| Credential Attainment Rate | 91.1% |
| <u>Older Youth Program</u> | |
| Entered Employment Rate | 100% |
| Employment Retention Rate | 100% |
| Earnings Gain in 6 Months | \$8,286 |
| Credential Attainment Rate | 100% |
| <u>Younger Youth Program</u> | |
| Skill Attainment Rate | 100% |
| Diploma or Equivalent Rate | 95.2% |
| Retention Rate | 98.6% |
| <u>Dislocated Worker Program</u> | |
| Entered Employment Rate | 100% |
| Employment Retention Rate | 97.5% |
| Average Earnings in 6 Months | \$30,317 |
| Credential Attainment Rate | 88.6% |

| WIOA Performance Measures | PY2016 Limited Reporting* | PY2017 Actual |
|--|---------------------------------|------------------|
| <u>Adult Program</u> | | |
| Employment Rate 2 nd Quarter | 94.6% | 94.4% |
| Employment Rate 4 th Quarter | 88.4% | 91.5% |
| Median Earnings 2 nd Quarter | \$10,179 | \$9,430 |
| Credential Attainment Rate | Not Available | 86.4% |
| <u>Youth Program</u> | | |
| Employment/Placement 2 nd Quarter | 64.1% | 89.1% |
| Employment/Placement 4 th Quarter | 67.2% | 82.2% |
| Credential Attainment Rate | Not Available | 95.2% |
| <u>Dislocated Worker Program</u> | | |
| Employment Rate 2 nd Quarter | 96.1% | 94.8% |
| Employment Rate 4 th Quarter | 97% | 90.1% |
| Median Earnings 2 nd Quarter | \$10,860 | \$10,154 |
| Credential Attainment Rate | Not Available | 91.9% |
| <u>Wagner-Peyser Act</u> | | |
| Employment Rate 2 nd Quarter | Not Available | 72% |
| Employment Rate 4 th Quarter | Not Available | 73.1% |
| Median Earnings 2 nd Quarter | Not Available | \$7,038 |

*Program Year 2016 Performance Measure reporting is limited nationwide, due to the transition from the Workforce Investment Act to the Workforce Innovation and Opportunity Act.

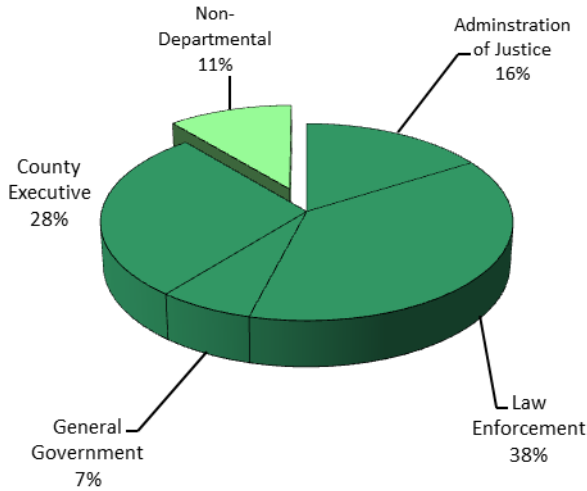
Department Revenues (\$ in millions)



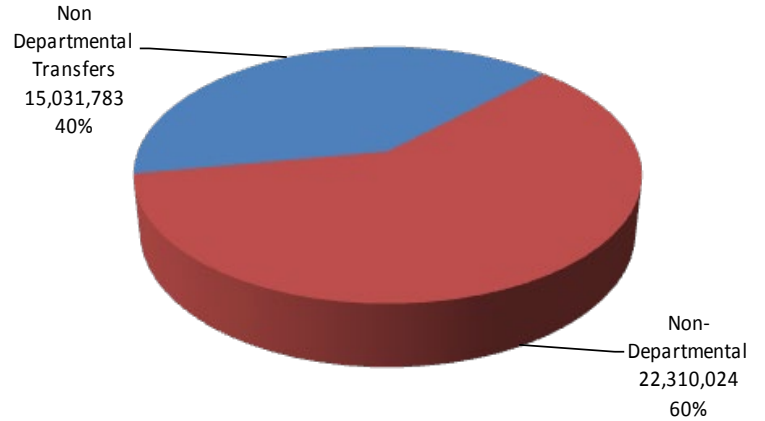
| General Fund / General Purpose Revenues | FY 2017 Actual | FY 2018 Amended | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| Property taxes | 215,097,513 | 225,333,198 | 235,581,529 | 243,357,400 | 253,991,495 |
| State Grants | 13,315,215 | 15,753,682 | 15,643,900 | 15,718,504 | 15,723,713 |
| Other Intergovern. Revenues | 46,114,392 | 46,175,684 | 44,501,931 | 44,513,362 | 44,513,362 |
| Charges for Services | 1,390,364 | 717,468 | 718,024 | 718,024 | 718,565 |
| Investment Income | 1,348,766 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 |
| Planned Use of Fund Balance | 0 | 52,568,600 | 33,814,444 | 26,858,875 | 25,479,228 |
| Other Revenues | 456,762 | 417,500 | 417,500 | 417,500 | 417,500 |
| Indirect Cost Recovery | 8,216,061 | 8,134,737 | 8,134,737 | 8,134,737 | 8,134,737 |
| Transfers In | 9,212,147 | 6,000,000 | 3,000,000 | 3,000,000 | 3,000,000 |
| Total GF/GP Revenue | \$295,151,220 | \$356,900,869 | \$343,612,065 | \$344,518,402 | \$353,778,600 |

Budget at a Glance: Non-Departmental General Fund/General Purpose Expenditures

Total County 2019 Adopted Budget

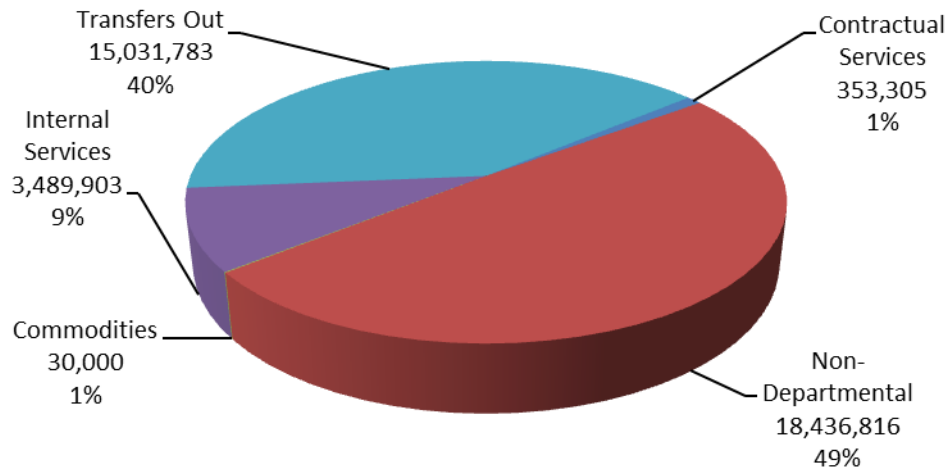


Non-Departmental 2019 Adopted Budget

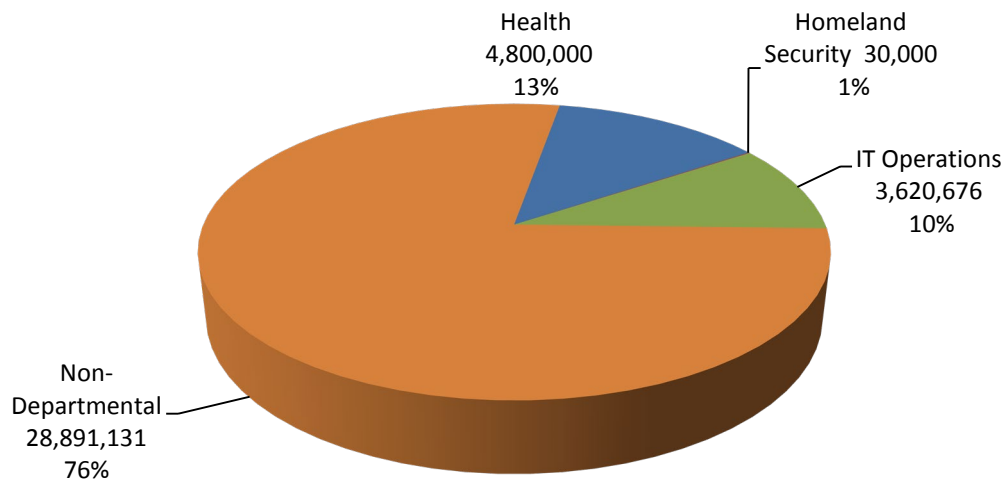


| General Fund / General Purpose Expenditures | FY 2017 Actual | FY 2018 Amended | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| Non-Departmental | 21,568,122 | 23,240,817 | 22,310,024 | 21,997,143 | 22,007,847 |
| Non-Departmental Transfers | 16,127,108 | 27,840,950 | 15,031,783 | 13,534,245 | 13,482,311 |
| Total Expenditures | \$37,695,230 | \$51,081,767 | \$37,341,807 | \$35,531,388 | \$35,490,158 |

Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (GF/GP)





Department Summary

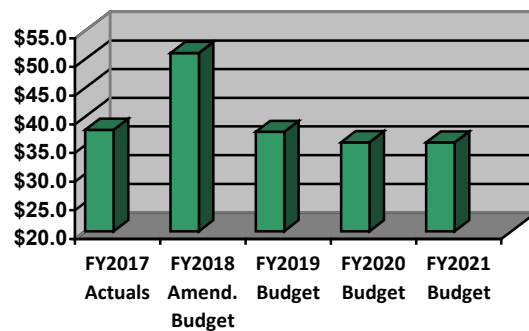
The Non-Departmental section includes General Fund revenues and expenditures related to external agencies, component units, reserves for transfers and operating transfers to other County funds. Also included are expenditures for vacant space within County facilities and the maintenance of County grounds.

| General Fund / General Purpose Expenditures | FY 2017 Actual | FY 2018 Amended | FY 2019 Budget | FY 2020 Budget | FY 2021 Budget |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| Contractual Services | 118,180 | 353,305 | 353,305 | 353,305 | 353,305 |
| Non-Departmental | 19,015,523 | 20,390,672 | 18,436,816 | 17,997,817 | 17,997,817 |
| Commodities | 0 | 30,000 | 30,000 | 30,000 | 30,000 |
| Internal Services | 2,434,420 | 2,466,840 | 3,489,903 | 3,616,021 | 3,626,725 |
| Transfers Out | 16,127,108 | 27,840,950 | 15,031,783 | 13,534,245 | 13,482,311 |
| Total Expenditures | \$37,695,230 | \$51,081,767 | \$37,341,807 | \$35,531,388 | \$35,490,158 |

General County Operations

- **INSURANCE AND SURETY BONDS:** Appropriation to cover costs for Employee Bonding and Employee Blanket policies.
- **LOGOS, TRADEMARKS INTELLECTUAL PROPERTY:** Appropriation related to Intellectual Properties for copyrights, trademarks and logos (i.e., license fees for music played at county facilities and events).
- **MISCELLANEOUS (SUNDRY):** Appropriation provides funds for adjustments of prior years' expenditures, local tax refunds, and miscellaneous non-recurring items.
- **PROVISIONS:** Generic disaster planning supplies that benefit all county departments.
- **DRAIN ASSESSMENTS CURRENT (ROAD COMMISSION):** Appropriation to cover the portion of drain assessments on behalf of the Road Commission.
- **MENTAL HEALTH AUTHORITY:** Annual payment to the Oakland Community Health Network (formerly Oakland County Community Mental Health Authority), as required by the Mental Health Code.
- **INTEREST EXPENSE:** Anticipated cost to borrow funds due to cash flow.
- **TRAFFIC IMPROVEMENT ASSOCIATION:** Appropriation to fund a professional services contract with the organization.

Department Expenditures (\$ in millions)



- **ROAD COMMISSION - TRI-PARTY AGREEMENT:** Annual appropriation to the Road Commission for Oakland County road improvement programs, under the Tri-Party Agreement which began in 1977. No funding is recommended for FY 2019, FY 2020, and FY 2021. A fund balance assignment was established in the General Fund for FY 2018.
- **SOUTHEAST MICHIGAN COUNCIL OF GOVERNMENTS (SEMCOG):** An organization of local governments in the Southeastern Michigan Metropolitan Area. Its purpose is to promote cooperation between units of government and facilities solving problems of mutual interest. The Council is responsible for comprehensive, multipurpose regional planning, pursuant to the Regional Planning Commission Act. Membership dues based on County S.E.V., which is capped so that no county pays more than 25% of the total organization dues.

General County Operations (Cont.)

- **MICHIGAN ASSOCIATION OF COUNTIES (MAC):** Annual membership dues.
- **NATIONAL ASSOCIATION OF COUNTIES (NACO):** Annual membership dues.
- **TRAFFIC IMPROVEMENT ASSOCIATION:** Appropriation to fund a professional services contract with the organization.
- **COUNTY BUILDINGS AND GROUNDS:** The cost to maintain and operate County buildings is generally budgeted in each division's line item "Building Space Cost Allocation". Costs for maintenance of common space, temporary vacant space, service center grounds, and work needed in the ensuing year are budgeted in the Non-Departmental line items: "Building Space Cost Allocation", "Maintenance Department Charges" or "Service Center Grounds".
- **INSURANCE FUND:** Funding for liability insurance and property insurance not chargeable to a specific department or fund.
- **SUBSTANCE ABUSE COORDINATING AGENCY:** Payments to the Oakland Community Health Network (formerly Oakland County Community Mental Health Authority) for convention facility tax revenues distributed by the State to Oakland County. One-half of the distributions must be earmarked for substance abuse prevention and treatment programs under the authority of the State Convention Development Act, P.A. 106 of 1985.

Reserved for Transfer

- **CONTINGENCY:** Appropriation used to fund program changes throughout the year as authorized by the Board of Commissioners.
- **GRANT MATCH:** Funds available for transfer to departments upon acceptance of grants per resolution.
- **LEGISLATIVE EXPENSE:** Funding to support the Board of Commissioners. Transfer of these funds requires a Board resolution.
- **PRIVATE INSTITUTIONS FOSTER CARE:** Appropriation contingency for costs incurred for the out-of-home placement of temporary neglected and abused court wards supervised by Michigan Department of Health and Human Services (MDHHS). The amount budgeted in non-departmental reflects historical favorability removed from departmental budgets.
- **PRIVATE INSTITUTIONS RESIDENTIAL:** Appropriation contingency for costs incurred for the out-of-home placement of temporary delinquent court wards. The amount budgeted in non-departmental reflects historical favorability removed from departmental budgets.
- **STATE INSTITUTIONS:** Appropriation contingency for costs incurred to house permanent court wards (delinquent as well as neglected and abused) placed with, and supervised by, MDHHS. The amount budgeted in non-departmental reflects historical favorability removed from departmental budgets.
- **CAPITAL OUTLAY:** Funds available for the purchase of files, furniture and other equipment not anticipated in departmental budgets.
- **CLASSIFICATION AND RATE CHANGE:** Funds for employee classification and rate changes as authorized by the Board of Commissioners throughout the year.
- **EMERGENCY SALARIES RESERVE:** Funds available for transfer to departments/divisions in anticipation of unusual workloads and staffing problems. Emergency Salaries Reserve is an economical alternative to the addition of permanent positions to accommodate fluctuating workloads.

Reserved for Transfer (Cont.)

- **FRINGE BENEFIT RESERVE:** Funds available for transfer to departments/divisions for anticipated increase in some fringe benefit costs. A decrease in FY 2020 overall fringe benefits reflects the Fringe Benefit rate reduction as referenced in the April 2018 Fiscal Plan document. The reduction is partially offset by fringes associated with the proposed salary increase and a 4% increase for medical costs that has not been included in departmental budgets. An increase in FY 2021 fringe benefits is budgeted for the fringes associated with proposed salary increases, and an anticipated 4% increase for medical costs that has not been included in departmental budgets.
- **OVERTIME RESERVE:** Funds available for transfer to departments/divisions for unusual overtime, upon approval by the Director of Management & Budget, in accordance with the Overtime Regulations. The Overtime Reserve account includes an estimated amount for the Parental Leave benefit that may be needed by departments that have contractual service obligations or job duties that cannot be temporarily covered by other departmental personnel and the use of Parental Leave causes the department to exceed their Personnel Expenditure budget category.
- **SUMMER EMPLOYEES RESERVE:** Governmental Funds available for transfer to departments/divisions at the start of the summer program.
- **SALARY ADJUSTMENT RESERVE:** Funds available for transfer to departments/divisions for an anticipated salary increase. No changes are recommended for FY 2019. An increase in FY 2020 and FY 2021 salaries is budgeted for an anticipated 1% increase for FY 2020 and 1% increase for FY 2021 that has not been included in departmental budgets. Also included for FY 2019 through FY 2021 is a contingency amount for the Human Resources Compensation and Classification study.
- **INFORMATION TECHNOLOGY – DEVELOPMENT:** Appropriation to be used to support software development efforts conducted by Information Technology for the County's General Fund/General Purpose operations. Allocations are made each fiscal quarter pursuant to a resolution adopted by the Board of Commissioners.
- **DISASTER RECOVERY:** Funds available for natural disasters. Transfer of these funds, if needed, would occur through a Board resolution.
- **SECURITY RESERVE:** Funds available for transfer based on an anticipated building security enhancement plan to provide funding for high-priority capital and additional staffing needs.
- **INTERNAL SUPPORT EXPENDITURES:** Appropriation placeholder for debt service payments for building renovations as noted in the April 2018 Fiscal Plan document.
https://www.oakgov.com/Investors/Documents/Fiscal_Plan_for_FY_2018_through_FY_2023.pdf.
- **INFORMATION TECHNOLOGY OPERATIONS:** Appropriation placeholder in FY 2021 for Information Technology ongoing support for major future technology projects as noted in the April 2018 Fiscal Plan document.
https://www.oakgov.com/Investors/Documents/Fiscal_Plan_for_FY_2018_through_FY_2023.pdf.
- **RADIO COMMUNICATIONS:** Appropriation placeholder in FY 2021 for the debt service payment for the radio replacement project as noted in the April 2018 Fiscal Plan document.
https://www.oakgov.com/Investors/Documents/Fiscal_Plan_for_FY_2018_through_FY_2023.pdf

TRANSFERS: The General Fund provides funding for the following funds/operations:

- **Transfers to General Purpose Funds -- Child Care and Social Welfare Foster Care:** The General Fund provides an allocation to make up the difference between revenue received by the General Purpose funds (listed above), and expenditures made from these funds. Unlike grants and proprietary funds, there is no expectation that revenue generated by these activities will cover all expenditures. Rather, these funds are extensions of the General Fund, separated by law for reporting purposes.
- **Transfers to specific funds/operations:** Appropriations cover the annual County contribution for the operations of the Court and Law Enforcement Management Information System (CLEMIS), Fire Records Management System, Information Technology, Building Fund, the Building Authority Facility Infrastructure/IT Debt Fund and Project Work Order Fund.

Summary of Major Program Changes

FY 2019 REVENUES

- Property Tax revenue has a net increase of \$10,248,331 when comparing the FY 2018 amended budget to the FY 2019 recommended budget. The overall increase reflects 5% for FY 2019.
- State Grants' Child Care Subsidy decreased (\$109,782) and reflects 50% reimbursement of updated qualified costs.
- Other Intergovernmental Revenues decreased (\$1,673,753) primarily due to reduction of (\$1,708,046) in Local Community Stabilization Share Appropriation revenue for estimated personal property tax loss reimbursements from the State and a decrease of (\$500,000) in State Court Fund Disbursement PA 189 based on historical trends. The decrease is partially offset by an increase in Convention Facility Liquor Tax of \$500,000 and an increase in Circuit Court Judge Salary line item of \$34,293 per M.R. #17290 for the creation of an additional Circuit Court judgeship effective January 1, 2019.
- Charges for Services increased \$556 for licensing of 52-3 District Court Rochester Hills excess parking spaces to Bill Fox Chevrolet per M.R. #18097.
- Planned Use of Fund Balance decreased (\$18,217,582). The FY 2018 Amended Budget of \$52.2 million, as of May 31, 2018, is the amount budgeted for the appropriation of Encumbrances, Carry Forwards and one-time Special Projects approved by miscellaneous resolutions. The FY 2019 budget assumes the anticipated use of fund balance of \$34.0 million.
- Transfers In had a net decrease of (\$3,000,000) due to a reduction in the Delinquent Tax Revolving Fund (DTRF) operating transfer to the General Fund.

FY 2019 EXPENDITURES

- Non-Departmental had a decrease of (\$1,665,184): Road Commission Tri-Party (\$2,173,509) and Local Road Funding Program (\$180,675) because funding for new projects comes from the Assigned Fund Balance. This is partially offset by an increase in Drain Assessments Current of \$439,000 for anticipated critical repairs and maintenance on various drains. Also offset by increase of Substance Abuse Coordinating Agency of \$250,000 for payments to Oakland Community Health Network (formerly Oakland County Community Mental Health Authority) for substance abuse prevention and treatment programs representing one-half of the convention facility tax revenues received from the State.
- Internal Services had a net increase of \$822,562: An increase in Maintenance Department Charges of \$356,057 to restore annual appropriations; costs for Maintenance Department Charges are re-appropriated to departmental funds on an as needed basis by various miscellaneous resolutions based on actual usage, per the General Appropriations Act. The Building Space Cost Allocation increased \$341,941 as Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; costs for maintenance of common space and temporary vacant space are included in Non-Departmental. The Insurance Fund line item increased by \$124,564 due to fluctuations associated with the allocation methodology for purposes of assigning risk to the County's various cost centers, which is based on historical experience (50%) and current exposure of budgeted positions (50%).

FY 2019 EXPENDITURES (Cont.)

- Transfers Out had a net decrease of (\$14,782,439); changes include: a reduction of (\$5,924,902) transfer out to the Project Work Order Fund as FY 2018 was increased to cover various maintenance projects, a decrease of (\$4,211,324) for the Universal Communications and Collaboration Program Project per M.R. #17310; reduction of (\$1,708,046) for the Building Authority Animal Control Debt Service funding per M.R. #18083; a decrease of (\$1,680,836) for the transfer out to the Child Care Fund; a reduction of (\$1,113,861) for the HIPAA Compliance Project per M.R. #17318; (\$165,000) decrease to the Information Technology Fund and (\$8,250) to the Building Authority Facilities and Information Technology Projects debt fund. This is partially offset by a \$29,780 increase to the Fire Records Management Fund.

FY 2020 REVENUES

- Property Tax revenue has a net increase of \$7,775,871 and includes a projected 4.5% over FY 2019.
- State Grants' Child Care Subsidy increased \$74,604 and reflects 50% reimbursement of updated qualified costs.
- Other Intergovernmental Revenues increased by \$11,431 in the Circuit Court Judge Salary line item per M.R. #17290 for the creation of an additional Circuit Court judgeship effective January 1, 2019.
- Planned Use of Fund Balance decreased (\$6,901,446) reflecting a decreased reliance on the planned use of fund balance.

FY 2020 EXPENDITURES

- Non-Departmental net decrease of (\$438,999) reflects the reduction of Local Road Funding Program of (\$1,499,999) and the decrease of (\$439,000) in the Drain Current Assessment line item which was increased for FY 2019 projects only. This is partially offset by an increase of \$1,500,000 to restore the Interest Expense budget.
- Internal Services increased \$126,118; \$121,467 for Building Space Cost Allocation as building rates are based on full cost recovery for building maintenance and operations. Also included is an Insurance Fund increase of \$4,651.
- Transfers Out had a net decrease of (\$1,125,472) due to a reduction of (\$1,200,000) to the Project Work Order Fund as maintenance projects are determined on an annual basis, a decrease of (\$9,250) to the Building Authority Facilities and Information Technology Projects debt fund. This is offset by an increase of \$83,778 to the Child Care Fund.

FY 2021 REVENUES

- Property Tax revenue has a net increase of \$10,634,095 and includes a projected 4.5% over FY 2020.
- State Grants Child Care Subsidy increased \$5,209 and reflects 50% reimbursement of updated qualified costs.
- Charges for Services increased \$541 for licensing increase of 52-3 District Court Rochester Hills excess parking spaces to Bill Fox Chevrolet per M.R. #18097.
- Planned Use of Fund Balance decreased (\$1,379,647) reflecting a decrease reliance on planned use of fund balance.

FY 2021 EXPENDITURES

- Internal Services increased \$10,704; \$8,382 for Building Space Cost Allocation as building rates are based on full cost recovery for building maintenance and operations. Also included is an Insurance Fund increase of \$2,322.
- Transfers Out decreased a net of (\$5,542); a decrease of (\$10,750) to the Building Authority Facilities and Information Technology Projects debt fund which is partially offset by an increase of \$5,208 to the Child Care Fund.



CAPITAL IMPROVEMENT PROGRAMS

FY2019-FY2021 Triennial Budget & Appropriations Act
AS ADOPTED & AMENDED ON SEPTEMBER 27, 2018

Overview

Capital assets and infrastructure are essential to the effective provision of services and meeting the needs and expected standards of residents and businesses. They are expensive to build, lease, buy, renew, and replace. It is vital that the County spend its capital asset tax dollars wisely and judiciously, while ensuring that the County remains an attractive and cost-effective place to live and work. A ten-year Capital Improvement Plan has been prepared to assist in long-term financial planning, recognizing that all such plans must be reviewed and updated annually.

Table 1 presents an overview of the Capital Improvement Plan adopted for FY 2019 – FY 2028. The timing of project expenditures reflects their relative importance. Inclusion in the CIP does *not* indicate approval. Each project must still receive the express recommendation of the County Executive and approval of the Board of Commissioners before they can begin.

Table 1 – FY 2019 - FY 2028 Capital Improvement Plan Summary

| BUILDING PROJECTS | | | | | | | |
|----------------------------------|----------------------|----------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Item No. | Project Total | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024-FY2028 |
| 1 | \$ 9,729,330 | \$ 513,110 | \$ 1,272,440 | \$ 523,900 | \$ 1,111,500 | \$ 52,260 | \$ 6,256,120 |
| 2 | 5,820,000 | 847,500 | 533,000 | 702,000 | 461,500 | 1,397,500 | 1,878,500 |
| 3 | 5,100,000 | 850,000 a | 850,000 a | 850,000 a | 850,000 a | 850,000 a | 850,000 a |
| 4 | 17,700,000 | 2,950,000 a | 2,950,000 a | 2,950,000 a | 2,950,000 a | 2,950,000 a | 2,950,000 a |
| 5 | 10,375,000 | 3,275,000 b | 1,380,000 b | 1,200,000 a | 1,475,000 b | 1,545,000 b | 1,500,000 b |
| 6 | 130,000 | 130,000 | - | - | - | - | - |
| 7 | 1,100,000 | 200,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| 8 | 10,000 | 10,000 | - | - | - | - | - |
| 9 | 5,895,500 | - | - | 572,000 | - | 520,000 | 4,803,500 |
| 10 | 1,972,500 | 825,000 | - | - | - | 725,000 | 422,500 |
| 11 | 3,000,000 | 800,000 | 800,000 | 600,000 | 800,000 | - | - |
| 12 | 1,000,000 | 400,000 | 200,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| COST OF BUILDING PROJECTS | \$ 61,832,330 | \$ 10,800,610 | \$ 8,085,440 | \$ 7,597,900 | \$ 7,848,000 | \$ 8,239,760 | \$ 19,260,620 |

| CIVIL PROJECTS | | | | | | | |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| Item No. | Project Total | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024-FY2028 |
| 1 | \$ 9,824,546 | \$ 952,315 | \$ 742,900 | \$ 595,400 | \$ 754,650 | \$ 1,201,200 | \$ 5,578,081 |
| 2 | 2,210,000 | - | 1,560,000 | - | - | - | 650,000 |
| 3 | 6,220,825 | 385,710 | 544,310 | 823,745 | - | - | 4,467,060 |
| 4 | 6,577,002 | 572,000 | 1,004,202 | 1,467,700 | 800,000 | 1,071,700 | 1,661,400 |
| 5 | 260,000 | - | - | - | - | - | 260,000 |
| 6 | 600,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| COST OF CIVIL PROJECTS | \$ 25,692,373 | \$ 2,010,025 | \$ 3,951,412 | \$ 2,986,845 | \$ 1,654,650 | \$ 2,372,900 | \$ 12,716,541 |
| GRAND TOTAL | \$ 87,524,703 | \$ 12,810,635 | \$ 12,036,852 | \$ 10,584,745 | \$ 9,502,650 | \$ 10,612,660 | \$ 31,977,161 |

NOTE: All project cost estimates are projected to the year indicated in the program or to the midpoint of construction for multiyear projects

- a. Project will be funded from Building Renovation Bond Proceeds.
- b. Project to be partially funded by bond proceeds and Building Improvement Fund

Total annual projected expenditures vary between \$12.8M (FY 2019) and \$9.5M (FY 2022). This modest decline between the first and fourth year of the plan reflects a pent-up need for asset replacement and renewal (e.g., parking lot and service center road repaving, roof replacements, etc.) as well as a need to undertake certain high-priority projects right away.

Philosophy

A proper Capital Improvement Plan (CIP) is an organization-wide document that captures both the renewal (renovation and repair), replacement, and growth (expansion) needs of long-term assets and infrastructure. Balancing renewal and growth is a function of maximizing benefits, reducing risk, and providing satisfactory levels of service to the public and employees.

Renewal (renovation, repair, and replacement) is investment in existing assets and infrastructure to maintain or improve their functionality and extend their service life. Proper renewal planning takes into consideration the entire life-cycle, which includes acquisition, operation, renovation/repair/replacement, and decommissioning. A timely investment in renovation and repair extends the life of assets and infrastructure, but does not change their replacement value or the organization's asset portfolio.

Replacement investment occurs when renovation and repair no longer make financial sense. This occurs when replacement parts are no longer available, repairs cost nearly as much or more as replacement cost, new functionality is needed that the old asset cannot provide, the old asset cannot meet new building codes or life safety issues, etc. Replacement can be a difficult decision to make, given that public tax dollars are involved, but eventually must take place. The County uses a ten-year planning horizon for its CIP to ensure it is setting aside sufficient dollars to cover major asset replacements. Further, when an asset is decommissioned and replaced, the County makes every effort to recoup some of the replacement cost by either selling the decommissioned asset for scrap, taking advantage of the asset's trade-in value, or disposing of it at public auction.

Growth (expansion) investment adds to existing asset portfolios, infrastructure, or projects to expand or improve public services. Because of the life-cycle costs involved, growth decisions are not made lightly. The impact of a new asset purchase on the County's operations and budget (i.e., one-time and on-going costs) is scrutinized, a return on investment (ROI) is prepared, and competing demands for limited funds are considered. Once growth is pursued, the assets and infrastructure then become part of the County's long-term asset management efforts. They are tagged, tracked, maintained, and updated until decommissioning occurs.

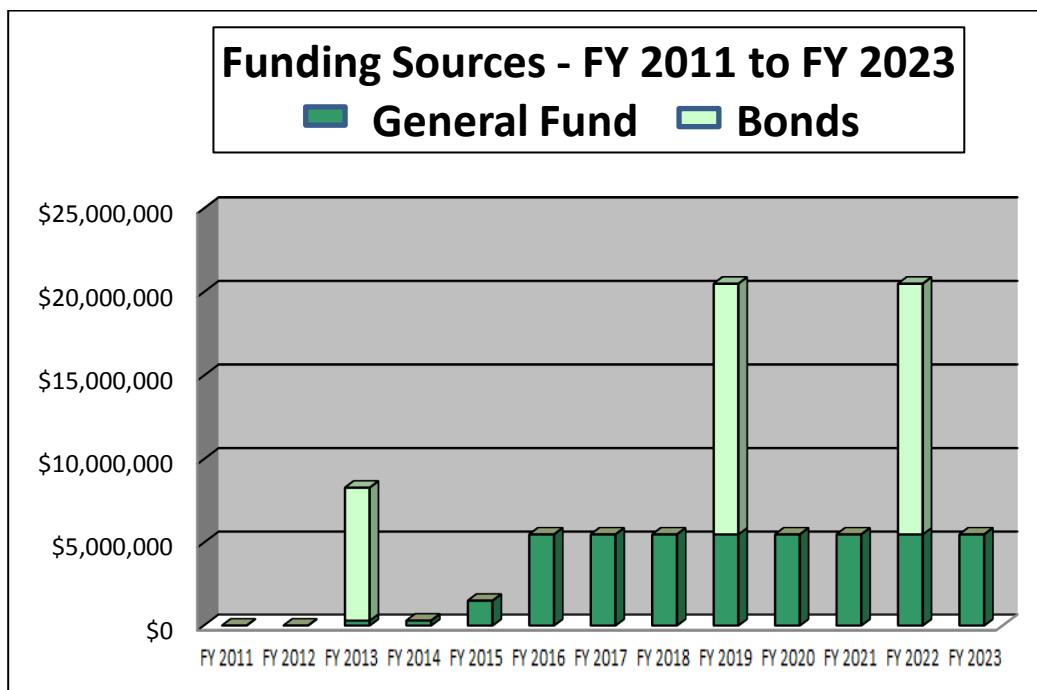
The History and Future of Funding

As the County moves into the FY 2019 – FY 2028 timeframe, it does so on the heels of the Great Recession. Prior to FY 2008, annual appropriations from the General Fund to the CIP / Building Fund allowed the Facilities Management Department to pursue an adequate level of renewal, replacement and growth. After FY 2008, those appropriations were virtually eliminated to aid in the County's efforts to maintain critical public service levels. This placed several renewal, replacement and growth decisions on hold. Capital projects were undertaken only if they were required by state or federal mandates, they provided a monetary return on investment in the form of productivity improvements or cost avoidance, or they were necessary to keep the County's infrastructure in working order (i.e., critical repairs, the most essential maintenance projects, etc.). In FY 2012, the County took advantage of its AAA bond rating and the low interest rates available for tax-exempt municipal debt to provide funding for capital asset renewal, replacement and growth. By 2017, the bond proceeds had been spent. The County will again take advantage of its AAA bond rating in FY 2019 and issue bonds for three high-priority projects: Building Security Enhancements, American Disability Act (ADA) Building Enhancements, and Life Safety Building Enhancements.

By FY 2014, the County's financial health was noticeably improving. In FY 2015, the General Fund added \$1.2 million to the planned \$300,000 for a total annual appropriation of \$1.5 million. Starting in FY 2016 and continuing through FY 2028, a total annual appropriation of \$5.5 million has and will be made to the CIP.

Also, in FY 2016, a much more holistic approach to capital asset planning was implemented. Previously, the categories of CIP projects were limited to traditional categories such as road improvements, roof replacements, and so on. That meant other types of projects that included capital assets or infrastructure (e.g., fire alarms, generators, building remodeling, etc.) were being funded by other means and thus not reflected in the CIP. In early 2015, an effort was undertaken to identify all upcoming projects involving capital assets or infrastructure by surveying the County departments and assessing building / campus renewal needs. The results were put into a single planning document – the FY 2016 – FY 2025 Capital Improvement Plan – then vetted and prioritized.

Figure 1: CIP Funding



Strategic Priorities

There are 46 County facilities with 1.9 million square feet of space; 600 acres of grounds, 60 acres of parking lots, and 30 miles of utility lines and heating service tunnels. Every building, system, and acre is inspected annually and required repairs noted. Major costly repairs are then prioritized and included in the CIP. There are 18 project groupings in the FY 2019 – FY 2028 capital plan, ranging in dollar amount from \$10,000 to \$17,700,000. Nine groupings exceed \$5 million each, reflecting their relative importance and necessity to the County:

- Roof Replacement Program: The County proactively inspects every roof annually and prioritizes repairs and replacements.
- Environmental Systems: This includes chillers, air handling systems, rooftop units, etc. Based on age, parts availability, and service record, replacements of Environmental Systems are prioritized and added to the capital plan.

- Life Safety Building Enhancements: This grouping addresses fire alarm replacements, fire egress paths, emergency lighting, door swings, signage, etc.
- Building Security Enhancements: This grouping includes adding security cameras, security screening stations, ballistic walls, crash-rated gates and fences, etc.
- Window Replacements: Several buildings have older, less energy-efficient windows. This grouping recognizes the need to plan for future replacements, with most of the expenditures in later years of the capital plan.
- ADA Building Enhancements: This grouping addresses on-going adherence to ADA requirements.
- Parking Lot Replacement Program: The County proactively inspects every parking lot annually and prioritizes repaving needs.
- Steam Tunnel Repairs: The County heats and cools half its buildings via steam generated on campus. The steam is fed to the buildings via a network of tunnels, which are also used to carry other utilities and data lines.
- Service Center Road Improvements: The County proactively inspects every road on campus annually and prioritizes repaving needs.

The FY 2019 - FY 2028 CIP Budget, Reporting Structure, and Project Groupings

For FY 2019 – FY 2028, the County is expecting to undertake approximately 150 individual projects of varying size and scope.

The capital plan funding is from existing operations and anticipated bond issues. The anticipated expenditures between FY 2019 - 2023 are \$55,547,542 and the grand total for all ten years is \$87,524,703. The capital plan is divided into two major sections – Building Projects and Civil Projects. As the name implies, Building Projects deal with renewal and growth of building-specific assets and infrastructure. Civil Projects deal with outdoor or campus-wide renewal and growth, such as utilities, roads, and parking lots. Between FY 2019 – FY 2028, the County is projecting to spend \$61,832,330 on Building Projects and \$25,692,373 on Civil Projects.

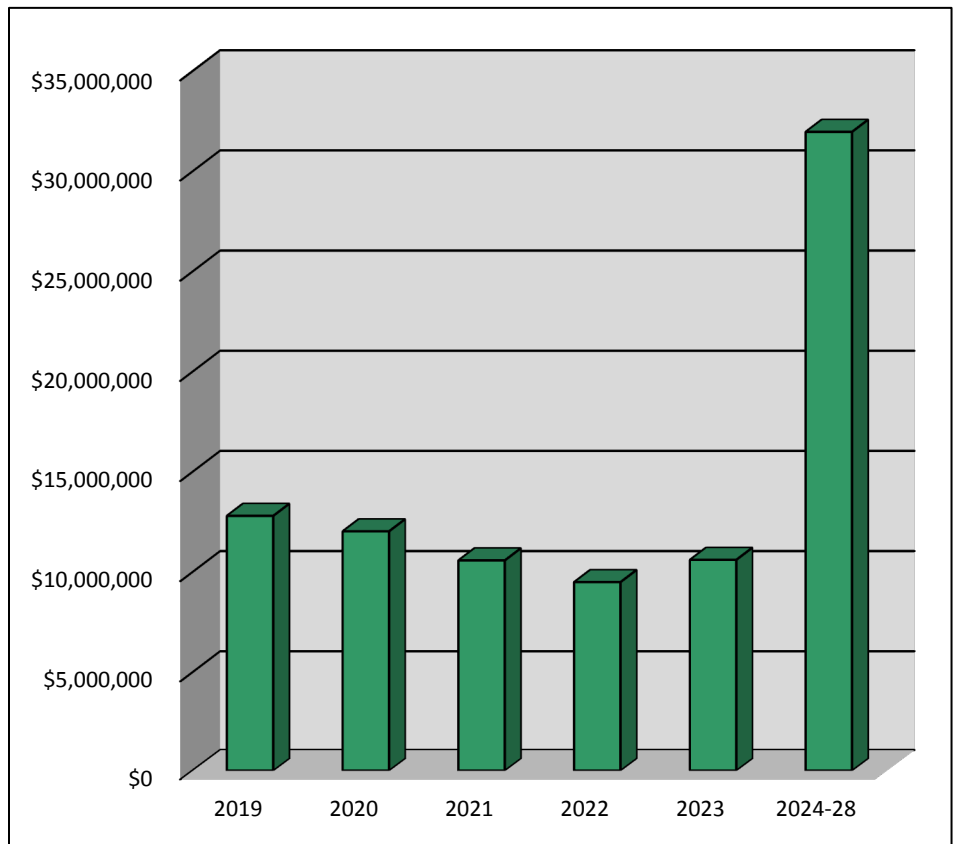


Figure 2: FY 2019 - FY 2028 CIP Total Expenditures

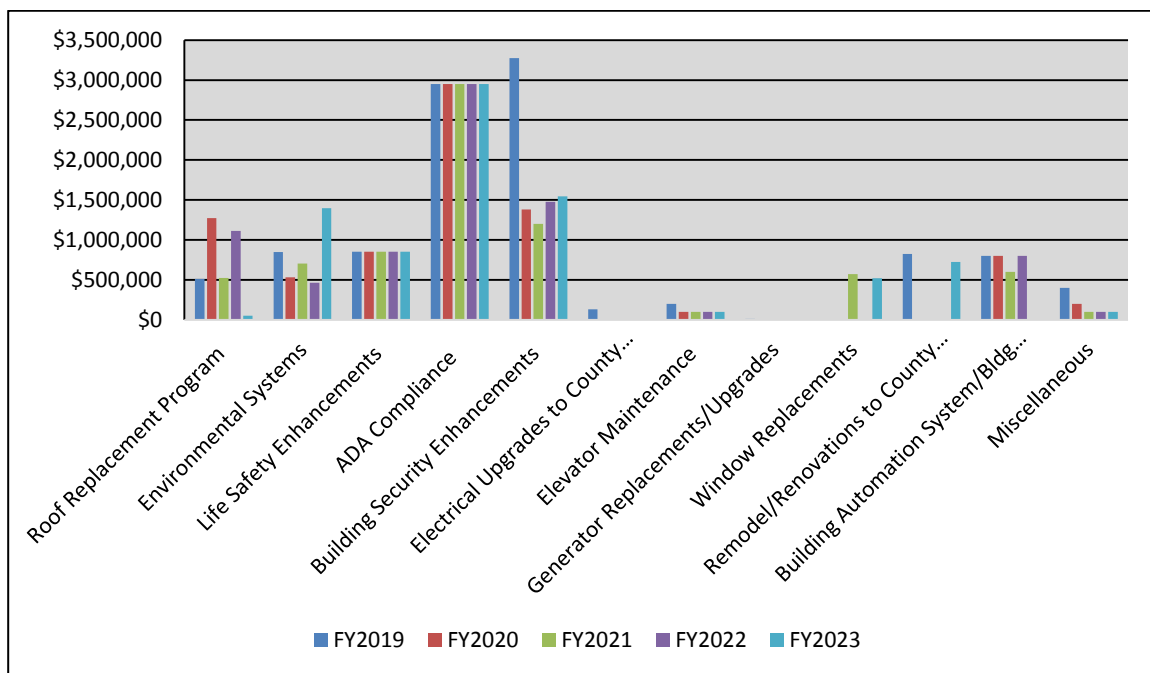
Building Projects

The Building Projects section is broken down into 12 groupings (figure 3). In addition to the groupings discussed above in the Strategic Priorities section are the following:

- **Electrical Upgrades to County Buildings:** This grouping includes the maintenance, upgrading, and replacing of obsolete and aged electrical switchgear, power panels, emergency lighting, lighting systems, motor control centers, etc.
- **Elevator Maintenance:** This grouping includes major maintenance and renovation of elevator controls, hoists, rollers, fine controls, and cabs to meet code and enhance performance.
- **Generator Replacements/Upgrades:** This grouping includes replacing or adding emergency generators.
- **Remodel/Renovations to County Buildings:** Every year departments request various remodeling/renovation projects (e.g., changing office layouts). This grouping is discretionary and is scheduled against non-discretionary groupings. The latter take precedent, though legal mandates, building or other code changes, and priority changes may move a remodeling/renovation project ahead of non-discretionary projects from time to time. That is why the bulk of the costs tend to be early in the capital plan.
- **Building Automation System:** The County’s investment in building systems over the decades has been substantial. To maximize their life, the County performs proactive preventive maintenance and timely repairs. A major renewal initiative is the replacement of the County’s building automation system (BAS), parts of which were first implemented in the 1980s. The original BAS software and hardware was highly customized; today roughly a quarter of it still is. The software is several generations old and the County is dependent on support from a small local engineering firm. A new BAS will be implemented using an open, state of the art, and broadly supported software system, and off the shelf hardware. The implementation is being spread out over six years and the County is entering the third year.
- **Miscellaneous:** These are smaller contingency projects that were not originally anticipated.

The individual Building Projects and their projected costs are presented in Table 2, along with their impact on operating costs.

Figure 3: Building Project Cost by Grouping





2019-2028 Capital Improvement Program

Table 2: FY 2019 - FY 2028 Individual Building Projects and their Impact on Operating Costs

| Roof Replacement Program (Funded by Building Improvement Fund) | | | | | | | | |
|--|--------------------------------|-------------|--------------------|------|-------|--------|--------------|------------------|
| FISCAL YEAR (FY) | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
| 2019 | Materials Management | \$513,110 | \$513,110 | None | ↓ | ↓ | None | ↓ |
| 2020 | Courthouse West Wing Extension | \$862,680 | | None | ↓ | ↓ | None | ↓ |
| | Pontiac Health | \$409,760 | \$1,272,440 | None | ↓ | ↓ | None | ↓ |
| 2021 | Southfield Health | \$523,900 | \$523,900 | None | ↓ | ↓ | None | ↓ |
| 2022 | Information Technology | \$1,111,500 | \$1,111,500 | None | ↓ | ↓ | None | ↓ |
| 2023 | Switchgear | \$52,260 | \$52,260 | None | ↓ | ↓ | None | ↓ |
| 2024-2028 | Children's Village J | \$1,512,810 | | None | ↓ | ↓ | None | ↓ |
| | Central Services | \$476,970 | | None | ↓ | ↓ | None | ↓ |
| | Child Care Center | \$114,010 | | None | ↓ | ↓ | None | ↓ |
| | Courthouse/North Lobby | \$116,740 | | None | ↓ | ↓ | None | ↓ |
| | Central Garage | \$915,720 | | None | ↓ | ↓ | None | ↓ |
| | Children's Village K | \$105,430 | | None | ↓ | ↓ | None | ↓ |
| | Medical Examiners | \$891,150 | | None | ↓ | ↓ | None | ↓ |
| | Children's Village H | \$29,380 | | None | ↓ | ↓ | None | ↓ |
| | North Oakland Office Building | \$415,870 | | None | ↓ | ↓ | None | ↓ |
| | South Oakland Office Building | \$1,678,040 | \$6,256,120 | None | ↓ | ↓ | None | ↓ |

| Environmental Systems (Funded by Building Improvement Fund) | | | | | | | | |
|---|------------------------------|-----------|------------------|------|-------|--------|--------------|------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
| 2019 | Medical Examiner Chiller | \$250,000 | | None | ↓ | ↓ | None | ↓ |
| | Children's Village Misc. | \$130,000 | | None | ↓ | ↓ | None | ↓ |
| | Materials Management | \$39,000 | | None | ↓ | ↓ | None | ↓ |
| | Patrol Services Chiller | \$50,000 | | None | ↓ | ↓ | None | ↓ |
| | Courthouse/Coil | \$125,000 | | None | ↓ | ↓ | None | ↓ |
| | Oak Pointe/HVAC | \$58,500 | | None | ↓ | ↓ | None | ↓ |
| | SOHC/AC | \$195,000 | \$847,500 | None | ↓ | ↓ | None | ↓ |
| 2020 | Medical Examiners Misc. | \$227,500 | | None | ↓ | ↓ | None | ↓ |
| | Materials Management/AC | \$45,500 | | None | ↓ | ↓ | None | ↓ |
| | SOOB/Chill | \$260,000 | \$533,000 | None | ↓ | ↓ | None | ↓ |
| 2021 | Oak Pointe/HVAC | \$58,500 | | None | ↓ | ↓ | None | ↓ |
| | Children's Village Misc. | \$195,000 | | None | ↓ | ↓ | None | ↓ |
| | Children's Village H/HVAC | \$221,000 | | None | ↓ | ↓ | None | ↓ |
| | Medical Examiners Misc. | \$227,500 | \$702,000 | None | ↓ | ↓ | None | ↓ |
| 2022 | Children's Village Misc. | \$201,500 | | None | ↓ | ↓ | None | ↓ |
| | Children's Village J/Chiller | \$260,000 | \$461,500 | None | ↓ | ↓ | None | ↓ |
| 2023 | Rochester DC/Boil & AHU | \$357,500 | | None | ↓ | ↓ | None | ↓ |

*HR= Human Resources

**MRO = Maintenance Repairs and Operations



2019-2028 Capital Improvement Program

| Environmental Systems (Funded by Building Improvement Fund) - continued | | | | | | | | |
|---|------------------------|-------------|--------------------|------|-------|--------|--------------|------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
| | Annex II/HVAC | \$195,000 | | None | ↓ | ↓ | None | ↓ |
| | Courthouse/Cool Tower | \$650,000 | | None | ↓ | ↓ | None | ↓ |
| | Jail East/Boil | \$195,000 | \$1,397,500 | None | ↓ | ↓ | None | ↓ |
| 2024-2028 | SOHC/Boil | \$130,000 | | None | ↓ | ↓ | None | ↓ |
| | Oak Pointe/HVAC | \$58,500 | | None | ↓ | ↓ | None | ↓ |
| | Steam Plant/Burners | \$1,040,000 | | None | ↓ | ↓ | None | ↓ |
| | Courthouse/Air Handler | \$650,000 | \$1,878,500 | None | ↓ | ↓ | None | ↓ |

| Life Safety Enhancements (Funded by Building Renovation bond proceeds) | | | | | | | | |
|--|---|-------------------|------------------|------|-------|--------|--------------|------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
| 2019 | Life Safety Enhancements: | \$850,000 | | None | None | None | Yes | ↓ |
| | Little Oaks Fire Suppression System | \$ Included Above | | None | None | None | Yes | ↓ |
| | CV/Misc. & Delayed Egress Basement Doors | \$ Included Above | | None | None | None | Yes | ↓ |
| | Materials Management/Fire Alarm System | \$ Included Above | | None | None | None | Yes | ↓ |
| | Remote auto-locking of rotating entrance doors | \$ Included Above | | None | None | None | Yes | ↓ |
| | PWB/Fire Alarm | \$ Included Above | | None | None | None | Yes | ↓ |
| | Oak Pointe/Fire Alarm System | \$ Included Above | \$850,000 | None | None | None | Yes | ↓ |
| 2020 | Life Safety Enhancements: | \$850,000 | | None | None | None | Yes | ↓ |
| | NOHC/ Fire Alarm System | \$ Included Above | \$850,000 | None | None | None | Yes | ↓ |
| 2021 | Life Safety Enhancements: | \$850,000 | | None | None | None | Yes | ↓ |
| | IT bldg. fire alarm system replacement | \$ Included Above | \$850,000 | None | None | None | Yes | ↓ |
| 2022 | Life Safety Enhancements: | \$850,000 | | None | None | None | Yes | ↓ |
| | South Oakland Office Building/Fire Alarm System | \$ Included Above | | None | None | None | Yes | ↓ |
| | East Jail/Fire Alarm System | \$ Included Above | \$850,000 | None | None | None | Yes | ↓ |
| 2023 | Life Safety Enhancements: | \$850,000 | | None | None | None | Yes | ↓ |
| | Central Services & Materials Management/Fire Alarm System | \$ Included Above | | None | None | None | Yes | ↓ |
| | Medical Examiners/Fire Alarm System | \$ Included Above | \$850,000 | None | None | None | Yes | ↓ |

* HR= Human Resources

**MRO = Maintenance Repairs and Operations



2019-2028 Capital Improvement Program

| Life Safety Enhancements (Funded by Building Renovation bond proceeds) - continued | | | | | | | | |
|--|-----------------------------------|-------------------|------------------|------|-------|--------|--------------|-------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY / OTHER |
| 2024-2028 | Life Safety Enhancements: | \$850,000 | | None | None | None | Yes | ↓ |
| | Sheriff's Admin/Fire Alarm System | \$ Included Above | | None | None | None | Yes | ↓ |
| | Rochester D.C./Fire Alarm System | \$ Included Above | | None | None | None | Yes | ↓ |
| | Annex II/Fire Alarm System | \$ Included Above | \$850,000 | None | None | None | Yes | ↓ |

| ADA Compliance (Funded by Building Renovation bond proceeds) | | | | | | | | |
|--|----------------|-------------|--------------------|------|-------|--------|--------------|-------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY / OTHER |
| 2019 | ADA compliance | \$2,950,000 | \$2,950,000 | None | ↓ | None | Yes | ↓ |
| 2020 | ADA compliance | \$2,950,000 | \$2,950,000 | None | ↓ | None | Yes | ↓ |
| 2021 | ADA compliance | \$2,950,000 | \$2,950,000 | None | ↓ | None | Yes | ↓ |
| 2022 | ADA compliance | \$2,950,000 | \$2,950,000 | None | ↓ | None | Yes | ↓ |
| 2023 | ADA compliance | \$2,950,000 | \$2,950,000 | None | ↓ | None | Yes | ↓ |
| 2024-2028 | ADA compliance | \$2,950,000 | \$2,950,000 | None | ↓ | None | Yes | ↓ |

| Electrical Upgrades (Funded by Building Improvement Fund) | | | | | | | | |
|---|--------------------------------|-----------|-----------|------|-------|--------|--------------|-------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY / OTHER |
| 2019 | Courthouse electrical upgrades | \$130,000 | \$130,000 | None | ↓ | ↓ | None | ↓ |

| Security Enhancements (Funded by Building Improvement Fund, Building Renovation Bond Proceeds' or partially funded by bond proceeds and Building Improvement Fund) | | | | | | | | |
|--|---------------------------------------|-----------|----------|------|-------|--------|-----------------------|-------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY / OTHER |
| 2019 | Jail East Annex Security, Phase I (b) | \$400,000 | | None | ↑ | None | Partial Bond Proceeds | ↓ |
| | Judges benches ballistic material (b) | \$25,000 | | None | ↑ | None | Partial Bond Proceeds | ↓ |

*HR= Human Resources

**MRO = Maintenance Repairs and Operations

a. Project will be funded Building Renovation Bond Proceeds

b. Project to be partially funded by bond proceeds and Building Improvement Fund



2019-2028 Capital Improvement Program

| Security Enhancements (Funded by Building Improvement Fund, Building Renovation Bond Proceeds' or partially funded by bond proceeds and Building Improvement Fund) - continued | | | | | | | | |
|--|--|-------------|--------------------|------|-------|--------|-----------------------|------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
| | Judges Hallway doors (b) | \$900,000 | | None | ↑ | None | Partial Bond Proceeds | ↓ |
| | Troy, Rochester, Steam Plant 100' perimeters (b) | \$600,000 | | ↑ | ↑ | None | Partial Bond Proceeds | ↓ |
| | NOB security station (b) | \$150,000 | | ↑ | ↑ | None | Partial Bond Proceeds | ↓ |
| | Other security enhancements (b) | \$1,200,000 | \$3,275,000 | ↑ | ↑ | None | Partial Bond Proceeds | ↓ |
| 2020 | CV-J, A Radio Coverage (b) | \$155,000 | | ↑ | ↑ | None | Partial Bond Proceeds | ↓ |
| | Judges benches ballistic material (b) | \$25,000 | | None | ↑ | None | Partial Bond Proceeds | ↓ |
| | Other security enhancements (b) | \$1,200,000 | \$1,380,000 | ↑ | ↑ | None | Partial Bond Proceeds | ↓ |
| 2021 | Other security enhancements (a) | \$1,200,000 | \$1,200,000 | ↑ | ↑ | None | Bond Proceeds | ↓ |
| 2022 | Judges benches ballistic material (b) | \$25,000 | | None | ↑ | None | Partial Bond Proceeds | ↓ |
| | Jail East Annex Security, Phase II (b) | \$250,000 | | ↑ | ↑ | None | Partial Bond Proceeds | ↓ |
| | Other security enhancements (b) | \$1,200,000 | \$1,475,000 | ↑ | ↑ | None | Partial Bond Proceeds | ↓ |
| 2023 | East Annex- north parking lot fence and gate (b) | \$195,000 | | ↑ | ↑ | None | Partial Bond Proceeds | ↓ |
| | Primary House Security (b) | \$150,000 | | ↑ | ↑ | None | Partial Bond Proceeds | ↓ |
| | Other Security enhancements (b) | \$1,200,000 | \$1,545,000 | ↑ | ↑ | None | Partial Bond Proceeds | ↓ |

*HR= Human Resources

**MRO = Maintenance Repairs and Operations

a. Project will be funded Building Renovation Bond Proceeds

b. Project to be partially funded by bond proceeds and Building Improvement Fund



2019-2028 Capital Improvement Program

Security Enhancements (Funded by Building Improvement Fund, Building Renovation Bond Proceeds' or partially funded by bond proceeds and Building Improvement Fund) - continued

| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
|------------------|---------------------------------|-------------|--------------------|-----|-------|--------|-----------------------|------------------|
| 2024-2028 | CMHA security station (b) | \$100,000 | | ↑ | ↑ | None | Partial Bond Proceeds | ↓ |
| | Centralize campus deliveries | \$200,000 | | ↑ | ↑ | None | Partial Bond Proceeds | ↓ |
| | Other security enhancements (b) | \$1,200,000 | \$1,500,000 | ↑ | ↑ | None | Partial Bond Proceeds | ↓ |

Elevator Maintenance (Funded by Building Improvement Fund)

| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
|------------------|----------------|-----------|------------------|------|-------|--------|--------------|------------------|
| 2019 | Campus/General | \$200,000 | \$200,000 | None | ↓ | ↓ | None | ↓ |
| 2020 | Campus/General | \$100,000 | \$100,000 | None | ↓ | ↓ | None | ↓ |
| 2021 | Campus/General | \$100,000 | \$100,000 | None | ↓ | ↓ | None | ↓ |
| 2022 | Campus/General | \$100,000 | \$100,000 | None | ↓ | ↓ | None | ↓ |
| 2023 | Campus/General | \$100,000 | \$100,000 | None | ↓ | ↓ | None | ↓ |
| 2024-2028 | Campus/General | \$500,000 | \$500,000 | None | ↓ | ↓ | None | ↓ |

Generators (Funded by Building Improvement Fund)

| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
|-------------|----------------------------------|-----------|-----------------|------|-------|--------|--------------|------------------|
| 2019 | Russel-Stowe for Patrol Services | \$10,000 | \$10,000 | None | ↑ | ↑ | None | ↓ |

Window Replacements (Funded by Building Improvement Fund)

| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
|-------------|------------------|-----------|------------------|------|-------|--------|--------------|------------------|
| 2021 | Courthouse Misc. | \$572,000 | \$572,000 | None | ↓ | ↓ | None | ↓ |

*HR= Human Resources

**MRO = Maintenance Repairs and Operations

a. Project will be funded Building Renovation Bond Proceeds

b. Project to be partially funded by bond proceeds and Building Improvement Fund



2019-2028 Capital Improvement Program

Window Replacements (Funded by Building Improvement Fund) - continued

| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
|-----------|-----------------------|-------------|--------------------|------|-------|--------|--------------|------------------|
| 2023 | Pontiac Health | \$520,000 | \$520,000 | None | ↓ | ↓ | None | ↓ |
| 2024-2028 | Sheriff's Admin | \$715,000 | | None | ↓ | ↓ | None | ↓ |
| | Courthouse East Wing | \$1,196,000 | | None | ↓ | ↓ | None | ↓ |
| | Courthouse Tower | \$988,000 | | None | ↓ | ↓ | None | ↓ |
| | Courthouse BOC | \$422,500 | | None | ↓ | ↓ | None | ↓ |
| | East Pontiac Health | \$624,000 | | None | ↓ | ↓ | None | ↓ |
| | East Sherriff's Admin | \$858,000 | \$4,803,500 | None | ↓ | ↓ | None | ↓ |

Remodeling / Renovations (Funded by Building Improvement Fund)

| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
|-----------|--|-----------|------------------|------|-------|--------|--------------|------------------|
| 2019 | FM FPE and FMO Dispatch office remodeling - Phase II | \$300,000 | | None | ↓ | ↓ | None | None |
| | New SOHC bathroom | \$100,000 | | None | ↓ | ↓ | None | None |
| | Information Technology/Remodel | \$100,000 | | None | ↓ | ↓ | None | None |
| | MEO freezer | \$75,000 | | None | ↓ | ↓ | None | None |
| | L Building/Storage Enhancement - Phase I | \$250,000 | \$825,000 | None | ↓ | ↓ | None | None |
| 2023 | L Building/Storage Enhancement - Phase II | \$325,000 | | None | ↑ | ↑ | None | ↓ |
| | Jail/Booking Office/Women's Wing/Sally Port & Gates | \$400,000 | \$725,000 | None | ↑ | ↑ | None | ↓ |
| 2024-2028 | Annex I/Remodel Wing A | \$97,500 | | None | ↓ | ↓ | None | None |
| | Jail Kitchen cooler & freezer flooring | \$325,000 | \$422,500 | None | ↓ | None | None | None |

*HR= Human Resources

**MRO = Maintenance Repairs and Operations

| Building Automation System (Funded by Building Improvement Fund) | | | | | | | | |
|--|----------------|-----------|-----------|-----|-------|--------|--------------|------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
| 2019 | Campus/General | \$800,000 | \$800,000 | ↑ | None | ↓ | None | None |
| 2020 | Campus/General | \$800,000 | \$800,000 | ↑ | None | ↓ | None | None |
| 2021 | Campus/General | \$600,000 | \$600,000 | ↑ | None | ↓ | None | None |
| 2022 | Campus/General | \$800,000 | \$800,000 | ↑ | None | ↓ | None | None |

| Miscellaneous (Funded by Building Improvement Fund) | | | | | | | | |
|---|----------|-----------|-----------|-----|-------|--------|--------------|------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
| 2019 | TBD | \$400,000 | \$400,000 | - | - | - | - | - |
| 2020 | TBD | \$200,000 | \$200,000 | - | - | - | - | - |
| 2021 | TBD | \$100,000 | \$100,000 | - | - | - | - | - |
| 2022 | TBD | \$100,000 | \$100,000 | - | - | - | - | - |
| 2023 | TBD | \$100,000 | \$100,000 | - | - | - | - | - |
| 2024-2028 | TBD | \$100,000 | \$100,000 | - | - | - | - | - |

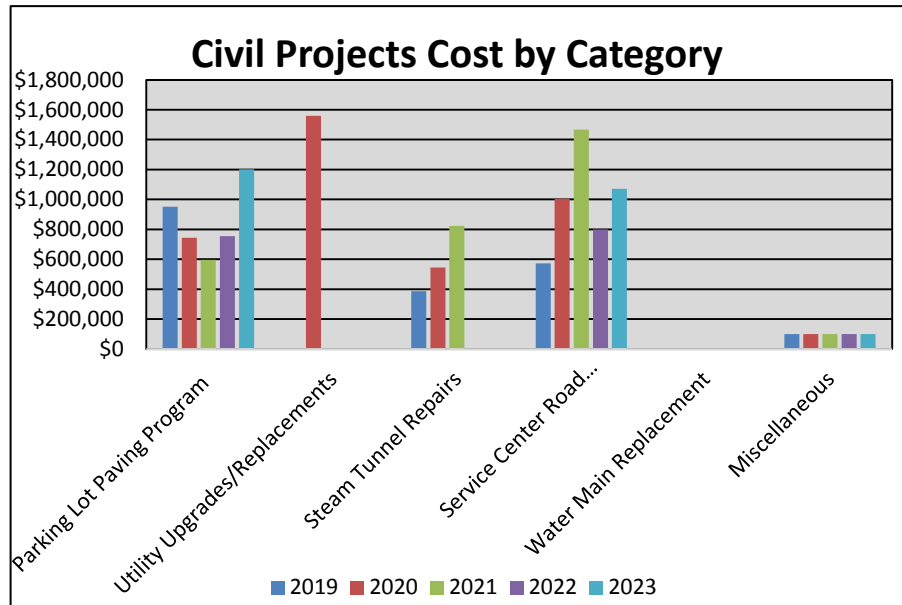
*HR= Human Resources

**MRO = Maintenance Repairs and Operations

Civil Projects

The Civil Projects section is broken down into six categories. Each includes a grouping of similar projects that vary in size and scope. In addition to the groupings discussed above in the Strategic Priorities section are the following:

- Utility Upgrade / Replacements. This grouping is for major electrical, water, and gas line projects. Half of the total amount budgeted is for just one 13.2kv line replacement in FY 2020.
- Water Main Replacement. Repairing or replacing deteriorating water main sections that are reaching their expected end-of-life and adding new connections to provide redundancy.
- Miscellaneous. Funding for miscellaneous facility projects that arise and were not originally anticipated.





2019-2028 Capital Improvement Program

The individual Civil Projects and their projected costs are presented in Table 3.

Table 3: FY 2019 – FY 2028 Individual Civil Projects and Their Impact on Operating Costs

| Parking Lot Maintenance (Funded by Building Improvement Fund) | | | | | | | | |
|---|---|-------------|--------------------|------|-------|--------|--------------|------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
| 2019 | Southfield Health Lot | \$684,158 | | None | ↓ | None | None | ↓ |
| | Children's Village K, H, G Lots | \$268,158 | \$952,315 | None | ↓ | None | None | ↓ |
| 2020 | Rochester District Court Visitors Lot | \$627,900 | | None | ↓ | None | None | ↓ |
| | Farmers Market | \$115,000 | \$742,900 | None | ↓ | None | None | ↓ |
| 2021 | Rochester District Court Judge/Employee's Lot | \$595,400 | \$595,400 | None | ↓ | None | None | ↓ |
| 2022 | Rochester District Court Leased Lot | \$668,850 | | None | ↓ | None | None | ↓ |
| | Central Services Lot | \$85,800 | \$754,650 | None | ↓ | None | None | ↓ |
| 2023 | Sheriff's Admin North & South Lots | \$507,000 | | None | ↓ | None | None | ↓ |
| | NOHC South Lot | \$530,400 | | None | ↓ | None | None | ↓ |
| | Children's Village School | \$163,800 | \$1,201,200 | None | ↓ | None | None | ↓ |
| 2024-2028 | Public Works Southwest Lot | \$163,800 | | None | ↓ | None | None | ↓ |
| | Sheriff's Admin North & South Lots | \$520,000 | | None | ↓ | None | None | ↓ |
| | SOOB Lot | \$540,020 | | None | ↓ | None | None | ↓ |
| | Work Release North & South Lots | \$536,250 | | None | ↓ | None | None | ↓ |
| | NOHC North lot | \$235,977 | | None | ↓ | None | None | ↓ |
| | Children's Village J West Lot | \$305,721 | | None | ↓ | None | None | ↓ |
| | Information Technology | \$1,153,750 | | None | ↓ | None | None | ↓ |
| | Crisis Resource Center | \$322,563 | | None | ↓ | None | None | ↓ |
| | EOB Northeast & Northwest Lots | \$1,800,000 | \$5,578,081 | None | ↓ | None | None | ↓ |

| Utility Upgrades (Funded by Building Improvement Fund) | | | | | | | | |
|--|-------------|-------------|--------------------|------|-------|--------|--------------|------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
| 2020 | C-D Feeder | \$1,560,000 | \$1,560,000 | None | ↓ | None | None | ↓ |
| 2024-2028 | CV gas Line | \$650,000 | \$650,000 | None | ↓ | None | None | ↓ |

*HR= Human Resources

**MRO = Maintenance Repairs and Operations



2019-2028 Capital Improvement Program

| Steam Tunnel Repairs (Funded by Building Improvement Fund) | | | | | | | | |
|--|-----------------------------|-------------|--------------------|------|-------|--------|--------------|------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
| 2019 | Resource Crisis Center | \$385,710 | \$385,710 | None | ↓ | None | None | ↓ |
| 2020 | SO Admin | \$544,310 | \$544,310 | None | ↓ | None | None | ↓ |
| 2021 | Courthouse Northeast Lot | \$823,745 | \$823,745 | None | ↓ | None | None | ↓ |
| 2024-2028 | IT North Lot | \$644,345 | | None | ↓ | None | None | ↓ |
| | Central Garage | \$638,365 | | None | ↓ | None | None | ↓ |
| | Credit Union South Side Lot | \$1,898,650 | | None | ↓ | None | None | ↓ |
| | North Oakland Health Center | \$1,285,700 | \$4,467,060 | None | ↓ | None | None | ↓ |
| | | | | | | | | |

| Campus Center Road Repaving (Funded by Building Improvement Fund) | | | | | | | | |
|---|--|-----------|--------------------|------|-------|--------|--------------|------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
| 2019 | Village Drive West | \$572,000 | \$572,000 | None | ↓ | None | None | ↓ |
| 2020 | Public Works Drive | \$457,600 | | None | ↓ | None | None | ↓ |
| | Campus Drive North | \$221,602 | | None | ↓ | None | None | ↓ |
| 2021 | Old Hospital Drive/Crisis Resource Center | \$325,000 | \$1,004,202 | None | ↓ | None | None | ↓ |
| | County Center Drive Hospital to Telegraph | \$894,400 | | None | ↓ | None | None | ↓ |
| | Village Drive North | \$573,300 | \$1,467,700 | None | ↓ | None | None | ↓ |
| 2022 | County Center Drive East from Jail South to Telegraph Road Intersection | \$800,000 | \$800,000 | None | ↓ | None | None | ↓ |
| 2023 | County Center Drive East from Jail South to Telegraph Road Intersection | \$800,000 | | None | ↓ | None | None | ↓ |
| | Court Tower Blvd South from Hospital Drive to Courthouse West Wing Parking Lot | \$271,700 | \$1,071,700 | None | ↓ | None | None | ↓ |
| 2024-2028 | County Center Drive West | \$910,000 | | None | ↓ | None | None | ↓ |
| | Jail Law Enforcement Morgue Circle | \$751,400 | \$1,661,400 | None | ↓ | None | None | ↓ |

*HR= Human Resources

**MRO = Maintenance Repairs and Operations



2019-2028 Capital Improvement Program

| Water Main Replacements (Funded by Building Improvement Fund) | | | | | | | | |
|---|----------------|-----------|------------------|------|-------|--------|--------------|------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO** | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
| 2024-2028 | Campus/General | \$260,000 | \$260,000 | None | ↓ | None | None | ↓ |

| Miscellaneous | | | | | | | | |
|------------------|----------|-----------|------------------|-----|------|--------|--------------|------------------|
| FY | PROJECTS | COST EST. | FY TOTAL | HR* | MRO* | ENERGY | DEBT SERVICE | LIABILITY/ OTHER |
| 2019 | N/A | \$100,000 | \$100,000 | - | - | - | - | - |
| 2020 | N/A | \$100,000 | \$100,000 | - | - | - | - | - |
| 2021 | N/A | \$100,000 | \$100,000 | - | - | - | - | - |
| 2022 | N/A | \$100,000 | \$100,000 | - | - | - | - | - |
| 2023 | N/A | \$100,000 | \$100,000 | - | - | - | - | - |
| 2024-2028 | N/A | \$100,000 | \$100,000 | - | - | - | - | - |

*HR= Human Resources

**MRO = Maintenance Repairs and Operations

Projects Rolled Forward

Projects often span multiple years – due to their size, scale or other factors – or may not start or finish as originally planned. When this occurs, the funding for those projects is rolled forward into the next fiscal year to ensure that funding is still available.

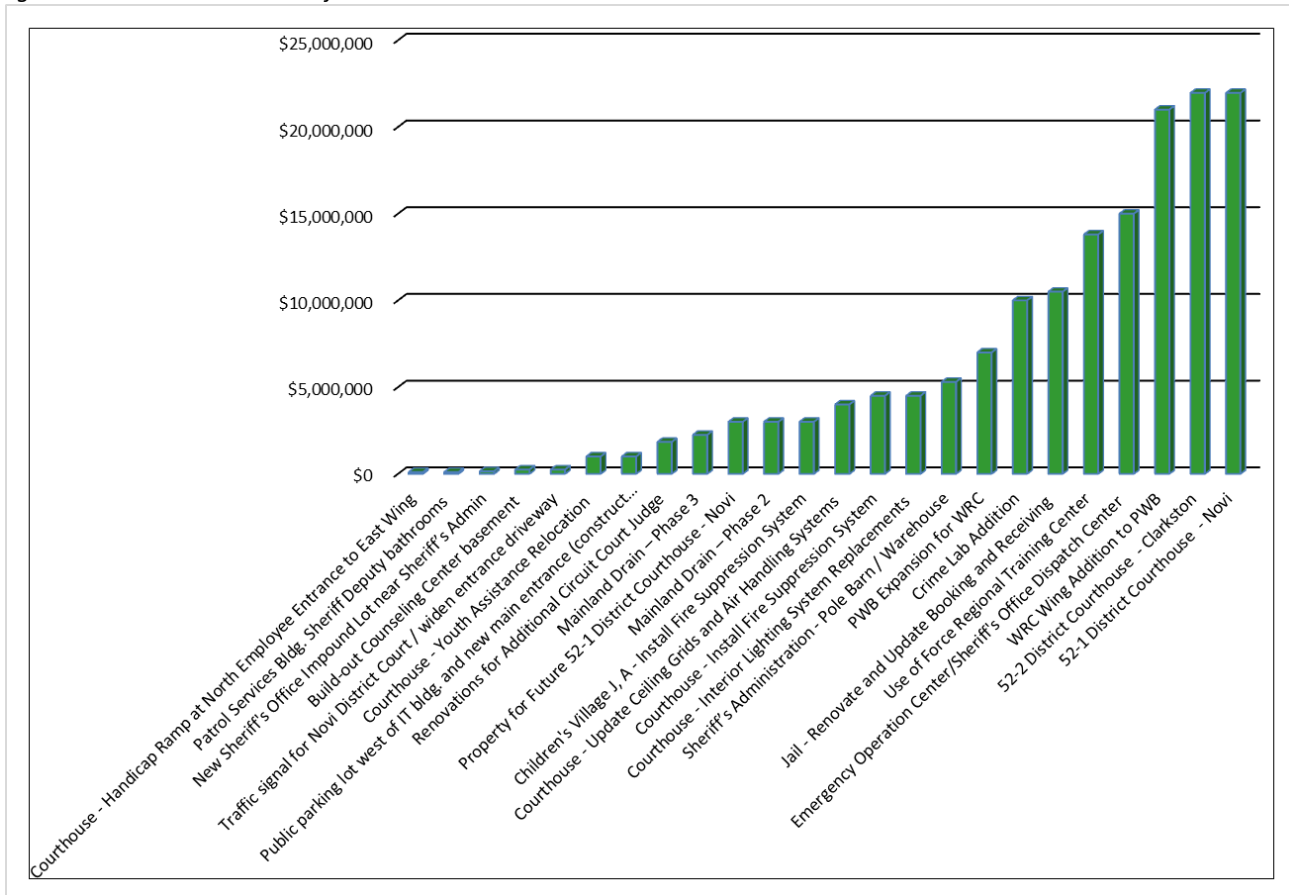
Future Projects

Future Projects are those with long-term importance (i.e., beyond a ten-year timeline) and that may require special funding (e.g., bonding). Before a Future Project is approved and moved into the current plan, the net operating impact of the project on the County’s budget must be determined and a funding source identified. One-time and on-going costs such as construction, new personnel, future maintenance, increase in utilities, debt service, etc., are analyzed and weighed against the intangible or strategic benefits of proceeding with the project (e.g., improved office conditions, transformed service provision, renewed assets / infrastructure, enhanced financial sustainability, growth of operations, improved safety and security).

Table 4: Estimated Future Project Costs

| Judicial | Est. Cost |
|--|----------------------|
| Courthouse - Handicap Ramp at North Employee Entrance to East Wing | \$100,000 |
| Traffic signal for Novi District Court / widen entrance driveway | 250,000 |
| Courthouse - Youth Assistance Relocation | 1,000,000 |
| Property for Future 52-1 District Courthouse - Novi | 3,000,000 |
| Courthouse - Update Ceiling Grids and Air Handling Systems | 4,000,000 |
| Courthouse - Install Fire Suppression System | 4,500,000 |
| Courthouse - Interior Lighting System Replacements | 4,500,000 |
| 52-2 District Courthouse - Clarkston | 21,960,000 |
| 52-1 District Courthouse - Novi | 21,960,000 |
| Public Safety | Est. Cost |
| Patrol Services Bldg. Sheriff Deputy bathrooms | 100,000 |
| New Sheriff's Office Impound Lot near Sheriff's Admin | 150,000 |
| Sheriff's Administration - Pole Barn / Warehouse | 5,300,000 |
| Crime Lab Addition | 10,000,000 |
| Jail - Renovate and Update Booking and Receiving | 10,500,000 |
| Use of Force Regional Training Center | 13,800,000 |
| Emergency Operation Center (EOC) /Sheriff's Office Dispatch Center | 15,000,000 |
| Other | Est. Cost |
| Build-out Counseling Center basement | 250,000 |
| Public parking lot and new main entrance (construct simultaneously with new EOC/Dispatch Center) | 1,000,000 |
| Children's Village J, A - Install Fire Suppression System | 3,000,000 |
| Water Resources Commissioner (WRC) | Est. Cost |
| Mainland Drain – Phase 3 | 2,250,000 |
| Mainland Drain – Phase 2 | 3,000,000 |
| WRC Wing Addition to Public Works Building | 21,000,000 |
| Total | \$146,620,000 |

Figure 4: Estimated Future Project Costs



2019 Maintenance Projects

The projects listed in this section relate to existing County facilities that require improvements to update aging building and surrounding service center components such as walkways, curbs, windows, carpet, restrooms, lighting and exterior caulking to adequately maintain the County grounds/buildings. Some projects are needed to resolve safety concerns (i.e. walkways, curbs) and others may be needed in order to replace aging components that will improve energy efficiency (i.e. lighting retrofits). The maintenance projects are reviewed annually and are funded by a transfer from the General Fund to the Project Work Order Fund.

| BUILDINGS | DESCRIPTION | COST |
|---|--|---------------------|
| 019/Children's Village | Drainage | \$ 50,000 |
| 033/Jail | Lock/Key Upgrade LEC | 15,000 |
| 044/Public Works Building | Public Works Garage Ventilation | 125,000 |
| 052/Service Center | Concrete Walk and Curb Repairs | 125,000 |
| 052/Service Center | Parking Lot Maintenance | 200,000 |
| 052/Service Center | Tree, Shrubs, Perennials and Bulb Replacement | 20,000 |
| 052/Service Center | Exterior Sign Replacement/Repair | 20,000 |
| 207/Heating Plant | Tank Maintenance/ Testing Compliance | 65,000 |
| Various | Door Replacement | 15,000 |
| Various | Continuous Duct Cleaning Program Throughout County Buildings | 125,000 |
| Various | Hydrant/Valves/and Water Systems Part Replacements | 20,000 |
| Various | Exterior Brick Repairs | 100,000 |
| Various | Upgrade Utility Meters | 20,000 |
| Various | Flooring Replacement and Repairs | 100,000 |
| Various | Environmental Remediation / Building Code Compliance | 50,000 |
| Various | Proxy Readers - Upgrade | 150,000 |
| Total FY 2019 Maintenance (M) Projects | | \$ 1,200,000 |

Note: The funding for the FY 2019 (M) Projects is included in the Non-Departmental General Fund (#10100) transfer to the Project Work Order Fund (#40400)



CLEMIS Fund - Capital Budget Plan

The plan includes replacement of assets and new infrastructure based on technology needs for the Courts and Law Enforcement Management Information System (CLEMIS).

| ASSET CATEGORY | TOTAL ASSETS | ACCUMULATED DEPRECIATION THRU 03/31/18 | BOOK VALUE AS OF 03/31/18 | CAPITAL ADDITIONS | DEPRECIATION | | | | | |
|---------------------------------------|----------------------|--|---------------------------|---------------------|-------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| | | | | | REMAINING 2018 | 2019 | 2020 | 2021 | FUTURE | TOTAL |
| Equipment | | | | | | | | | | |
| CLEMIS - Oak Video | \$ 7,881,928 | \$ 7,855,319 | \$ 26,609 | \$ - | \$ 25,526 | \$ 1,083 | \$ - | \$ - | \$ - | \$ 7,881,928 |
| CLEMIS & Public Safety | 4,332,968 | 3,868,696 | 464,272 | - | 397,222 | 39,131 | 20,939 | 6,980 | - | 4,332,968 |
| CLEMIS - IBIS | 2,419,119 | 2,419,119 | - | - | - | - | - | - | - | 2,419,119 |
| CLEMIS - Livescan | 2,049,268 | 2,035,724 | 13,544 | - | 11,114 | 2,430 | - | - | - | 2,049,268 |
| CLEMIS - CAD Workstation | 79,896 | 75,437 | 4,459 | - | 4,459 | - | - | - | - | 79,896 |
| CLEMIS - Mugshot | 43,672 | 43,672 | - | - | - | - | - | - | - | 43,672 |
| CLEMIS - Crash | 33,322 | 33,322 | - | - | - | - | - | - | - | 33,322 |
| CLEMIS - Public Safety Radio | 31,170 | 31,170 | - | - | - | - | - | - | - | 31,170 |
| CLEMIS - E911 | 29,975 | 29,975 | - | - | - | - | - | - | - | 29,975 |
| Software | | | | | | | | | | |
| CLEMIS - IBIS | 3,452,064 | 3,452,064 | - | - | - | - | - | - | - | 3,452,064 |
| CLEMIS - CAD Workstation | 2,775,777 | 323,841 | 2,451,936 | - | 277,578 | 555,155 | 555,155 | 555,155 | 508,893 | 2,775,777 |
| CLEMIS & Public Safety | 1,471,291 | 1,471,291 | - | - | - | - | - | - | - | 1,471,291 |
| CLEMIS - Citation | 277,149 | 277,149 | - | - | - | - | - | - | - | 277,149 |
| CLEMIS - Crash | 179,267 | 179,267 | - | - | - | - | - | - | - | 179,267 |
| CLEMIS - Mugshot | 17,625 | 12,044 | 5,581 | - | 1,763 | 2,790 | 1,028 | - | - | 17,625 |
| | \$ 25,074,491 | \$ 22,108,090 | \$ 2,966,401 | \$ - | \$ 717,662 | \$ 600,589 | \$ 577,122 | \$ 562,135 | \$ 508,893 | \$ 25,074,491 |
| CAPITAL PROJECTS IN PROGRESS | | | | | | | | | | |
| OakVideo Upgrade | \$ 3,002 | \$ - | \$ 3,002 | \$ 1,400,000 | \$ - | \$ 280,600 | \$ 280,600 | \$ 280,600 | \$ 561,201 | \$ 1,403,002 |
| Crash Rewrite | 184,721 | - | 184,721 | - | - | 36,944 | 36,944 | 36,944 | 73,889 | 184,721 |
| Mugshot Upgrade | 61,228 | - | 61,228 | - | - | - | - | - | - | - |
| SAN/Backup, MugShot Camera Upgrade | 196,472 | - | 196,472 | - | - | 39,294 | 39,294 | 39,294 | 78,587 | 196,469 |
| | \$ 445,423 | \$ - | \$ 445,423 | \$ 1,400,000 | \$ - | \$ 356,838 | \$ 356,838 | \$ 356,838 | \$ 713,677 | \$ 1,784,192 |
| TOTAL ASSETS | \$ 25,519,914 | \$ 22,108,090 | \$ 3,411,824 | \$ 1,400,000 | \$ 717,662 | \$ 957,428 | \$ 933,960 | \$ 918,973 | \$ 1,222,570 | \$ 26,858,683 |
| CAPITAL ACQUISITION | | | | | | | | | | |
| Other Infrastructure Upgrade FY2019 | \$ - | \$ - | \$ - | \$ 240,000 | - | \$ 48,000 | \$ 48,000 | \$ 48,000 | \$ 96,000 | \$ 240,000 |
| Other Infrastructure Upgrade FY2020 | - | - | - | 240,000 | - | - | 48,000 | 48,000 | 144,000 | 240,000 |
| Other Infrastructure Upgrade FY2021 | - | - | - | 160,000 | - | - | - | 32,000 | 128,000 | 160,000 |
| SAN/Storage FY2019 | - | - | - | 300,000 | - | 60,000 | 60,000 | 60,000 | 120,000 | 300,000 |
| SAN/Storage FY2020 | - | - | - | 300,000 | - | - | 60,000 | 60,000 | 180,000 | 300,000 |
| SAN/Storage FY2021 | - | - | - | 100,000 | - | - | - | 20,000 | 80,000 | 100,000 |
| MugShot Enhancement (Future) | - | - | - | 1,000,000 | - | 200,000 | 200,000 | 200,000 | 400,000 | 1,000,000 |
| Other Infrastructure Upgrade (Future) | - | - | - | 2,415,000 | - | 483,000 | 483,000 | 483,000 | 966,000 | 2,415,000 |
| LiveScan Upgrade (Future) | - | - | - | 750,000 | - | 150,000 | 150,000 | 150,000 | 300,000 | 750,000 |
| TOTAL CAPITAL ACQUISITIONS | \$ - | \$ - | \$ - | \$ 5,505,000 | \$ - | \$ 941,000 | \$ 1,049,000 | \$ 1,101,000 | \$ 2,414,000 | \$ 5,505,000 |
| GRAND TOTAL | \$ 25,519,914 | \$ 22,108,090 | \$ 3,411,824 | \$ 6,905,000 | \$ 717,662 | \$ 1,898,428 | \$ 1,982,960 | \$ 2,019,973 | \$ 3,636,570 | \$ 32,363,683 |

Useful Life of Assets:

| | |
|--|---------|
| Technology Equipment | 3 years |
| Equipment over \$50,000 (Servers) | 5 years |
| Intangible Assets (infrastructure, software, project services) | 5 years |



Airport Fund Capital Budget Plan

The plan includes replacement of equipment and vehicles as well as improvements to land, roads and parking lots at the county's three airports.

| ASSET CATEGORY | TOTAL ASSETS | ACCUMULATED DEPRECIATION THRU 04/30/18 | SALVAGE VALUE | BOOK VALUE AS OF 04/30/18 | CAPITAL ADDITIONS | DEPRECIATION | | | | | | | TOTAL | |
|--------------------------------------|-----------------------|--|-----------------|---------------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|----------------------|
| | | | | | | REMAINING 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | FUTURE | | |
| <u>NON DEPRECIABLE ASSETS</u> | | | | | | | | | | | | | | |
| Collections | \$ 12,000 | \$ - | \$ - | \$ 12,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 12,000 |
| Land | 36,201,393 | - | - | 36,201,393 | - | - | - | - | - | - | - | - | - | 36,201,393 |
| Total Non Depreciable Assets | \$ 36,213,393 | \$ - | \$ - | \$ 36,213,393 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 36,213,393 |
| <u>DEPRECIABLE ASSETS</u> | | | | | | | | | | | | | | |
| Equipment | \$ 1,752,906 | \$ 1,246,025 | \$ - | \$ 506,881 | \$ - | \$ 37,706 | \$ 90,496 | \$ 90,496 | \$ 89,216 | \$ 86,185 | \$ 79,483 | \$ 33,300 | \$ 1,752,906 | |
| Vehicles | 2,388,190 | 2,316,322 | 4,525 | 71,868 | - | 8,480 | 10,091 | 10,091 | 10,091 | 10,091 | 4,485 | 14,015 | 2,388,190 | |
| Building | 33,806,706 | 12,850,968 | - | 20,955,738 | - | 336,407 | 806,193 | 803,556 | 801,612 | 801,213 | 801,213 | 16,605,544 | 33,806,706 | |
| Land Improvement | 36,109,770 | 29,525,301 | - | 6,584,470 | - | 366,877 | 879,986 | 858,007 | 802,537 | 789,763 | 730,845 | 2,156,456 | 36,109,770 | |
| Roads and Parking Lots | 5,411,243 | 3,016,392 | - | 2,394,851 | - | 150,646 | 361,552 | 361,552 | 360,477 | 355,052 | 197,682 | 607,890 | 5,411,243 | |
| Total Depreciable Assets | \$ 79,468,814 | \$ 48,955,008 | \$ 4,525 | \$ 30,513,807 | \$ - | \$ 900,116 | \$ 2,148,316 | \$ 2,123,701 | \$ 2,063,932 | \$ 2,042,305 | \$ 1,813,707 | \$ 19,417,205 | \$ 79,468,815 | |
| TOTAL ASSETS | \$ 115,682,207 | \$ 48,955,008 | \$ 4,525 | \$ 66,727,200 | \$ - | \$ 900,116 | \$ 2,148,316 | \$ 2,123,701 | \$ 2,063,932 | \$ 2,042,305 | \$ 1,813,707 | \$ 19,417,205 | \$ 115,682,208 | |
| <u>CAPITAL ACQUISITIONS</u> | | | | | | | | | | | | | | |
| Vehicles FY2019 | \$ - | \$ - | \$ - | \$ - | \$ 85,000 | \$ - | \$ 8,500 | \$ 17,000 | \$ 17,000 | \$ 17,000 | \$ 17,000 | \$ 8,500 | \$ 85,000 | |
| TOTAL CAPITAL ACQUISITIONS | \$ - | \$ - | \$ - | \$ - | \$ 85,000 | \$ - | \$ 8,500 | \$ 17,000 | \$ 17,000 | \$ 17,000 | \$ 17,000 | \$ 8,500 | \$ 85,000 | |
| GRAND TOTAL | \$ 115,682,207 | \$ 48,955,008 | \$ 4,525 | \$ 66,727,200 | \$ 85,000 | \$ 900,116 | \$ 2,156,816 | \$ 2,140,701 | \$ 2,080,932 | \$ 2,059,305 | \$ 1,830,707 | \$ 19,425,705 | \$ 115,767,208 | |



Fire Records Management Fund - Capital Budget Plan

The plan includes replacement of assets and new infrastructure based on technology needs for the Fire Records Management System (FRMS).

| ASSET CATEGORY | TOTAL ASSETS | ACCUMULATED DEPRECIATION THRU 03/31/18 | BOOK VALUE AS OF 03/31/18 | CAPITAL ADDITIONS | DEPRECIATION | | | | | |
|-----------------------------------|---------------------|--|---------------------------|-------------------|----------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| | | | | | REMAINING 2018 | 2019 | 2020 | 2021 | FUTURE | TOTAL |
| CIP | \$ 807,392 | \$ - | \$ 807,392 | \$ 150,000 | \$ - | \$ 191,478 | \$ 191,478 | \$ 191,478 | \$ 382,958 | \$ 957,392 |
| Equipment | 125,142 | 125,142 | - | - | - | - | - | - | - | 125,142 |
| Computer Software | 409,196 | 409,196 | - | - | - | - | - | - | - | 409,196 |
| TOTAL ASSETS | \$ 1,341,730 | \$ 534,338 | \$ 807,392 | \$ 150,000 | \$ - | \$ 191,478 | \$ 191,478 | \$ 191,478 | \$ 382,958 | \$ 1,491,730 |
| CAPITAL ACQUISITION | | | | | | | | | | |
| Server Equipment FY2019 | \$ - | \$ - | \$ - | \$ 40,000 | \$ - | \$ 13,333 | \$ 13,333 | \$ 13,334 | \$ - | \$ 40,000 |
| FRMS Enhancement FY2019 | - | - | - | 175,812 | - | 35,162 | 35,162 | 35,162 | 70,326 | 175,812 |
| TOTAL CAPITAL ACQUISITIONS | \$ - | \$ - | \$ - | \$ 215,812 | \$ - | \$ 48,495 | \$ 48,495 | \$ 48,496 | \$ 70,326 | \$ 215,812 |
| GRAND TOTAL | \$ 1,341,730 | \$ 534,338 | \$ 807,392 | \$ 365,812 | \$ - | \$ 239,973 | \$ 239,973 | \$ 239,974 | \$ 453,284 | \$ 1,707,542 |

Useful life of assets:

| | |
|---|---------|
| Technology equipment (over \$5,000) | 3 years |
| Equipment over \$50,000 | 5 years |
| Intangible assets (infrastructure, software, etc) | 5 years |



Parks and Recreation Commission - Capital Budget Plan

The plan includes projects for the various County Parks and prioritizes the projects based on Health, Safety & Welfare; Regulatory; Customer Service/Revenue Generation; Customer Service/Operational Savings; and overall Customer Service.

| FY 2018 ACTIVE CAPITAL IMPROVEMENT PROJECTS | | | | | | |
|--|----------------|--------------------------------|----------------------|----------------------|----------------------|----------------------|
| LOCATION | PROJECT NUMBER | DESCRIPTION | BUDGET | EXPENSES TO DATE | REMAINING BUDGET | PERCENTAGE COMPLETED |
| Health and Safety | | | | | | |
| Independence Oaks Park | 10000002651 | IND Boat House Window/Door | \$ 46,000.00 | \$ - | \$ 46,000.00 | 0.00% |
| Orion Oaks Park | 10000002752 | ORN Dog Swim Dock Replacement | 55,000.00 | 966.06 | 54,033.94 | 1.76% |
| Red Oaks Golf Course | 10000002661 | RDG Golf Netting Replacement | 20,000.00 | - | 20,000.00 | 0.00% |
| Red Oaks Waterpark | 10000002634 | RWP Public Address System Repl | 7,900.00 | 5,456.00 | 2,444.00 | 69.06% |
| Red Oaks Waterpark | 10000002779 | RWP Waterslide Structure Rest | 226,966.00 | 14,860.00 | 212,106.00 | 6.55% |
| Springfield Oaks Activity Center/Park | 10000002635 | SAC Public Address System Repl | 8,900.00 | 6,384.00 | 2,516.00 | 71.73% |
| Springfield Oaks Activity Center/Park | 10000002532 | SAC Water Quality Improvements | 168,850.00 | 17,133.00 | 151,717.00 | 10.15% |
| Springfield Oaks Activity Center/Park | 10000002463 | SAC Water Tower Impr | 291,819.00 | 30,518.92 | 261,300.08 | 10.46% |
| Springfield Oaks Golf Course | 10000002772 | SPG Irrigation Phase II | 10,000.00 | - | 10,000.00 | 0.00% |
| Waterford Oaks Waterpark | 10000002666 | WWP Public Address System Rep | 7,900.00 | 5,456.00 | 2,444.00 | 69.06% |
| Total Health and Safety | | | \$ 843,335.00 | \$ 80,773.98 | \$ 762,561.02 | |
| Regulatory | | | | | | |
| Glen Oaks Golf Course | 10000001971 | GLG Parking Lot Imp Design | \$ 27,500.00 | \$ 4,848.44 | \$ 22,651.56 | 17.63% |
| Groveland Oaks Park | 10000002275 | GRV Fishing Docks Trst Fnd Grt | 48,500.00 | 48,169.15 | 330.85 | 99.32% |
| Independence Oaks Park | 10000002180 | IND Twin Chimneys ADA Improve | 178,969.00 | 117,944.15 | 61,024.85 | 65.90% |
| Independence Oaks Park | 10000002194 | IND Upper Bushman ADA | 48,000.00 | 18,707.45 | 29,292.55 | 38.97% |
| Lyon Oaks Park | 10000002435 | LYP Dog Park ADA Phase I | 40,000.00 | 25,860.02 | 14,139.98 | 64.65% |
| Springfield Oaks Activity Center/Park | 10000002753 | SAC Ellis Barn VPL | 104,450.00 | 3,140.00 | 101,310.00 | 3.01% |
| Total Regulatory | | | \$ 447,419.00 | \$ 218,669.21 | \$ 228,749.79 | |
| Customer Service - Efficiency/Operational Savings | | | | | | |
| Addison Oaks Park | 10000002599 | ADD Beach Playground Replace | \$ 15,000.00 | \$ 6,200.00 | \$ 8,800.00 | 41.33% |
| Addison Oaks Park | 10000002637 | ADD Network Upgrade | 24,125.00 | 21,932.00 | 2,193.00 | 90.91% |
| Addison Oaks Park | 10000002713 | ADD Section C RR Water Heater | 13,500.00 | 11,849.00 | 1,651.00 | 87.77% |
| Catalpa Oaks Park | 10000002755 | CAT Sports Field Grading Irrig | 43,974.00 | - | 43,974.00 | 0.00% |
| Facilities & Maintenance | 10000002687 | FM Maint Garage Siding Repl | 9,000.00 | - | 9,000.00 | 0.00% |
| Glen Oaks Conference Center | 10000001962 | GLC Parking Lot Imp Design | 27,500.00 | 4,848.43 | 22,651.57 | 17.63% |
| Groveland Oaks Park | 10000002541 | GRV Cottage Island Yurt I | 66,950.94 | 60,915.85 | 6,035.09 | 90.99% |
| Groveland Oaks Park | 10000002676 | GRV Cottage Island Yurt II | 54,425.00 | 30,477.81 | 23,947.19 | 56.00% |
| Lyon Oaks Golf Course | 10000002638 | LYG Network Upgrade | 31,863.00 | 28,966.00 | 2,897.00 | 90.91% |
| Red Oaks Park | 10000002686 | RDP Nature Center HVAC Rep | 15,000.00 | 3,509.13 | 11,490.87 | 23.39% |
| Red Oaks Waterpark | 10000002670 | RWP Concession Office/Restroom | 150,000.00 | - | 150,000.00 | 0.00% |
| Red Oaks Waterpark | 10000002781 | RWP Ticket Win/Counter Repl | 17,000.00 | - | 17,000.00 | 0.00% |
| Springfield Oaks Golf Course | 10000002715 | SPG Clubhouse Water Heater Rep | 7,000.00 | 5,924.50 | 1,075.50 | 84.64% |
| Springfield Oaks Restaurant Sv | 10000002716 | SPR Clubhouse Water Heater Rep | 7,000.00 | 5,924.50 | 1,075.50 | 84.64% |
| Springfield Oaks Restaurant Sv | 10000002644 | SPR Walk-in Freezer/Refrig | 77,490.00 | 2,071.67 | 75,418.33 | 2.67% |
| Waterford Oaks Activity Center/Park | 10000002717 | WTR Park Residence Boiler Rep | 12,000.00 | - | 12,000.00 | 0.00% |
| Waterford Oaks Waterpark Concessions | 10000002645 | WWC Walk-in Freezer | 45,000.00 | 34,425.26 | 10,574.74 | 76.50% |
| Waterford Oaks Waterpark | 10000002669 | WWP Family Restrooms | 320,000.00 | 2,848.00 | 317,152.00 | 0.89% |
| Total Customer Service Efficiency/Operational Savings | | | \$ 936,827.94 | \$ 219,892.15 | \$ 716,935.79 | |
| Customer Service - Revenue Generation | | | | | | |
| Addison Oaks Park | 10000002747 | ADD Adams Lake Lodge & Picnic | \$ 100,000.00 | \$ 21,121.50 | \$ 78,878.50 | 21.12% |
| Addison Oaks Park | 10000002630 | ADD Boathouse Buhl Lake | 130,000.00 | 16,290.59 | 113,709.41 | 12.53% |
| Groveland Oaks Park | 10000002748 | GRV Network Upgrade | 50,000.00 | 49.00 | 49,951.00 | 0.10% |
| Lyon Oaks Conference Center | 10000002468 | LYC EMS Upgrade Phase III | 11,406.72 | 7,384.00 | 4,022.72 | 64.73% |
| Lyon Oaks Golf Course | 10000002469 | LYG EMS Upgrade Phase III | 11,406.72 | 7,384.00 | 4,022.72 | 64.73% |
| Red Oaks Waterpark Concessions | 10000002525 | RWC Walk-in Freezer | 44,110.00 | 35,156.36 | 8,953.64 | 79.70% |
| Springfield Oaks Activity Center/Park | 10000002531 | SAC Sanitary Extension | 7,000.00 | 5,905.49 | 1,094.51 | 84.36% |
| Total Customer Service - Revenue Generation | | | \$ 353,923.44 | \$ 93,290.94 | \$ 260,632.50 | |

| FY 2018 ACTIVE CAPITAL IMPROVEMENT PROJECTS (Cont'd) | | | | | | |
|--|----------------|--------------------------------|------------------------|----------------------|------------------------|----------------------|
| LOCATION | PROJECT NUMBER | DESCRIPTION | BUDGET | EXPENSES TO DATE | REMAINING BUDGET | PERCENTAGE COMPLETED |
| Customer Service - Facility Enhancement | | | | | | |
| Catalpa Oaks Park | 100000002754 | CAT Perimeter Pathway | \$ 18,846.00 | \$ - | \$ 18,846.00 | 0.00% |
| Glen Oaks Conference Center | 100000002766 | GLC Rooftop Unit Replacement | 25,500.00 | 391.59 | 25,108.41 | 1.54% |
| Groveland Oaks Concessions | 100000002763 | GRC Water Softener System | 7,500.00 | 4,014.80 | 3,485.20 | 53.53% |
| Groveland Oaks Park | 100000002745 | GRV Concession Restroom | 15,000.00 | 12,188.30 | 2,811.70 | 81.26% |
| Groveland Oaks Park | 100000002762 | GRV Water Softener System | 7,500.00 | 4,014.80 | 3,485.20 | 53.53% |
| Independence Oaks Park | 100000002358 | IND Twin Chimneys ADA Rest Imp | 17,535.00 | 14,642.26 | 2,892.74 | 83.50% |
| Red Oaks Golf Course | 100000002800 | RDG Decorative Conc Repl | 16,000.00 | - | 16,000.00 | 0.00% |
| White Lake Oaks Golf Course | 100000002788 | WLG Water Heater Replacement | 17,200.00 | - | 17,200.00 | 0.00% |
| Total Customer Service - Facility Enhancement | | | \$ 125,081.00 | \$ 35,251.75 | \$ 89,829.25 | |
| Total Active Projects | | | \$ 2,706,586.38 | \$ 647,878.03 | \$ 2,058,708.35 | |

| FY 2018 COMPLETED CAPITAL IMPROVEMENT PROJECTS | | | | | |
|--|----------------|--------------------------------|------------------------|----------------------|----------------------|
| LOCATION | PROJECT NUMBER | DESCRIPTION | BUDGET | EXPENSES TO DATE | REMAINING BUDGET |
| Health and Safety | | | | | |
| Independence Oaks Park | 100000002595 | IND Twin Chimney Dock Replace | \$ 53,156.00 | \$ 50,937.68 | \$ 2,218.32 |
| Total Health and Safety | | | \$ 53,156.00 | \$ 50,937.68 | \$ 2,218.32 |
| Regulatory | | | | | |
| Independence Oaks Park | 100000002359 | IND Twin Chimneys ADA Pav Imp | \$ 10,185.00 | \$ 7,714.65 | \$ 2,470.35 |
| Springfield Oaks Activity Center/Park | 100000002561 | SAC Fair Paving Improvements | 84,000.00 | 28,549.00 | 55,451.00 |
| Total Regulatory | | | \$ 94,185.00 | \$ 36,263.65 | \$ 57,921.35 |
| Customer Service - Efficiency/Operational Savings | | | | | |
| Facilities & Maintenance | 100000002677 | FM Wood Shop Ventilation Repl | \$ 29,717.00 | \$ 29,717.00 | \$ - |
| Independence Oaks Park | 100000002643 | IND Maintenance Building Roof | 70,550.00 | 68,185.35 | 2,364.65 |
| Red Oaks Golf Course | 100000002649 | RDG Maint Bldg Roof Replace | 46,915.00 | 46,914.69 | 0.31 |
| Red Oaks Golf Course | 100000002714 | RDG Maint Bldg Tube Heater | 10,200.00 | 6,690.42 | 3,509.58 |
| Red Oaks Park | 100000002648 | RDP Nature Center Roof | 38,891.00 | 33,654.47 | 5,236.53 |
| Red Oaks Park | 100000002621 | RDP Storm Water Extension | 23,527.00 | 23,527.00 | - |
| Springfield Oaks Golf Course | 100000002647 | SPG Maint Bldg South Roof | 12,810.00 | 11,936.98 | 873.02 |
| Springfield Oaks Golf Course | 100000002646 | SPG Maint Bldg North Roof | 51,083.00 | 49,792.64 | 1,290.36 |
| Total Customer Service - Efficiency/Operational Savings | | | \$ 283,693.00 | \$ 270,418.55 | \$ 13,274.45 |
| Customer Service - Revenue Generation | | | | | |
| Groveland Oaks Park | 100000002580 | GRV Fence line Replacement | \$ 56,015.00 | \$ 50,315.00 | \$ 5,700.00 |
| Groveland Oaks Park | 100000002579 | GRV Storage Yard Improvements | 15,000.00 | 14,161.80 | 838.20 |
| Lyon Oaks Golf Course | 100000002660 | LYG Pump Control Station Repl | 19,950.00 | 19,196.00 | 754.00 |
| Red Oaks Golf Course | 100000002467 | RDG EMS Upgrade Phase III | 18,528.40 | 11,711.00 | 6,817.40 |
| Springfield Oaks Concession | 100000002471 | SPC EMS Upgrade III | 10,999.53 | 7,182.00 | 3,817.53 |
| Springfield Oaks Golf Course | 100000002470 | SPG EMS Upgrade | 10,999.53 | 7,182.00 | 3,817.53 |
| Waterford Oaks Activity Center/Park | 100000002598 | WTR Utility Upgrade | 12,640.00 | 11,577.46 | 1,062.54 |
| Total Customer Service - Revenue Generation | | | \$ 144,132.46 | \$ 121,325.26 | \$ 22,807.20 |
| Customer Service - Facility Enhancement | | | | | |
| Addison Oaks Park | 100000002023 | ADD Maint. Yard Improv Phase 1 | \$ 220,120.49 | \$ 220,120.49 | \$ - |
| Glen Oaks Conference Center | 100000002498 | GLC Spouse's Room Interior Ren | 39,416.00 | 44,274.70 | (4,858.70) |
| Independence Oaks Park | 100000002537 | IND Conservation Easement | 302,408.00 | 60,718.74 | 241,689.26 |
| Waterford Oaks Activity Center/Park | 100000002472 | WTR EMS Upgrade Phase III | 19,812.82 | 11,264.85 | 8,547.97 |
| Total Customer Service - Facility Enhancement | | | \$ 581,757.31 | \$ 336,378.78 | \$ 245,378.53 |
| Total Capital Projects Completed in FY2018 | | | \$ 1,156,923.77 | \$ 815,323.92 | \$ 341,599.85 |

| FY 2019 - FY 2023 CAPITAL IMPROVEMENT BUDGET | | | | | | |
|--|--|-------------------|-------------------|-------------------|-------------------|------------------|
| LOCATION | PROJECT | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
| Health and Safety | | | | | | |
| Addison Oaks Conference Center | ACC Conference Center Deck Replacement | \$ - | \$ - | \$ 53,000 | \$ - | \$ - |
| Addison Oaks Park | ADD Adams Lake Lodge Area Improvements | 100,000 | - | - | - | - |
| Administrative Services | ADM ADA Transition Program | 10,000 | - | - | - | - |
| | ADM Park System-Wide Programs | | 10,000 | 10,000 | 10,000 | 10,000 |
| Contingency | Contingency | 87,500 | - | - | - | - |
| Groveland Oaks Park | GRV Waterslide Tower Replacement | - | 20,000 | 200,000 | - | - |
| Independence Oaks Park | IND Pines Playground Replacement | - | - | - | 45,000 | - |
| | IND Moraine Knoll Playground Replacement | - | - | 45,000 | - | - |
| | IND Boat House Dock and Deck Replacement | 15,000 | 175,000 | - | - | - |
| Red Oaks Waterpark | RWP Children's Water Structure Replacement | 80,000 | 500,000 | 300,000 | - | - |
| | RWP Public Address System Replacement | 90,000 | - | - | - | - |
| | RWP Berm Security Fencing | - | - | 40,000 | - | - |
| Springfield Oaks Activity Center/Park | SAC Mill Pond Dam Improvements | 30,000 | 25,000 | 75,000 | 50,000 | - |
| | SAC Water Quality Improvements | 323,000 | - | - | - | - |
| | SAC Fairgrounds Public Address System Design | 60,000 | - | - | - | - |
| Waterford Oaks Waterpark | WWP Public Address System Replacement | 65,000 | - | - | - | - |
| Total Health and Safety | | \$ 860,500 | \$ 730,000 | \$ 723,000 | \$ 105,000 | \$ 10,000 |
| Customer Service - Efficiency/Operational Savings | | | | | | |
| Addison Oaks Conference Center | ACC Conference Center Boiler Replacement | \$ - | \$ - | \$ - | \$ - | \$ 105,000 |
| | ACC Conference Center Garden Room AC | - | - | - | 12,000 | - |
| | ACC Conference Center HVAC System | - | - | - | 14,000 | - |
| | ACC Conference Center Restroom Furnace Replacement | - | 10,000 | - | - | - |
| | ACC Conference Center Water Softener Replacement | - | - | - | 15,000 | - |
| Addison Oaks Park | ADD ENHANCEMENT: Adams Lake Lodge Area Improvements - Playground Replacement | 260,000 | - | - | - | - |
| | ADD Maintenance Building Water Softener Replacement | - | - | 15,000 | - | - |
| Administrative Services | ADM Administration Building Boiler | - | - | 22,000 | - | - |
| Catalpa Oaks Park | CAT Playground Relocation and Landscape | - | 30,000 | - | - | - |
| Glen Oaks Conference Center | GLC Conference Center Deck Replacement | - | - | - | 40,000 | - |
| Glen Oaks Golf Course | GLG Irrigation Upgrade Phase II | - | - | - | 70,000 | - |
| | GLG Chemical Building Replacement | - | - | 25,000 | - | - |
| | GLG Fenceline Replacement | - | - | - | - | 40,000 |
| Groveland Oaks Park | GRV Cabin Decking Replacement | - | - | - | - | 56,000 |
| | GRV Concession and Courtyard Renovation | - | - | - | - | 58,000 |

| FY 2019 - FY 2023 CAPITAL IMPROVEMENT BUDGET (Cont'd) | | | | | | |
|---|--|---------|---------|---------|---------|-----------|
| LOCATION | PROJECT | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
| Groveland Oaks Park (Cont'd) | GRV Dumpstation Queuing Road and Trailer Parking | \$ - | \$ - | \$ - | \$ - | \$ 12,000 |
| | GRV Each Restroom Water Heater Replacement | 61,000 | - | - | - | - |
| | GRV Maintenance Building Tube Heater Replacement | - | 15,000 | - | - | - |
| | GRV ORV Campground Improvements-Proposed | - | - | 30,000 | - | 30,000 |
| | GRV Park House Roof Replacement | - | - | - | - | 20,000 |
| | GRV Pines Restroom Interior Renovation | - | - | - | - | 40,000 |
| | GRV Recreation Pavilion Roof Replacement | - | - | - | - | 30,000 |
| | GRV Section A Restroom Interior Renovation | - | - | - | - | 28,000 |
| Highland Oaks Park | HGH Park Residence HVAC Replacement | 10,000 | - | - | - | - |
| Independence Oaks Park | IND Boathouse Roof Replacement | - | - | - | 30,000 | - |
| | IND Dock and Boardwalk Replacements | - | - | - | 55,000 | 130,000 |
| | IND Entrance Drive Replacement | - | - | - | 250,000 | - |
| | IND Maintenance Building Pole Barn Addition | - | - | - | 12,000 | 120,000 |
| | IND Sensory Garden Improvements | - | - | 20,000 | - | - |
| | IND Twin Chimneys Canvas Replacement | - | - | 10,000 | - | - |
| Lyon Oaks Conference/Golf | LYC, LYG Clubhouse Interior Renovation | - | - | - | - | 180,000 |
| | LYC, LYG Parking Lot Replacement | - | 380,000 | 390,000 | - | - |
| Lyon Oaks Conference/Golf/Park | LYC, LYG, LYP Entrance Drive Replacement | - | - | - | 201,000 | 355,000 |
| Lyon Oaks Golf Course | LYG Boardwalk Replacement Hole #17 | - | - | - | 75,000 | - |
| | LYG Boardwalk Replacement Hole #11 | - | - | 70,000 | - | - |
| Lyon Oaks Park | LYP Day Use Contact Station Booth | - | - | 20,000 | - | - |
| Orion Oaks Park | ORN Fishing Pier Replacement | - | 190,000 | - | - | - |
| | ORN Boat Launch Concrete Ramp and Floating Dock | - | - | - | 20,000 | - |
| Red Oaks Park | RDP Entrance Sign - LED | - | - | - | 50,000 | - |
| | RDP Fenceline Replacements | - | - | 70,000 | 60,000 | 40,000 |
| | RDP Nature Center Office Space Remodeling | - | - | 15,000 | 150,000 | - |
| | RDP Parking Lot Improvements | - | - | - | 210,000 | - |
| | RDP Vernal Pond Deck Replacement | - | - | - | 10,000 | - |
| Red Oaks Waterpark | RWP Bathhouse Boiler Replacement | 50,000 | - | - | - | - |
| | RWP Bathhouse Roof Replacement | - | - | - | 80,000 | - |
| | RWP ENHANCEMENT: Family Restrooms | 320,000 | - | - | - | - |
| | RWP Fenceline Replacement | - | - | 30,000 | - | - |
| | RWP Group Entrance Improvements | - | 20,000 | - | - | - |
| | RWP Office AC Replacement | 20,000 | - | - | - | - |
| | RWP Pavilion Roof Replacement | - | - | 35,000 | - | - |
| | RWP Slide Pump Motor Replacement (4) | - | 40,000 | - | - | - |
| | RWP Wave Pool Exterior Maintenance Improvements | - | - | 75,000 | - | - |



Parks and Recreation Commission - Capital Budget Plan

| FY 2019 - FY 2023 CAPITAL IMPROVEMENT BUDGET (Cont'd) | | | | | | |
|--|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| LOCATION | PROJECT | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
| Rose Oaks Park | RSE Perimeter Fenceline Replacement | \$ - | \$ - | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Springfield Golf/Restaurant | SPC & SPG Clubhouse Renovation | 22,500 | - | - | - | - |
| | SPR, SPG Clubhouse Renovation | - | 70,000 | 70,000 | - | - |
| Springfield Oaks Activity Center/Park | SAC Activity Center HVAC Replacement | - | 215,000 | - | - | - |
| | SAC Barn Pavement and Storm Sewer Replacement | - | - | - | 100,000 | - |
| | SAC Barn Siding Replacement | - | 50,000 | 25,000 | - | - |
| | SAC Ellis Barn Electrical Improvements | - | - | - | 65,000 | - |
| | SAC Modular Restrooms Replacement | - | - | - | - | 75,000 |
| Springfield Oaks Concession | SPC Clubhouse Roadhouse HVAC Replacement | 70,000 | - | - | - | - |
| Springfield Oaks Golf Course | SPG Cart Barn Expansion | - | - | - | 80,000 | - |
| | SPG Fenceline Replacement | - | 52,000 | - | - | - |
| | SPG Irrigation System Replacement | 60,000 | 70,000 | - | - | - |
| | SPG Maintenance Building Furnace | - | 10,000 | - | - | - |
| | SPG Park Residence Roof Replacement | - | 20,000 | - | - | - |
| | SPG Pro Shop HVAC Replacement | 11,000 | - | - | - | - |
| Springfield Oaks Restaurant Sv | SPR Clubhouse Sign Replacement | - | - | - | 15,000 | - |
| Waterford Oaks Activity Center/Park | WTR Activity Center Boiler Replacement | 55,000 | - | - | - | - |
| | WTR Activity Center HVAC Replacement | 40,000 | - | - | - | - |
| | WTR Facilities Building HVAC Replacement | - | 100,000 | - | - | - |
| | WTR Greenhouse Residence Roof Replacement | 15,000 | - | - | - | - |
| | WTR Paradise Peninsula Boiler Replacement | - | - | 10,000 | - | - |
| | WTR Platform Tennis Tube Heater Replacement | - | 5,000 | - | - | - |
| Waterford Oaks Waterpark | WWP Filter Separation System | - | - | 150,000 | - | - |
| | WWP Pool Office HVAC Replacement | - | - | 14,000 | - | - |
| | WWP Raft Ride Conveyor Belt Replacement | 25,000 | - | - | - | - |
| White Lake Oaks Golf Course | WLG Fenceline Replacement | - | 52,000 | - | - | - |
| | WLG Maintenance Building HVAC Replacement | - | - | 9,500 | - | - |
| Total Customer Service - Efficiency/Operational Savings | | \$ 1,019,500 | \$ 1,329,000 | \$ 1,130,500 | \$ 1,639,000 | \$ 1,344,000 |
| Customer Service - Revenue Generation | | | | | | |
| Catalpa Oaks Park | CAT Sports Fields Grading and Irrigation | \$200,000 | \$ - | \$400,000 | \$ - | \$ - |
| Oakland County Market | WCM Building and Pavilion Improvements | - | - | - | - | 150,000 |
| | WCM Site Improvements | - | - | - | - | 64,000 |
| Red Oaks Waterpark Concessions | RWC Concession Renovation | - | - | - | 30,000 | 150,000 |
| Springfield Oaks Activity Center/Park | SAC Activity Center Interior Renovations | - | - | - | 25,000 | 250,000 |
| Total Customer Service - Revenue Generation | | \$ 200,000 | \$ - | \$ 400,000 | \$ 55,000 | \$ 614,000 |

| FY 2019 - FY 2023 CAPITAL IMPROVEMENT BUDGET | | | | | | |
|---|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| LOCATION | PROJECT | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
| Customer Service - Facility Enhancement | | | | | | |
| Addison Oaks Conference Center | ACC Garden and Entrance Landscape Renovation | \$ - | \$ - | \$ 25,000 | \$ 150,000 | \$- |
| Catalpa Oaks Park | CAT Water Feature | - | - | 36,000 | 180,000 | 180,000 |
| Independence Oaks Park | IND ENHANCEMENT: Clintonwood Connector | 350,000 | - | - | - | - |
| | IND ENHANCEMENT: Lakeshore Trail Boardwalk | 200,000 | - | - | - | - |
| Orion Oaks Park | ORN Entrance Signs | - | - | - | - | 45,000 |
| Red Oaks Waterpark | RWP Entrance Sign - LED | - | - | - | - | 50,000 |
| Waterford Oaks Activity Center/Park | WTR Day Use Development - Dog Park | - | 100,000 | - | - | - |
| | WTR Day Use Development - North Park Trail | - | - | - | 120,000 | - |
| Total Customer Service - Facility Enhancement | | \$ 550,000 | \$ 100,000 | \$ 61,000 | \$ 450,000 | \$ 275,000 |
| Total FY2019 - 2023 Capital Improvement Budget | | \$ 2,630,000 | \$ 2,159,000 | \$ 2,314,500 | \$ 2,249,000 | \$ 2,243,000 |

| PARKS CAPITAL ASSETS/DEPRECIATION | | | | | | | |
|-----------------------------------|-----------------------|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Cost | Accumulated Depreciation | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| Equipment | \$ 7,076,850 | \$ 5,869,432 | \$ 364,255 | \$ 260,666 | \$ 186,243 | \$ 120,032 | \$ 55,050 |
| Building | 31,349,006 | 12,460,419 | 836,273 | 835,435 | 835,385 | 833,827 | 818,334 |
| Park Improvement | 62,966,840 | 47,733,003 | 1,780,973 | 1,740,587 | 1,714,515 | 1,639,790 | 1,362,210 |
| Vehicles | 603,588 | 473,159 | 45,011 | 8,400 | 2,100 | - | - |
| GRAND TOTAL | \$ 101,996,285 | \$ 66,536,013 | \$ 3,026,512 | \$ 2,845,088 | \$ 2,738,243 | \$ 2,593,649 | \$ 2,235,594 |

| FY2019 PARKS & RECREATION CAPITAL EQUIPMENT BUDGET - FUND 50800 | | |
|--|--------------------------|-------------------|
| LOCATION | CAPITAL EQUIPMENT | BUDGET |
| Addison Oaks Conference | 10 Burner Oven | \$ 8,000 |
| Addison Oaks Park | Utility Cart | 7,000 |
| Addison Oaks Park | 60" Zero Turn Mower | 7,200 |
| Addison Oaks Park | 104" Zero Turn Mower | 21,750 |
| Glen Oaks Golf Course | Fairway Mower | 55,000 |
| Groveland Oaks Park | Utility Vehicle | 18,000 |
| Groveland Oaks Park | Dump Trailer | 11,000 |
| Independence Oaks | Utility Tractor | 25,000 |
| Lyon Oaks Golf Course | Adaptive Golf Cart | 11,000 |
| Lyon Oaks Golf Course | Utility Vehicle | 25,000 |
| Lyon Oaks Golf Course | Range Picker | 13,000 |
| Recreation Section | Show Truck | 120,000 |
| Red Oaks Golf Course | Utility Vehicle | 20,000 |
| Red Oaks Golf Course | Adaptive Golf Cart | 11,000 |
| Springfield Oaks Golf Course | Aerifier | 20,000 |
| Springfield Oaks Golf Course | Greens Mower | 25,000 |
| Waterford Oaks Park | Utility Tractor | 20,000 |
| White Lake Oaks Golf Course | Greens Mower | 25,000 |
| GRAND TOTAL | | \$ 442,950 |



Radio Communications Fund - Capital Budget Plan

The plan includes replacement of assets and new infrastructure based on technology needs for the County's Radio and Emergency 911 System.

| ASSET CATEGORY | TOTAL ASSETS | ACCUMULATED DEPRECIATION THRU 03/31/18 | BOOK VALUE AS OF 03/31/18 | CAPITAL ADDITIONS | DEPRECIATION | | | | | TOTAL |
|-----------------------------------|----------------------|--|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| | | | | | REMAINING 2018 | 2019 | 2020 | 2021 | FUTURE | |
| CIP | \$ 1,625,874 | \$ - | \$ 1,625,874 | \$ - | \$ - | \$ 162,587 | \$ 162,587 | \$ 162,587 | \$ 1,138,112 | \$ 1,625,874 |
| Tower Rights | 8,585,770 | 6,653,972 | 1,931,798 | - | 429,288 | 858,577 | 643,933 | - | - | 8,585,770 |
| Equipment | 27,738,260 | 24,383,851 | 3,354,409 | - | 569,954 | 1,129,436 | 909,988 | 531,895 | 213,136 | 27,738,260 |
| Structures | 12,944,791 | 9,951,523 | 2,993,268 | - | 647,177 | 1,294,353 | 973,590 | 11,298 | 66,850 | 12,944,791 |
| TOTAL ASSETS | \$ 50,894,695 | \$ 40,989,346 | \$ 9,905,349 | \$ - | \$ 1,646,419 | \$ 3,444,953 | \$ 2,690,098 | \$ 705,780 | \$ 1,418,098 | \$ 50,894,695 |
| CAPITAL ACQUISITION | | | | | | | | | | |
| ECW Public Safety System FY2019 | \$ - | \$ - | \$ - | \$ 1,249,087 | \$ - | \$ 124,909 | \$ 124,909 | \$ 124,909 | \$ 874,361 | \$ 1,249,087 |
| Console/Server Replacement FY2019 | - | - | - | 2,000,000 | - | 400,000 | 400,000 | 400,000 | 800,000 | 2,000,000 |
| Console/Server Replacement FY2019 | - | - | - | 2,000,000 | - | - | 400,000 | 400,000 | 1,200,000 | 2,000,000 |
| Console/Server Replacement FY2019 | - | - | - | 2,000,000 | - | - | - | 400,000 | 1,600,000 | 2,000,000 |
| TOTAL CAPITAL ACQUISITIONS | \$ - | \$ - | \$ - | \$ 7,249,087 | \$ - | \$ 524,909 | \$ 924,909 | \$ 1,324,909 | \$ 4,474,361 | \$ 7,249,087 |
| GRAND TOTAL | \$ 50,894,695 | \$ 40,989,346 | \$ 9,905,349 | \$ 7,249,087 | \$ 1,646,419 | \$ 3,969,862 | \$ 3,615,007 | \$ 2,030,689 | \$ 5,892,459 | \$ 58,143,782 |

Estimated Useful life of assets:

| | |
|-------------------------------------|----------|
| Technology equipment (over \$5,000) | 3 years |
| Equipment over \$50,000 | 5 years |
| Intangible assets (Tower Rights) | 10 years |
| Radio Systems | 10 years |



Drain Equipment Fund- Capital Budget Plan

The plan includes routine replacement of maintenance equipment and specialty vehicles that are used in the Water Resources Commissioner's operations.

| ASSET CATEGORY | TOTAL ASSETS | ACCUMULATED DEPRECIATION THRU 3/31/2018 | BOOK VALUE AS OF 3/31/2018 | CAPITAL ADDITIONS | Depreciation | | | | | | | |
|---|----------------------|---|----------------------------|--------------------|-------------------|-------------------|--------------------|--------------------|--------------------|---------------------|----------------------|---------------------|
| | | | | | REMAINING 2018 | 2019 | 2020 | 2021 | 2022 | FUTURE | TOTAL | |
| Non Depreciable Assets | | | | | | | | | | | | |
| Capital Project In Process | \$ 4,829,314 | \$ - | \$ 4,829,314 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,829,314 |
| Land | 130,000 | - | 130,000 | - | - | - | - | - | - | - | - | 130,000 |
| Total Non Depreciable Assets | \$ 4,959,314 | \$ - | \$ 4,959,314 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,959,314 |
| Depreciable Assets | | | | | | | | | | | | |
| Buildings | \$ 1,751,047 | \$ 447,322 | \$ 1,303,725 | \$ - | \$ 22,380 | \$ 44,760 | \$ 44,760 | \$ 44,760 | \$ 44,760 | \$ 44,760 | \$1,102,304 | \$ 1,751,047 |
| Structures | 673,098 | 193,516 | 479,582 | - | 8,414 | 16,827 | 16,827 | 16,827 | 16,827 | 16,827 | 403,859 | 673,098 |
| Computer Software | 2,092,811 | 2,075,423 | 17,388 | - | 17,388 | - | - | - | - | - | - | 2,092,811 |
| Equipment | 2,078,894 | 1,262,151 | 816,744 | 124,000 | 64,762 | 123,352 | 123,352 | 121,743 | 104,451 | 403,084 | 2,202,894 | |
| Furniture | 201,052 | 191,576 | 9,476 | - | 534 | 1,068 | 1,068 | 1,068 | 1,068 | 4,669 | 201,052 | |
| Vehicles | 2,982,569 | 2,250,730 | 731,839 | 862,000 | 248,562 | 215,953 | 194,222 | 213,408 | 212,135 | 509,559 | 3,844,569 | |
| Total Depreciable Assets | \$ 9,779,470 | \$ 6,420,716 | \$ 3,358,754 | \$ 986,000 | \$ 362,039 | \$ 401,961 | \$ 380,230 | \$ 397,806 | \$ 379,242 | \$ 2,423,475 | \$ 10,765,470 | |
| TOTAL ASSETS | \$ 14,738,784 | \$ 6,420,716 | \$ 8,318,068 | \$ 986,000 | \$ 362,039 | \$ 401,961 | \$ 380,230 | \$ 397,806 | \$ 379,242 | \$ 2,423,475 | \$ 15,724,784 | |
| CAPITAL ACQUISITIONS | | | | | | | | | | | | |
| Maintenance Equipment FY2019 | \$ - | \$ - | \$ - | \$ 14,500 | \$ - | \$ 2,900 | \$ 2,900 | \$ 2,900 | \$ 2,900 | \$ 2,900 | \$ 2,900 | 14,500 |
| SAW Hardware FY2019 | - | - | - | 160,000 | - | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 | 96,000 | 160,000 |
| PM Front Parking Lot Repaving FY2019 | - | - | - | 115,149 | - | 7,677 | 7,677 | 7,677 | 7,677 | 7,677 | 84,443 | 115,149 |
| Portable Control Panel FY2019 | - | - | - | 14,771 | - | 2,954 | 2,954 | 2,954 | 2,954 | 2,954 | 2,954 | 14,771 |
| Specialty Vehicles - Trav-L-Vac Truck FY2019 | - | - | - | 360,000 | - | 36,000 | 36,000 | 36,000 | 36,000 | 36,000 | 216,000 | 360,000 |
| Specialty Vehicles - Sewer Jet Truck FY2019 | - | - | - | 275,000 | - | 27,500 | 27,500 | 27,500 | 27,500 | 27,500 | 165,000 | 275,000 |
| Specialty Vehicles - CCTV Truck FY2019 | - | - | - | 230,000 | - | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 138,000 | 230,000 |
| Specialty Vehicles - Vactor Truck FY2019 | - | - | - | 490,000 | - | 49,000 | 49,000 | 49,000 | 49,000 | 49,000 | 294,000 | 490,000 |
| Manhole Inspection Camera Unit FY2019 | - | - | - | 220,000 | - | 22,000 | 22,000 | 22,000 | 22,000 | 22,000 | 132,000 | 220,000 |
| Dixie Hwy Bldg - Parking Lot FY2019 | - | - | - | 165,663 | - | 11,044 | 11,044 | 11,044 | 11,044 | 11,044 | 121,486 | 165,663 |
| Dixie Hwy Bldg - Landscaping Main Berm FY2019 | - | - | - | 12,523 | - | 835 | 835 | 835 | 835 | 835 | 9,184 | 12,523 |
| SCADA Common to All FY2020 | - | - | - | 4,500,000 | - | - | 450,000 | 450,000 | 450,000 | 450,000 | 3,150,000 | 4,500,000 |
| Maintenance Equipment FY2020 | - | - | - | 235,400 | - | - | 47,080 | 47,080 | 47,080 | 47,080 | 94,160 | 235,400 |
| Specialty Vehicles - Dump Truck FY2020 | - | - | - | 115,000 | - | - | 11,500 | 11,500 | 11,500 | 11,500 | 80,500 | 115,000 |
| Specialty Vehicles - Vactor Truck FY2020 | - | - | - | 420,000 | - | - | 42,000 | 42,000 | 42,000 | 42,000 | 294,000 | 420,000 |
| Specialty Vehicles -Sewer Jet Truck FY2020 | - | - | - | 275,000 | - | - | 27,500 | 27,500 | 27,500 | 27,500 | 192,500 | 275,000 |
| Maintenance Equipment FY2021 | - | - | - | 119,000 | - | - | - | 23,800 | 23,800 | 23,800 | 71,400 | 119,000 |
| Specialty Vehicles -Crane Trucks (2) FY2021 | - | - | - | 250,000 | - | - | - | 25,000 | 25,000 | 25,000 | 200,000 | 250,000 |
| Specialty Vehicles - Dump Trucks (2) FY2021 | - | - | - | 162,000 | - | - | - | 16,200 | 16,200 | 16,200 | 129,600 | 162,000 |
| Maintenance Equipment FY2022 | - | - | - | 284,000 | - | - | - | - | 56,800 | 56,800 | 227,200 | 284,000 |
| Specialty Vehicles - Vactor Truck FY2022 | - | - | - | 420,000 | - | - | - | - | 42,000 | 42,000 | 378,000 | 420,000 |
| TOTAL CAPITAL ACQUISITION | - | - | - | 8,838,006 | - | 198,910 | 776,990 | 841,990 | 940,790 | 6,079,327 | 8,838,006 | |
| GRAND TOTAL | \$14,738,784 | \$6,420,716 | \$8,318,068 | \$9,824,006 | \$362,039 | \$600,871 | \$1,157,220 | \$1,239,796 | \$1,320,032 | \$8,502,801 | \$24,562,790 | |

NOTES:
Capitalization Threshold = \$5,000

Estimated Useful Life of Assets:
 Vehicles 4 years
 Specialty Vehicles 10 years
 Maintenance Equipment 5 years
 Technology Systems (GIS, SCADA) 10 years
 Parking Lots and Landscaping Berms 15 years
 Buildings 40 years



Facilities Maintenance and Operations Fund - Capital Budget Plan

The plan includes routine replacement of fund assets that primarily relate to grounds maintenance equipment.

| Asset Category | ESTIMATED ASSETS 9/30/2017 | ESTIMATED DEPRECIATION THRU 9/30/2018 | ESTIMATED BOOK VALUE 9/30/2018 | CAPITAL ADDITIONS | DEPRECIATION | | | | | | | |
|---|-------------------------------|---|--------------------------------------|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|------------|
| | | | | | 2019 | 2020 | 2021 | 2022 | 2023 | FUTURE | TOTAL | |
| Buildings | \$ 525,283 | \$ 525,283 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 525,283 |
| Telephone Installations | 46,335 | 46,335 | - | - | - | - | - | - | - | - | - | 46,335 |
| Equipment | 2,181,591 | 1,690,965 | 490,626 | - | 99,122 | 83,323 | 80,640 | 67,111 | 37,356 | 123,072 | 2,181,591 | |
| Gas Lines | 45,397 | 45,397 | - | - | - | - | - | - | - | - | - | 45,397 |
| Light & Power Installations | 614,862 | 614,862 | - | - | - | - | - | - | - | - | - | 614,862 |
| Steam Lines | 938,167 | 938,167 | - | - | - | - | - | - | - | - | - | 938,167 |
| Storm Sewers | 97,295 | 97,295 | - | - | - | - | - | - | - | - | - | 97,295 |
| Roads & Parking Lots | 501,363 | 501,363 | - | - | - | - | - | - | - | - | - | 501,363 |
| Water & Sewer Systems | 926,264 | 854,065 | 72,199 | - | 13,752 | 13,752 | 13,752 | 13,752 | 13,752 | 3,439 | 926,264 | |
| TOTAL ASSETS | \$ 5,876,557 | \$ 5,313,732 | \$ 562,825 | \$ - | \$ 112,874 | \$ 97,075 | \$ 94,392 | \$ 80,863 | \$ 51,108 | \$ 126,511 | \$ 5,876,557 | |
| 1-Mobile Scissor Lift FY2019 | \$ - | \$ - | \$ - | \$ 8,000 | \$ 800 | \$ 800 | \$ 800 | \$ 800 | \$ 800 | \$ 4,000 | \$ 8,000 | |
| 1-PRV FY2019 | - | - | - | 7,500 | 750 | 750 | 750 | 750 | 750 | 3,750 | 7,500 | |
| 1-PRV DA Tang High Pressure Side FY2019 | - | - | - | 7,500 | 750 | 750 | 750 | 750 | 750 | 3,750 | 7,500 | |
| 1-Air Compressor-2475ES-P FY2019 | - | - | - | 5,291 | 592 | 592 | 592 | 592 | 592 | 2,331 | 5,291 | |
| 1-Tennant T500e FY2019 | - | - | - | 15,900 | 1,590 | 1,590 | 1,590 | 1,590 | 1,590 | 7,950 | 15,900 | |
| 2-Kubota UTV FY2019 | - | - | - | 46,000 | 4,600 | 4,600 | 4,600 | 4,600 | 4,600 | 23,000 | 46,000 | |
| 1-Avant 760 FY2019 | - | - | - | 82,000 | 8,200 | 8,200 | 8,200 | 8,200 | 8,200 | 41,000 | 82,000 | |
| 1-Snow Brine Maker FY2019 | - | - | - | 25,000 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 12,500 | 25,000 | |
| 1-Snow Ex Salt Spreader FY2019 | - | - | - | 20,782 | 2,078 | 2,078 | 2,078 | 2,078 | 2,078 | 10,392 | 20,782 | |
| 1-10' Western Plow FY2019 | - | - | - | 6,988 | 699 | 699 | 699 | 699 | 699 | 3,493 | 6,988 | |
| 1-279D Cat Rubber Track Loader FY2019 | - | - | - | 79,000 | 7,900 | 7,900 | 7,900 | 7,900 | 7,900 | 39,500 | 79,000 | |
| 1-308E Cat Mini Excavator FY2019 | - | - | - | 140,000 | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 | 70,000 | 140,000 | |
| 1-DitchWitch SK1050 Tool Carrier FY2019 | - | - | - | 85,000 | 8,500 | 8,500 | 8,500 | 8,500 | 8,500 | 42,500 | 85,000 | |
| 1-Henderson Dump Boday FY2019 | - | - | - | 16,541 | 1,654 | 1,654 | 1,654 | 1,654 | 1,654 | 8,271 | 16,541 | |
| 3-On Board Truck Scales FY2019 | - | - | - | 18,000 | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 9,000 | 18,000 | |
| TOTAL CAPITAL ACQUISITION | \$ - | \$ - | \$ - | \$ 563,502 | \$ 56,413 | \$ 56,413 | \$ 56,413 | \$ 56,413 | \$ 56,413 | \$ 281,437 | \$ 563,502 | |
| GRAND TOTAL | \$ 5,876,557 | \$ 5,313,732 | \$ 562,825 | \$ 563,502 | \$ 169,287 | \$ 153,488 | \$ 150,805 | \$ 137,276 | \$ 107,521 | \$ 407,948 | \$ 6,440,059 | |



Information Technology Fund - Capital Budget Plan

The plan includes routine replacement of assets and new infrastructure based on technology needs for various county programs.

| ASSET CATEGORY | TOTAL ASSETS | ACCUMULATED DEPRECIATION THRU 03/31/18 | BOOK VALUE AS OF 03/31/18 | CAPITAL ADDITIONS | DEPRECIATION | | | | | | | |
|--|----------------------|--|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|--|
| | | | | | REMAINING 2018 | 2019 | 2020 | 2021 | 2022 | FUTURE | TOTAL | |
| Equipment | | | | | | | | | | | | |
| General Office Equipment | \$ 8,073,931 | \$ 6,081,230 | \$ 1,992,701 | \$ 135,000 | \$ 244,128 | \$ 490,455 | \$ 468,658 | \$ 326,816 | \$ 259,760 | \$ 337,884 | \$ 8,208,931 | |
| Gigabit Infrastructure Upgrade | 866,873 | 866,873 | - | - | - | - | - | - | - | - | 866,873 | |
| Info Tech Mainfram Equip | 6,859,367 | 6,859,367 | - | - | - | - | - | - | - | - | 6,859,367 | |
| LAN/WAN EDGE Network | 397,167 | 323,747 | 73,420 | - | 36,710 | 36,710 | - | - | - | - | 397,167 | |
| VM WARE | 545,218 | 281,696 | 263,522 | - | 54,522 | 109,044 | 99,956 | - | - | - | 545,218 | |
| Managed Print Services | 1,475,285 | 1,034,934 | 440,351 | - | 123,671 | 247,343 | 64,499 | 2,863 | 1,975 | - | 1,475,285 | |
| OAKNET | 203,753 | 203,753 | - | - | - | - | - | - | - | - | 203,753 | |
| Office Automation | 4,717,064 | 3,300,311 | 1,416,753 | - | 230,636 | 432,269 | 330,085 | 245,024 | 162,597 | 16,142 | 4,717,064 | |
| People Soft PH I | 457,033 | 457,033 | - | - | - | - | - | - | - | - | 457,033 | |
| People Soft PH II | 6,702,728 | 6,702,728 | - | - | - | - | - | - | - | - | 6,702,728 | |
| RADWARE | 138,847 | 138,847 | - | - | - | - | - | - | - | - | 138,847 | |
| Thin Client PH I | 159,834 | 159,834 | - | - | - | - | - | - | - | - | 159,834 | |
| Reference Architecture Project Mgmt Sv | 2,221,512 | 666,454 | 1,555,058 | - | 222,150 | 444,302 | 444,303 | 444,303 | - | - | 2,221,512 | |
| Cyber Security | 1,858,194 | 557,458 | 1,300,736 | - | 185,819 | 371,639 | 371,639 | 371,639 | 371,639 | 185,819 | 1,858,194 | |
| Subtotal Equipment | \$ 34,676,806 | \$ 27,634,265 | \$ 7,042,541 | \$ 135,000 | \$ 1,097,636 | \$ 2,131,762 | \$ 1,779,140 | \$ 1,390,645 | \$ 795,971 | \$ 539,845 | \$ 34,811,806 | |
| Computer Software | | | | | | | | | | | | |
| HRFIS | \$ 7,293,478 | \$ 7,293,478 | - | - | - | - | - | - | - | - | 7,293,478 | |
| Data Warehouse | 521,247 | 521,247 | - | - | - | - | - | - | - | - | 521,247 | |
| Y2K Services | 1,950,704 | 1,950,704 | - | - | - | - | - | - | - | - | 1,950,704 | |
| Oracle | 655,456 | 655,456 | - | - | - | - | - | - | - | - | 655,456 | |
| Oracle 9i | 448,386 | 448,386 | - | - | - | - | - | - | - | - | 448,386 | |
| Interwoven | 250,100 | 250,100 | - | - | - | - | - | - | - | - | 250,100 | |
| ELVIS | 1,578,578 | 1,578,578 | - | - | - | - | - | - | - | - | 1,578,578 | |
| Road Centerline | 189,280 | 189,280 | - | - | - | - | - | - | - | - | 189,280 | |
| Digital Orth Photos | 636,308 | 636,308 | - | - | - | - | - | - | - | - | 636,308 | |
| Digital Orth Framework | 1,272,615 | 1,272,615 | - | - | - | - | - | - | - | - | 1,272,615 | |
| OakNet Fiber | 3,482,148 | 3,333,366 | 148,782 | - | 18,218 | 36,436 | 36,436 | 36,436 | 21,256 | - | 3,482,148 | |
| OakNet Eng Installs | 1,000,000 | 1,000,000 | - | - | - | - | - | - | - | - | 1,000,000 | |
| OakNet Proj Mgmt | 345,000 | 345,000 | - | - | - | - | - | - | - | - | 345,000 | |
| Websphere | 82,661 | 82,661 | - | - | - | - | - | - | - | - | 82,661 | |
| Thin Client PH I | 186,396 | 186,396 | - | - | - | - | - | - | - | - | 186,396 | |
| People Soft PH I | 5,639,509 | 5,639,509 | - | - | - | - | - | - | - | - | 5,639,509 | |
| BSA Tax Receivable Migration | 1,371,646 | 1,371,646 | - | - | - | - | - | - | - | - | 1,371,646 | |
| Jail Management System | 3,830,086 | 3,830,086 | - | - | - | - | - | - | - | - | 3,830,086 | |
| Tax Management System | 888,988 | 103,715 | 785,273 | - | 88,919 | 177,798 | 177,788 | 177,787 | 162,981 | - | 888,988 | |
| BS&A Assessment Upgrade | 2,248,040 | 262,271 | 1,985,769 | - | 224,804 | 449,608 | 449,608 | 449,608 | 412,141 | - | 2,248,040 | |
| VM Ware | 55,476 | 27,738 | 27,738 | - | 9,246 | 18,492 | - | - | - | - | 55,476 | |
| Subtotal Computer Software | \$ 33,926,102 | \$ 30,978,540 | \$ 2,947,562 | \$ - | \$ 341,187 | \$ 682,334 | \$ 663,832 | \$ 663,831 | \$ 596,378 | \$ - | \$ 33,926,102 | |
| Capital Projects in Progress | | | | | | | | | | | | |
| Info Tech Imaging System | 1,429,323 | - | 1,429,323 | 570,677 | - | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 2,000,000 | |
| Unified Communications | 150,663 | - | 150,663 | 4,918,445 | - | 168,970 | 337,941 | 337,941 | 337,941 | 3,886,316 | 5,069,108 | |
| Subtotal Capital Projects in Progress | \$ 1,579,986 | \$ - | \$ 1,579,986 | \$ 5,489,122 | \$ - | \$ 568,970 | \$ 737,941 | \$ 737,941 | \$ 737,941 | \$ 4,286,316 | \$ 7,069,108 | |
| TOTAL ASSETS | \$ 70,182,894 | \$ 58,612,805 | \$ 11,570,089 | \$ 5,624,122 | \$ 1,438,823 | \$ 3,383,066 | \$ 3,180,913 | \$ 2,792,417 | \$ 2,130,290 | \$ 4,826,161 | \$ 75,807,016 | |
| CAPITAL ACQUISITION | | | | | | | | | | | | |
| Network Replacement FY2019 | - | - | - | 195,000 | - | - | 39,000 | 39,000 | 39,000 | 78,000 | 195,000 | |
| Network Replacement FY2020 | - | - | - | 190,000 | - | - | - | 38,000 | 38,000 | 114,000 | 190,000 | |
| Network Replacement FY2021 | - | - | - | 350,000 | - | - | - | - | 70,000 | 280,000 | 350,000 | |
| Server Equipment FY2019 | - | - | - | 100,000 | - | - | 20,000 | 20,000 | 20,000 | 40,000 | 100,000 | |
| Server Equipment FY2020 | - | - | - | 120,000 | - | - | - | 24,000 | 24,000 | 72,000 | 120,000 | |
| Office Equipment FY2019 | - | - | - | 401,054 | - | - | 66,842 | 66,842 | 66,842 | 200,527 | 401,054 | |
| Office Equipment FY2020 | - | - | - | 247,000 | - | - | - | 41,167 | 41,167 | 164,667 | 247,000 | |
| Office Equipment FY2021 | - | - | - | 738,720 | - | - | - | - | 147,744 | 590,976 | 738,720 | |
| TOTAL CAPITAL ACQUISITIONS | \$ - | \$ - | \$ - | \$ 2,341,774 | \$ - | \$ - | \$ 125,842 | \$ 229,009 | \$ 446,753 | \$ 1,540,170 | \$ 2,341,774 | |
| GRAND TOTAL | \$ 70,182,894 | \$ 58,612,805 | \$ 11,570,089 | \$ 7,965,896 | \$ 1,438,823 | \$ 3,383,066 | \$ 3,306,755 | \$ 3,021,426 | \$ 2,577,043 | \$ 6,366,331 | \$ 78,148,790 | |

Notes: Subject to change upon determination of ongoing technology needs

Estimated Useful Life of Assets:

| | | | |
|---------------------------------------|----------|--|---------|
| Fiber (OakNet) and Structured Cabling | 15 years | Equipment over \$50,000 (Servers and Back-up Solution) | 5 years |
| Digital Ortho Framework (2/3 project) | 10 years | Intangible Assets (project services, software, etc.) | 5 years |
| Racks (New Storage System) | 10 years | Digital Ortho Photos (1/3 project) | 3 years |
| Thin Client | 6 years | Technology Equipment | 3 years |



Motor Pool Fund - Capital Budget Plan

The plan includes routine replacement of vehicles and equipment. Some replacements may be delayed if the asset is in good working condition and its useful life can be extended.

| ASSET CATEGORY | TOTAL ASSETS | ACCUMULATED DEPRECIATION THRU 04/30/18 | SALVAGE VALUE | BOOK VALUE AS OF 04/30/18 | CAPITAL ADDITIONS | DEPRECIATION | | | | | | | TOTAL |
|--|---------------------|--|-------------------|---------------------------|---------------------|---------------------|--------------------|--------------------|--------------------|---------------------|---------------------|--------------------|----------------------|
| | | | | | | REMAINING 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | FUTURE | |
| Vehicles | \$ 1,526,155 | \$ 1,226,391 | \$ 299,764 | \$ 299,764 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,526,155 |
| Patrol Vehicles - 24 mths | 17,541 | 14,033 | 3,508 | 3,508 | - | - | - | - | - | - | - | - | 17,541 |
| Vehicles - \$50K+ | 553,129 | 209,959 | - | 343,170 | - | 28,921 | 59,431 | 48,076 | 48,076 | 48,076 | 42,299 | 68,290 | 553,129 |
| Light Duty Vehicles | 49,770 | 38,276 | - | 11,494 | - | 3,025 | 7,260 | 1,210 | - | - | - | - | 49,771 |
| Vehicles - No Salvage Value | 11,349,203 | 6,788,309 | - | 4,560,894 | - | 686,585 | 1,485,299 | 1,177,643 | 756,183 | 400,230 | 54,954 | - | 11,349,203 |
| Patrol Veh. - 30 mths No Salvage Value | 6,988,620 | 5,676,650 | - | 1,311,971 | - | 429,750 | 613,948 | 268,273 | - | - | - | - | 6,988,621 |
| Equipment | 75,833 | 60,938 | - | 14,895 | - | 992 | 2,380 | 2,380 | 2,380 | 2,380 | 2,380 | 2,004 | 75,833 |
| TOTAL ASSETS | \$20,560,251 | \$ 14,014,556 | \$ 303,272 | \$ 6,545,695 | \$ - | \$ 1,149,273 | \$2,168,318 | \$1,497,582 | \$ 806,638 | \$ 450,686 | \$ 99,633 | \$ 70,294 | \$ 20,560,252 |
| CAPITAL ACQUISITION | | | | | | | | | | | | | |
| Vehicles FY2019 | \$ - | | | | \$ 1,311,800 | | \$ 131,180 | \$ 262,360 | \$ 262,360 | \$ 262,360 | \$ 262,360 | \$ 131,180 | \$ 1,311,800 |
| Patrol Vehicles FY2019 | - | | | | 802,745 | | 160,549 | 321,098 | 321,098 | - | - | - | 802,745 |
| 50K+ Vehicles FY2019 | - | | | | 85,000 | | 5,313 | 10,625 | 10,625 | 10,625 | 10,625 | 37,188 | 85,000 |
| Equipment FY2019 | - | | | | 85,050 | | 8,505 | 17,010 | 17,010 | 17,010 | 17,010 | 8,505 | 85,050 |
| Used Vehicles FY2019 | - | | | | 420,000 | | 70,000 | 140,000 | 140,000 | 70,000 | - | - | 420,000 |
| Air Conditioning Unit FY2019 | - | | | | 6,000 | | 600 | 1,200 | 1,200 | 1,200 | 1,200 | 600 | 6,000 |
| Vehicles FY2020 | - | | | | 1,428,600 | | - | 142,860 | 285,720 | 285,720 | 285,720 | 428,580 | 1,428,600 |
| Patrol Vehicles FY2020 | - | | | | 754,235 | | - | 150,847 | 301,694 | 301,694 | - | - | 754,235 |
| Used Vehicles FY2020 | - | | | | 140,000 | | - | 23,333 | 46,667 | 46,667 | 23,333 | - | 140,000 |
| Equipment FY2020 | - | | | | 67,650 | | - | 6,765 | 13,530 | 13,530 | 13,530 | 20,295 | 67,650 |
| Vehicles FY2021 | - | | | | 1,435,400 | | - | - | 143,540 | 287,080 | 287,080 | 717,700 | 1,435,400 |
| Patrol Vehicles FY2021 | - | | | | 625,082 | | - | - | 125,016 | 250,033 | 250,033 | - | 625,082 |
| Equipment FY2021 | - | | | | 73,800 | | - | - | 7,380 | 14,760 | 14,760 | 36,900 | 73,800 |
| Vehicles FY2022 | - | | | | 789,900 | | - | - | - | 78,990 | 157,980 | 552,930 | 789,900 |
| Patrol Vehicles FY2022 | - | | | | 493,388 | | - | - | - | 98,678 | 197,355 | 197,355 | 493,388 |
| Equipment FY2022 | - | | | | 86,100 | | - | - | - | 8,610 | 17,220 | 60,270 | 86,100 |
| Vehicles FY2023 | - | | | | 925,800 | | - | - | - | - | 92,580 | 833,220 | 925,800 |
| Patrol Vehicles FY2023 | - | | | | 461,592 | | - | - | - | - | 92,318 | 369,274 | 461,592 |
| Used Vehicles FY2023 | - | | | | 20,000 | | - | - | - | - | 3,333 | 16,667 | 20,000 |
| Equipment FY2023 | - | | | | 73,800 | | - | - | - | - | 7,380 | 66,420 | 73,800 |
| TOTAL CAPITAL ACQUISITION | \$ - | \$ - | \$ - | \$ - | \$10,085,942 | \$ - | \$ 376,147 | \$1,076,098 | \$1,675,840 | \$ 1,746,956 | \$ 1,733,818 | \$3,477,083 | \$ 10,085,942 |
| GRAND TOTAL | \$20,560,251 | \$ 14,014,556 | \$ 303,272 | \$ 6,545,695 | \$10,085,942 | \$ 1,149,273 | \$2,544,464 | \$2,573,680 | \$2,482,479 | \$ 2,197,642 | \$ 1,833,451 | \$3,547,377 | \$ 30,646,194 |

| Vehicles | Acq Cost | FY2019 | | FY2020 | | FY2021 | | FY2022 | | FY2023 | |
|---|-----------|-----------|---------------------|-----------|---------------------|-----------|---------------------|-----------|---------------------|-----------|---------------------|
| | | Qty | Cost | Qty | Cost | Qty | Cost | Qty | Cost | Qty | Cost |
| Intermediate (000) | \$ 24,000 | 7 | \$ 168,000 | 15 | \$ 360,000 | 15 | \$ 360,000 | 8 | \$ 192,000 | 9 | \$ 216,000 |
| Patrol Tahoe 4wd (100) | 36,000 | 11 | 396,000 | 5 | 180,000 | 2 | 72,000 | - | - | 4 | 144,000 |
| Patrol Tahoe 2wd | 34,000 | 8 | 272,000 | 5 | 170,000 | 2 | 68,000 | 5 | 170,000 | 3 | 102,000 |
| Ford Inceptor | 26,949 | 5 | 134,745 | 15 | 404,235 | 18 | 485,082 | 12 | 323,388 | 8 | 215,592 |
| Dodge Charger Awd Patrol | 24,100 | 0 | - | - | - | - | - | - | - | - | - |
| Full Size (400) | 28,000 | 0 | - | - | - | - | - | - | - | - | - |
| Suburban/Tahoe/Yukon (500) | 36,000 | 0 | - | 7 | 252,000 | 7 | 252,000 | 1 | 36,000 | 2 | 72,000 |
| Pick Ups (600) | 27,000 | 18 | 486,000 | 19 | 513,000 | 23 | 621,000 | 18 | 486,000 | 18 | 486,000 |
| Vans/SUV (700) | 25,300 | 26 | 657,800 | 12 | 303,600 | 8 | 202,400 | 3 | 75,900 | 6 | 151,800 |
| Used Vehicles | 20,000 | 21 | 420,000 | 7 | 140,000 | - | - | - | - | 1 | 20,000 |
| Medium Duty | 85,000 | 1 | 85,000 | - | - | - | - | - | - | - | - |
| Total Vehicles | | 97 | \$ 2,619,545 | 85 | \$ 2,322,835 | 75 | \$ 2,060,482 | 47 | \$ 1,283,288 | 51 | \$ 1,407,392 |
| Vehicles Add-Ons/Equipment | | | | | | | | | | | |
| Utility Bodies | \$6,150 | 7 | \$43,050 | 11 | \$67,650 | 12 | \$73,800 | 14 | \$86,100 | 12 | \$ 73,800 |
| Snow Plows | 7,000 | 6 | 42,000 | - | - | - | - | - | - | - | - |
| 2019 Shop Equipment | | | | | | | | | | | |
| Air Conditioning Unit | \$6,000 | | \$ 6,000.00 | - | - | - | - | - | - | - | - |
| Vehicle Add-Ons/Shop Equipment Total | | 13 | \$ 91,050 | 11 | \$ 67,650 | 12 | \$ 73,800 | 14 | \$ 86,100 | 12 | \$ 73,800 |
| GRAND TOTAL | | | \$ 2,710,595 | | \$ 2,390,485 | | \$ 2,134,282 | | \$ 1,369,388 | | \$ 1,481,192 |

Note: Passenger cars, trucks and vans are replaced at 99,000 miles, Patrol Cars at 99,000 miles, Patrol Tahoe at 120,000 miles.



Telephone Communications Fund - Capital Budget Plan

The plan includes replacement of assets and new software based on needs of the County's centralized telephone system.

| ASSET CATEGORY | TOTAL ASSETS | ACCUMULATED DEPRECIATION THRU 03/31/18 | BOOK VALUE AS OF 03/31/18 | CAPITAL ADDITIONS | DEPRECIATION | | | | | |
|---|---------------------|--|---------------------------|---------------------|-----------------|-------------------|-------------------|-------------------|---------------------|---------------------|
| | | | | | REMAINING 2018 | 2019 | 2020 | 2021 | FUTURE | TOTAL |
| Equipment | \$ 3,954,897 | \$ 3,905,373 | \$ 49,524 | \$ - | \$ 6,322 | \$ 12,644 | \$ 12,645 | \$ 12,644 | \$ 5,269 | \$ 3,954,897 |
| Computer Software | 947,284 | 947,284 | - | - | - | - | - | - | - | 947,284 |
| TOTAL ASSETS | \$ 4,902,181 | \$ 4,852,657 | \$ 49,524 | \$ - | \$ 6,322 | \$ 12,644 | \$ 12,645 | \$ 12,644 | \$ 5,269 | \$ 4,902,181 |
| CAPITAL ACQUISITION | | | | | | | | | | |
| County Voice Systems Replacement FY2019 | \$ - | \$ - | \$ - | \$ 2,000,000 | \$ - | \$ 100,000 | \$ 200,000 | \$ 200,000 | \$ 1,500,000 | \$ 2,000,000 |
| TOTAL CAPITAL ACQUISITIONS | \$ - | \$ - | \$ - | \$ 2,000,000 | \$ - | \$ 100,000 | \$ 200,000 | \$ 200,000 | \$ 1,500,000 | \$ 2,000,000 |
| GRAND TOTAL | \$ 4,902,181 | \$ 4,852,657 | \$ 49,524 | \$ 2,000,000 | \$ 6,322 | \$ 112,644 | \$ 212,645 | \$ 212,644 | \$ 1,505,269 | \$ 6,902,181 |

Estimated Useful life of assets:

| | |
|---|--------------|
| Technology equipment (over \$5,000) | 3 years |
| Equipment over \$50,000 | 5 years |
| Intangible assets (infrastructure, software, etc) | 3 - 15 years |
| SL_100 | 10 years |
| PBX Cable, Fiber and Installations | 15 years |



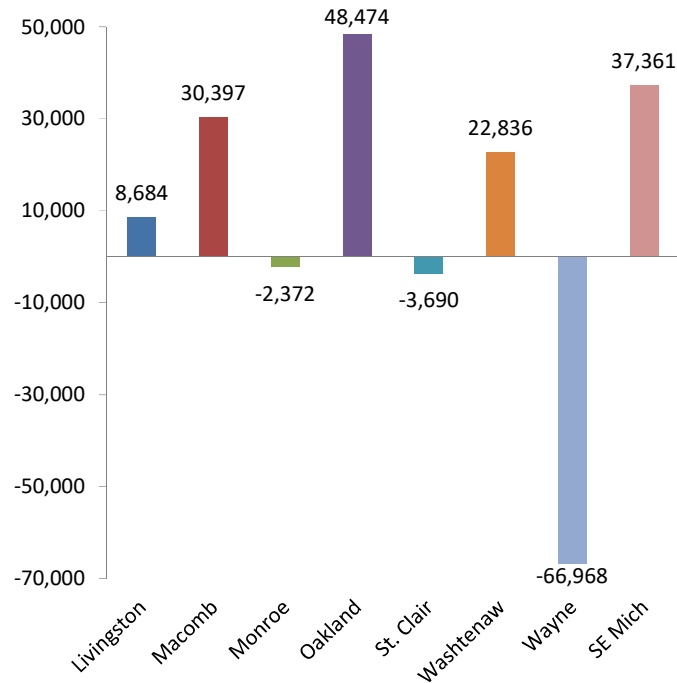
APPENDIX

FY2019-FY2021 Triennial Budget & Appropriations Act
AS ADOPTED & AMENDED ON SEPTEMBER 27, 2018

Current Population

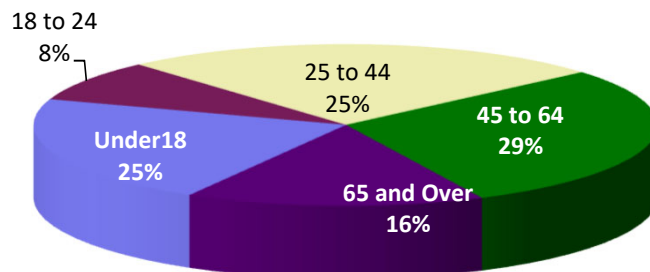
- The seven-county Southeast Michigan region is projected to experience an overall increase in population of 8.1% through 2045
- Oakland County's 2017 population was estimated to be 1,250,836; 51% percent of the county's residents are female and 49% are male
- Since 2010, the fastest-growing communities in Oakland County are: Lyon Township, Clarkston, Orchard Lake, Oakland Township, and Oxford Township; The City of Novi has had the largest overall population growth
- Communities that have lost the most population since 2009 are: Pontiac, Hazel Park, Royal Oak Township, Pleasant Ridge, and Ferndale

Population Growth 2010 - 2017



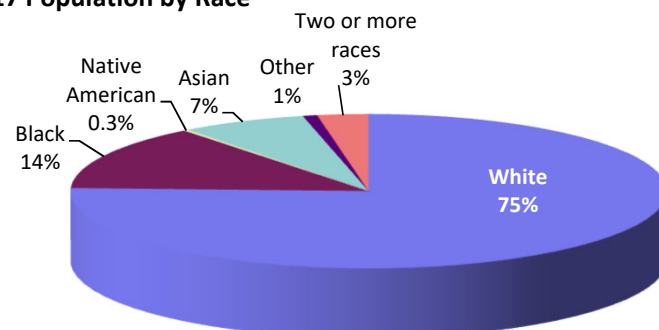
- In 2017, the County's median age was 41.0 years, down slightly from 41.1 in 2014
- Between 2010 and 2017, the fastest growing segments the County's population were ages 65-74 (46.1%), ages 60-64 (25.7%), and ages 85+ (18.4%)
- Oakland County's diversity is apparent with over 23 racial groups making up our resident population

2017 Population by Age



- Foreign born residents represented 12.4% of the total population in 2017, while residents born in states other than Michigan represent 15.9% of the County's total population

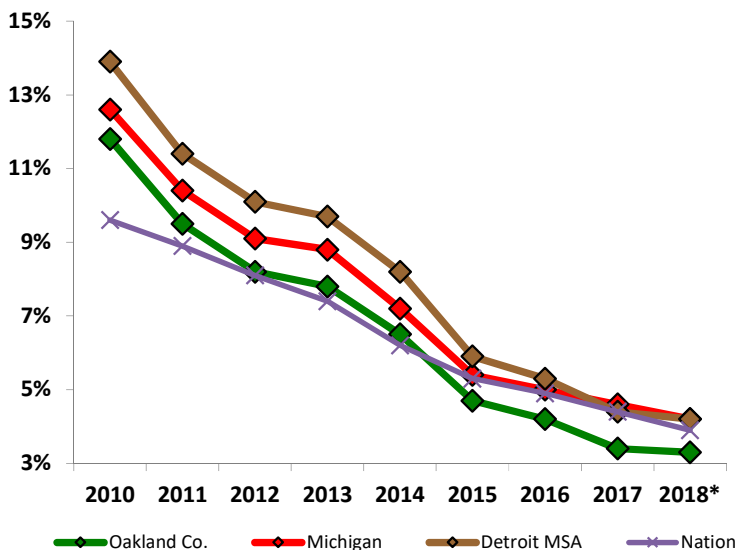
2017 Population by Race



Employment

- Through the first eleven months of 2018, Oakland County's jobless rate was significantly lower than both the regional and statewide averages
- The drop in unemployment in Oakland County has come despite continued growth in the labor force, which grew by 1.2% in 2017, marking the 6th consecutive year of labor force growth and improving opportunities continue to draw more workers into the job market
- Oakland County's labor force has grown by more than 65,000 participants since bottoming out just below 600,000 in December 2009
- The number of unemployed residents in Oakland County has fallen by 76% from the peak high in October of 2009

Declining Unemployment



* Through November 2018

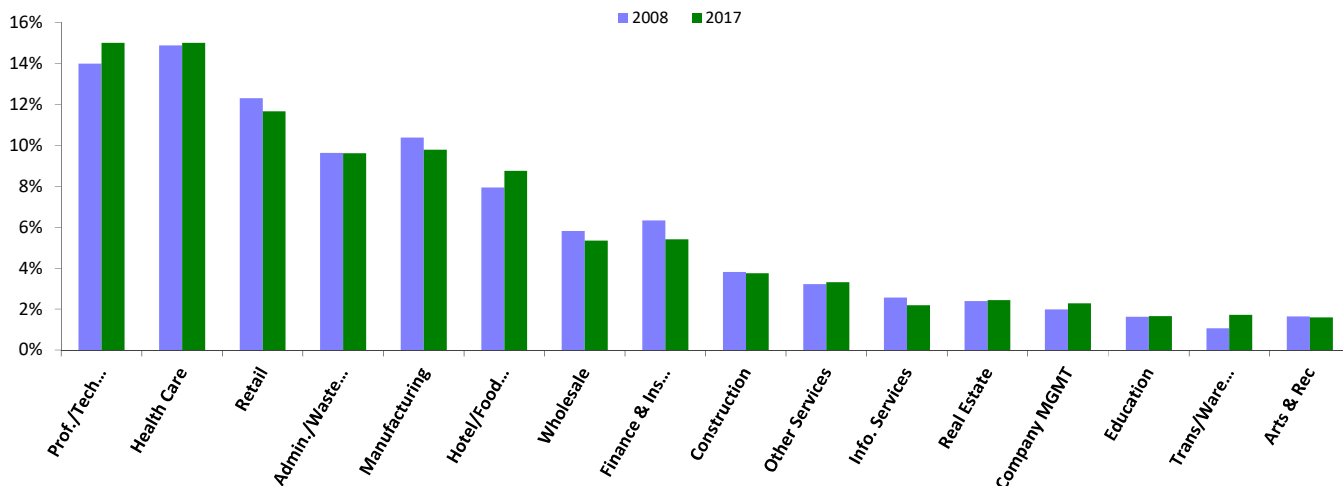
Source: U.S. Bureau of Labor Statistics

Jobs Distribution

- Job distribution in Oakland County has diversified significantly in the past 30 years - shifting away from manufacturing and retail towards health care and professional services

- All sectors except finance & insurance and information services had increases in total employment from 2008 through 2017 with professional and technical services; hotel and food services; and health care experiencing the largest gains

Distribution of Non-Farm, Private-Sector Jobs



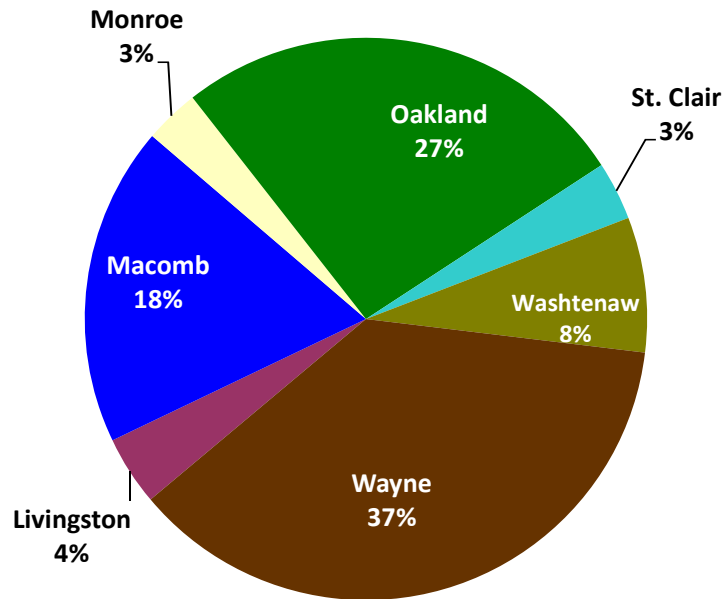
Source: U.S. Bureau of Labor Statistics

Compiled by Oakland County Planning and Economic Development Services 1/14/2019

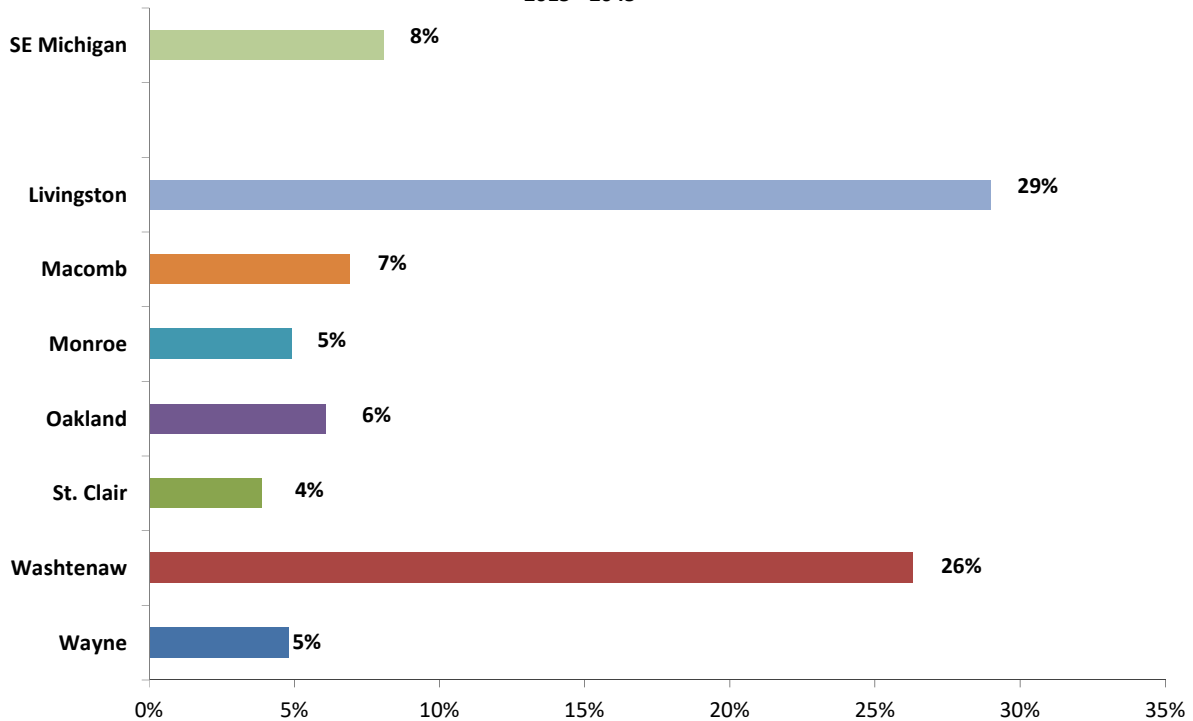
Population Projections

Southeast Michigan Population by County, 2017

- Oakland County has more people than 8 states and the District of Columbia
- Since 2010, Oakland County's population has risen by more than 48,000 compared to 79,000 residents statewide
- Overall, the Southeast Michigan region has gained more than 37,000 residents since 2010
- After five consecutive years of declining population, the State of Michigan has posted a population increase every year since 2011
- The number of Oakland County residents is forecast to increase by 6.1% between 2015 and 2045

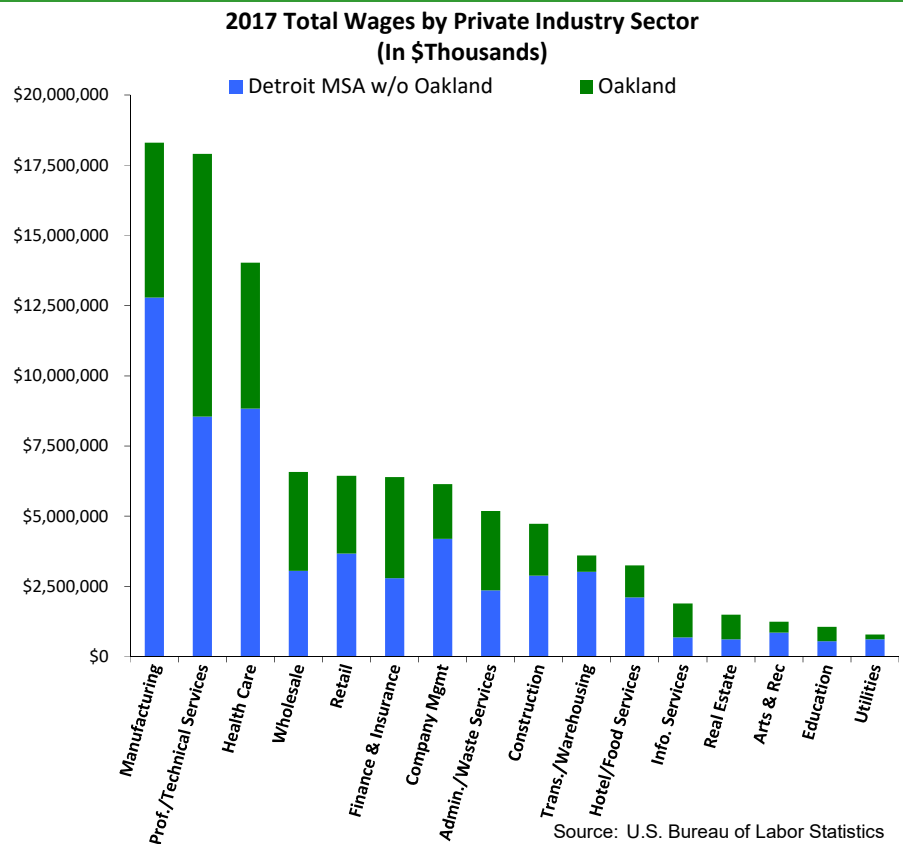


Population Growth Forecast 2015 - 2045



Business & Industry

- Since 2010 average weekly wages in Oakland County have increased 18.3%, compared to an 18.0% increase statewide
- Oakland County workers make up 35% of Michigan's employment in Professional and Technical Services
- The average annual pay per private worker in Oakland County is \$62,047 compared to \$58,875 for the Detroit MSA and \$52,329 for the state of Michigan
- Manufacturing of goods is still the top industry in Michigan in terms of total employment and fifth locally providing slightly less than 67,000 jobs in the County
- County employment in the Health Care industry has grown by 11% since 2010
- Annual wages in the Health Care industry grew by a 19% in Oakland County between 2010 and 2017



Top Twenty Employers in Oakland County

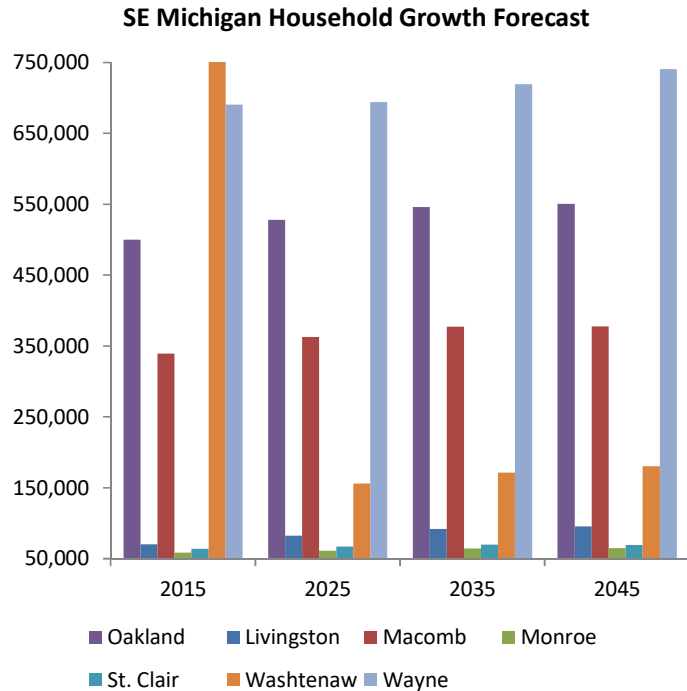
| Firm | 2018 Employment | Product/Service |
|--|-----------------|---------------------------|
| Beaumont Health | 18,531 | Health care system |
| FCA US LLC | 12,866 | Automobile manufacturer |
| General Motors Co. | 9,773 | Automobile manufacturer |
| Henry Ford Health System | 6,024 | Health care system |
| Ascension Michigan | 5,474 | Health care system |
| U.S. Postal Service | 5,100 | Postal service |
| Oakland County | 3,501 | County government |
| Magna International of America | 2,667 | Automotive supplier |
| Trinity Health | 2,542 | Health care system |
| Continental Automotive Systems U.S. Inc. | 2,100 | Automotive supplier |
| Flagstar Bancorp Inc. | 2,013 | Financial institution |
| Comerica Bank | 1,991 | Financial institution |
| Rochester Community Schools | 1,949 | Public school district |
| Lear Corporation | 1,949 | Automotive supplier |
| Oakland University | 1,798 | Public university |
| Blue Cross Blue Shield of Michigan | 1,741 | Mutual insurance provider |
| McLaren Health Care Corp. | 1,620 | Health care system |
| Huron Valley Schools | 1,507 | Public school district |
| Walled Lake Consolidated Schools | 1,401 | Public school district |
| The Suburban Collection | 1,374 | Automobile dealerships |

Source: Crain's Detroit Business

Compiled by Oakland County Planning and Economic Development Services 1/11/2019

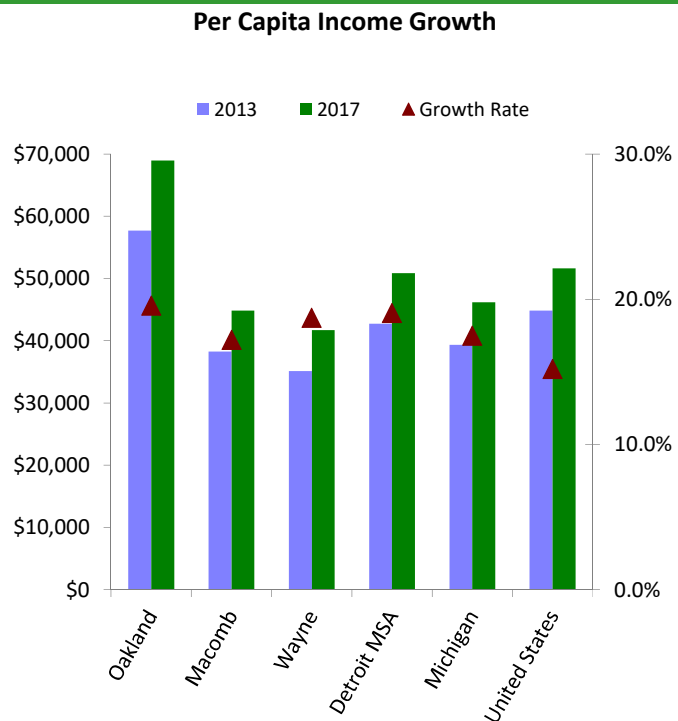
Households

- There are an estimated 499,617 households located in Oakland County, 30% of which have children under 18
- The number of households is forecast to grow by more than 50,000, or 10.1% by 2045
- Persons-per-household is forecast to decline slightly from 2.45 in 2015 to 2.36 in 2045, a decrease of 3.7%
- The number of communities in the region experiencing population loss over the next 30 years will likely increase due to combined effects of aging populations, smaller households, and limited land to develop
- According to 2017 estimates, Oakland Township has the largest average household size with 2.92 persons and Ferndale has the smallest at 2.03



Income

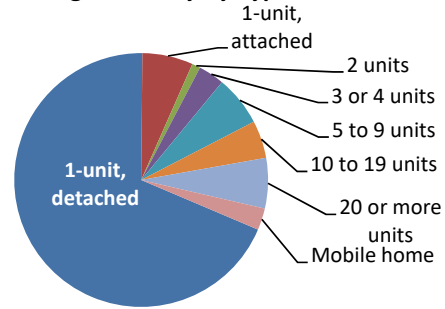
- Oakland County's per capita income (PCI) was \$68,971 in 2017, the highest in Michigan and thirteenth highest nationally for counties with over 1 million population
- Oakland County's per capita income increased 20% from 2013 to 2017; the PCI in Michigan and the U.S. increased 18% and 15%, respectively, over the same period
- Oakland County's median household income of \$73,369 is the 2nd highest in the state of Michigan and has grown by 12% since 2013
- In 2017, 49% of the County's households have a yearly income above \$75,000 and 36% have an income above \$100,000
- Since 2013, Novi and Lyon townships have posted the highest growth rates in median household income at 43.4% and 36.2%, respectively



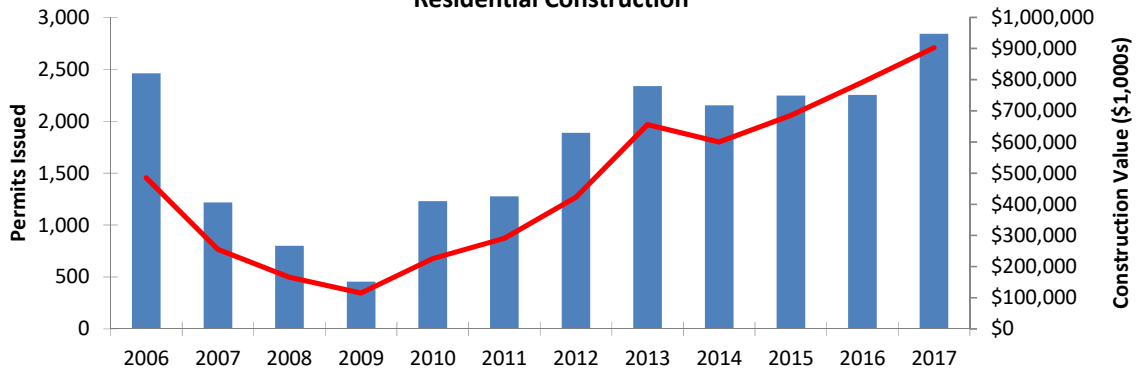
Housing

- With more than 535,000 units, the vast majority of the county's housing stock is made up of single-family detached homes
- Owner-occupied units made up 70.0% of Oakland County's households in 2017, down slightly from 71.5% in 2013
- The median value for homes in Oakland County 23.0% since 2013

Housing Inventory by Type



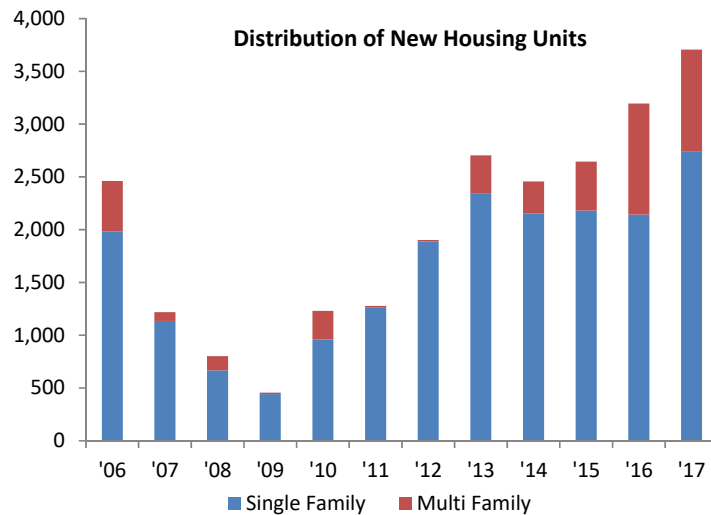
Residential Construction



Permits Issued Construction Value Source: U.S. Census Bureau

- Permits for nearly 20,000 new residential units have been issued in Oakland County since 2010
- The average construction value per residential permit has risen 33% since 2010
- The number of residential construction permits issued has risen every year since 2014
- 18% of all residential permits issued since 2010 were for multi-family housing units

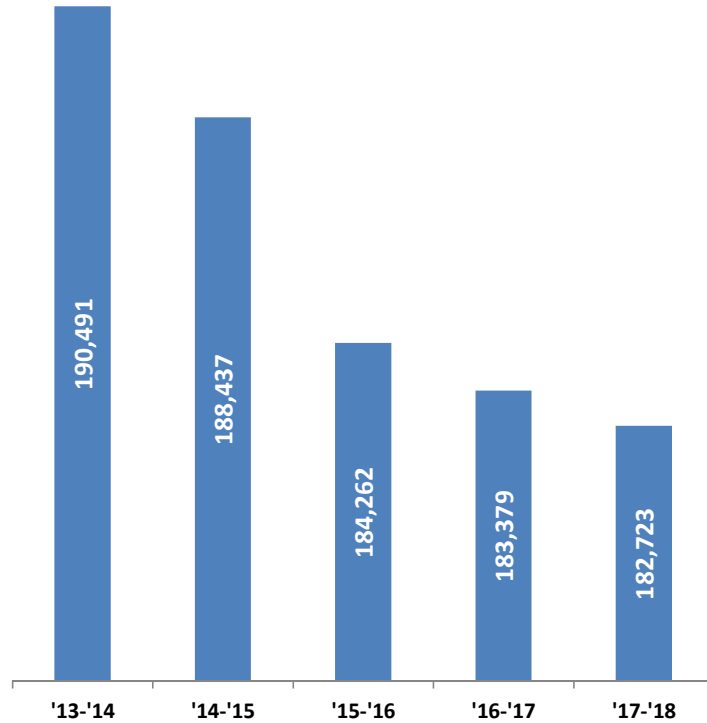
Distribution of New Housing Units



Education

- In the 2017-18 school year Oakland Schools served approximately 189,000 public and private students; the five largest districts are: Rochester, Walled Lake, Troy, Farmington and Huron Valley
- More than 6,200 students receive special education programs and services through Oakland Schools
- Enrollment in Oakland Schools is down 4.1% since the 2013-14 school year
- According to Newsweek, the International Academy in Bloomfield Hills was number 11 of the top 100 U.S. public high schools in 2018
- Continuing education and support is an important part of the public school system in Oakland County; eighty two percent of districts provide classes such as English as a second language and 86% offer career assessment and counseling
- There are approximately 23,000 workers employed by Oakland Schools' 28 local school districts, 26 public school academies, and 96 supported nonpublic schools

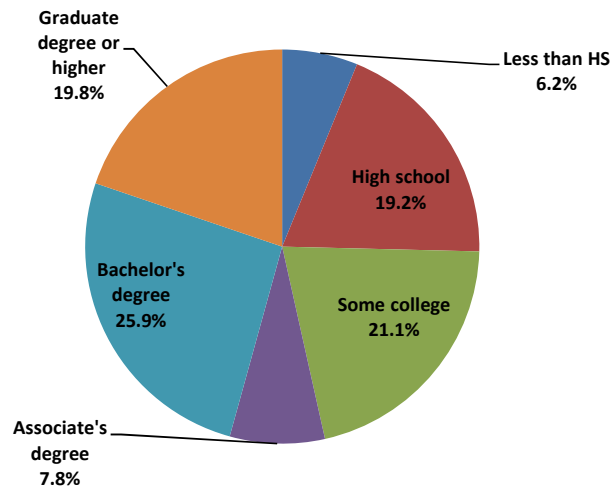
Oakland Schools Enrollment
(K-12 public/public academy FTE enrollment)



Educational Attainment

- 94% of Oakland County residents age 25 and over have at least a high school diploma
- 75% of Oakland County residents age 25 and over have at least some college education
- 46% of Oakland County residents age 25 and over have earned a bachelor's, graduate, or professional degree
- 21% of the state's bachelor's, graduate, and professional degrees are held by Oakland County residents

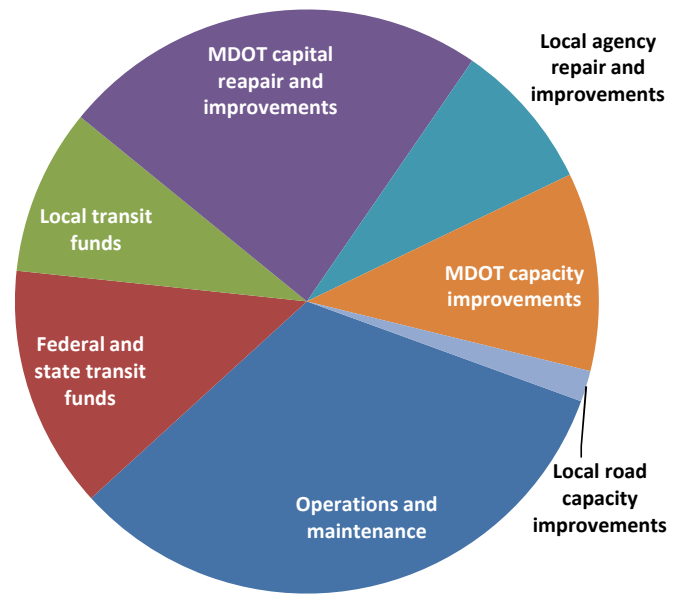
Oakland County Educational Attainment, 2017



Transportation

- The Southeast Michigan region is comprised of seven counties and 237 local units of government
- The Oakland County Road Commission's 2018-19 budget includes more than \$33 million in expenditures for road improvement programs
- 84% of the region's commuters travel to work by individual vehicle, 8% by carpool or vanpool, 2% by public transit, and 2% by walking
- Regionally, SEMCOG is planning more than \$50 billion in transportation infrastructure improvements through 2040
- One major project underway is the effort to widen I-75 from 8 Mile to M-59 to four lanes in each direction
- For more information visit the Southeast Michigan Council of Governments website at: www.semco.org

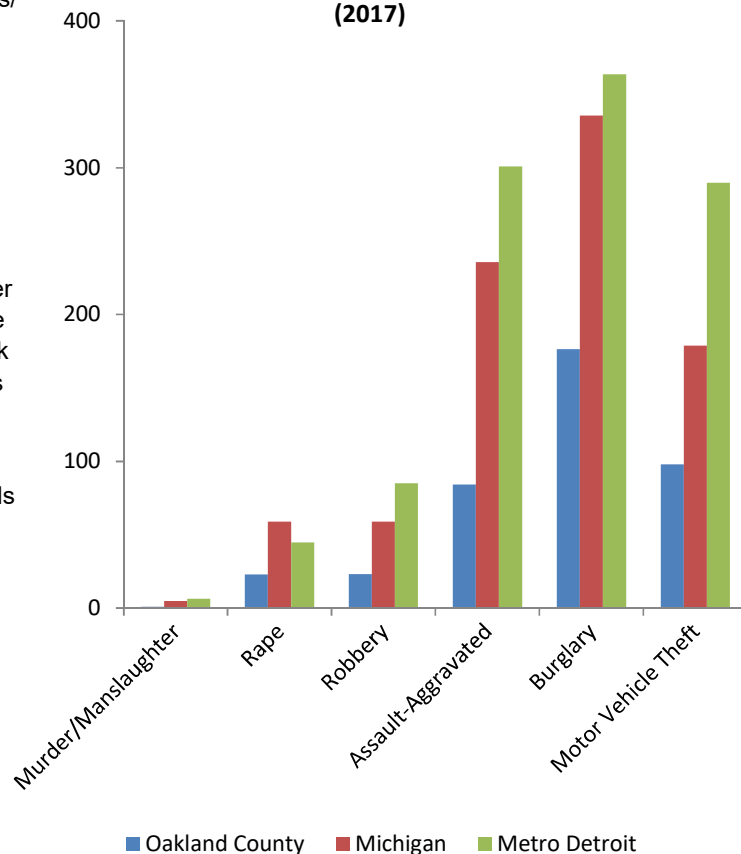
2040 Capital Funding Distribution



Quality of Life

- There are more than a thousand miles of trails running through Oakland County including 155 miles of bike lanes/ bike routes and 370 miles of trails, water trails, and park paths
- Oakland County has more natural lakes than any other county in the state; there are more than 1,400 lakes and the headwaters of five major rivers within the county
- Currently there are 224 sites listed on the State Register of Historic Sites in Oakland County; 72 Sites listed on the National Register of Historic Places; 2 National Landmark Sites and one National Natural Landscape site as well as 30 local historical museums
- There are 17 hospitals in the County with overnight beds including the Henry Ford West Bloomfield Hospital and Novi's Providence Park Hospital
- Oakland County has 54 public and 28 private golf courses with over 1,400 holes available
- Oakland County's violent and property crime rates are both significantly lower than the state and region

Crimes per 100,000 residents (2017)



Community Profile

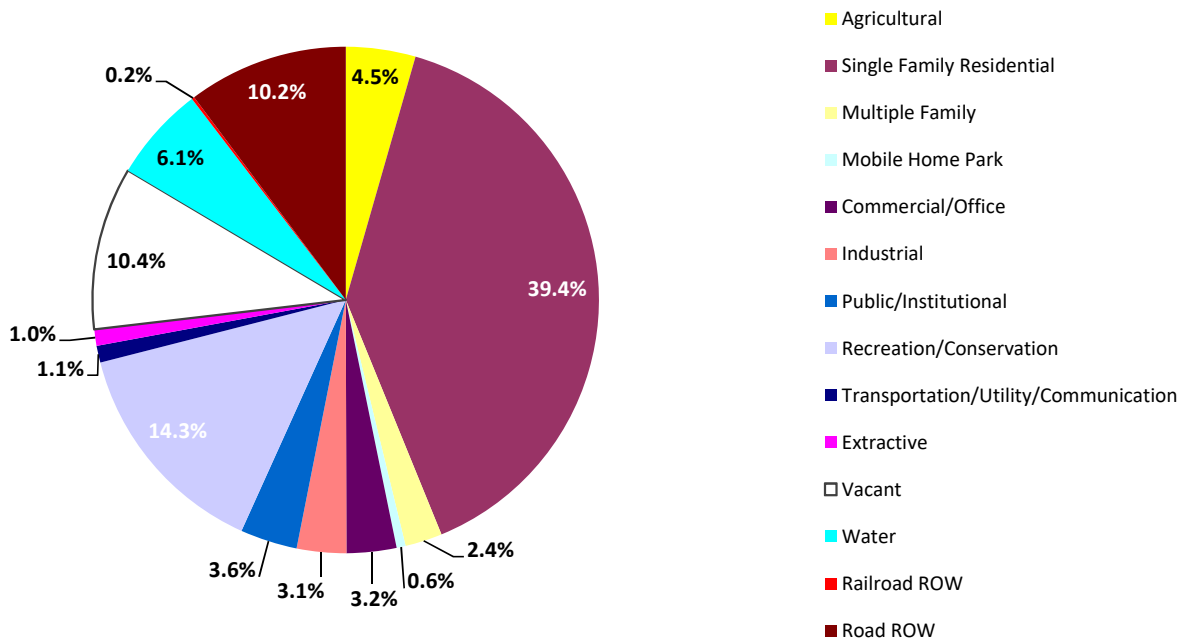
| Land Use Summary | Total Area (Acres) | Percent of Total Area | Parcels | Percent of Total Parcels | Average Area Acres |
|--------------------------------------|--------------------|-----------------------|----------------|--------------------------|--------------------|
| Agricultural | 25,884 | 4.5% | 716 | 0.2% | 36.15 |
| Single Family Residential | 228,524 | 39.4% | 365,838 | 85.0% | 0.62 |
| Multiple Family | 13,750 | 2.4% | 2,538 | 0.6% | 5.42 |
| Mobile Home Park | 3,356 | 0.6% | 235 | 0.1% | 14.28 |
| Commercial/Office | 18,493 | 3.2% | 12,766 | 3.0% | 1.45 |
| Industrial | 18,263 | 3.1% | 5,882 | 1.4% | 3.10 |
| Public/Institutional | 21,162 | 3.6% | 3,129 | 0.7% | 6.76 |
| Recreation/Conservation | 82,952 | 14.3% | 6,823 | 1.6% | 12.16 |
| Transportation/Utility/Communication | 6,209 | 1.1% | 1,180 | 0.3% | 5.26 |
| Extractive | 6,082 | 1.0% | 112 | 0.0% | 54.31 |
| Vacant | 60,288 | 10.4% | 31,395 | 7.3% | 1.92 |
| Water | 35,248 | 6.1% | -- | -- | -- |
| Railroad ROW | 1,017 | 0.2% | -- | -- | -- |
| Road ROW | 59,320 | 10.2% | -- | -- | -- |
| Total | 580,549 | 100.0% | 430,614 | | 1.35 |

- There are over 16,300 lakefront parcels in Oakland County

- Oakland County's land use coverage and the average area (acres) per parcel of single family and multifamily housing contributes significantly to quality of life. High densities are considered favorable as it localizes development to more consolidated areas

Land Use by Area

Oakland County 2017 Land Use



This Oakland County Land Use Data has been compiled from recorded deeds, plats, tax maps, surveys, assessing records, and other public records. Users should consult the information sources mentioned above when questions arise.

For more information, maps, or questions about this data, please contact the Oakland County One Stop Shop at (248) 858-0720.

| RANK | TAXPAYER | 2018 TAXABLE VALUATION |
|------|-----------------------------------|---------------------------|
| 1 | DTE ELECTRIC AND GAS | \$613,252,667 |
| 2 | CONSUMERS ENERGY | \$372,537,818 |
| 3 | FCA/ FCA AUBURN HILLS OWNER LLC | \$172,863,430 |
| 4 | TAUBMAN, GREAT LAKES/12 OAKS MALL | \$123,710,780 |
| 5 | ENBRIDGE | \$117,854,260 |
| 6 | ITC TRANSMISSION | \$111,083,140 |
| 7 | GENERAL MOTORS | \$84,142,020 |
| 8 | SINGH | \$81,805,520 |
| 9 | EDWARD ROSE/OCCIDENTAL DEV. | \$81,329,400 |
| 10 | SL TOWN ET AL | \$77,785,070 |
| 11 | OAKLAND MANAGEMENT | \$65,858,000 |
| 12 | COMCAST | \$58,050,400 |
| 13 | REDWOOD ERC NOVI LLC | \$57,076,220 |
| 14 | FRANKEL FORBES COHEN | \$54,119,590 |
| 15 | RAMCO | \$50,496,800 |
| 16 | KROGER | \$49,551,290 |
| 17 | VHS HURON VALLEY-SINAI HOSPITAL | \$36,795,130 |
| 18 | SOUTHFIELD GALLERIA | \$35,279,170 |
| 19 | TROY APTS IV | \$29,512,510 |
| 20 | TROY OFFICE CENTER | <u>\$28,310,750</u> |
| | Total | <u>\$2,301,413,965</u> |

2018 Total Taxable Value

\$57,302,006,431

% of Total Taxable Value

4.02%

Note: The taxable values have been compiled from a number of sources/reports and may include estimated figures.

Source: Oakland County Equalization Division



County Indebtedness

| DEBT TYPE | YEAR 2019 | | | YEAR 2020 | | | YEAR 2021 | | |
|--|------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| | PRINCIPAL | INTEREST | TOTAL | PRINCIPAL | INTEREST | TOTAL | PRINCIPAL | INTEREST | TOTAL |
| DRAIN BONDS | | | | | | | | | |
| Franklin Subwatershed, Series 2005H | \$ 42,305.65 | \$ 14,155.70 | \$ 56,461.35 | \$ 44,532.27 | \$ 12,463.48 | \$ 56,995.75 | \$ 46,758.88 | \$ 10,659.92 | \$ 57,418.80 |
| Franklin Subwatershed, Series 2006C | 13,245.75 | 5,565.80 | 18,811.55 | 14,717.50 | 5,016.10 | 19,733.60 | 14,717.50 | 4,397.96 | 19,115.46 |
| Franklin Subwatershed, Series 2008A | 11,774.00 | 3,752.94 | 15,526.94 | 11,774.00 | 2,958.20 | 14,732.20 | 11,774.00 | 2,163.46 | 13,937.46 |
| Donohue D.D., Series 2010A | 4,824.00 | 2,788.82 | 7,612.82 | 4,824.00 | 2,615.16 | 7,439.16 | 4,824.00 | 2,436.68 | 7,260.68 |
| City of Pontiac WWTF D.D. 2012A | 2,185,000.00 | 1,569,762.50 | 3,754,762.50 | 2,250,000.00 | 1,528,247.50 | 3,778,247.50 | 2,320,000.00 | 1,479,872.50 | 3,799,872.50 |
| City of Pontiac WWTF D.D. 2012B | 325,000.00 | 24,852.50 | 349,852.50 | 335,000.00 | 18,252.50 | 353,252.50 | 340,000.00 | 11,332.50 | 351,332.50 |
| Dan Devine DD, Series 2017 | 26,675.78 | 5,768.42 | 32,444.20 | 27,536.29 | 5,421.64 | 32,957.93 | 28,396.80 | 4,994.82 | 33,391.62 |
| Heron Drain DD | 28,856.00 | 5,131.86 | 33,987.86 | 28,856.00 | 4,749.51 | 33,605.51 | 28,856.00 | 4,302.24 | 33,158.24 |
| Total | \$ 2,637,681.18 | \$ 1,631,778.54 | \$ 4,269,459.72 | \$ 2,717,240.06 | \$ 1,579,724.09 | \$ 4,296,964.15 | \$ 2,795,327.18 | \$ 1,520,160.08 | \$ 4,315,487.26 |
| REFUNDING DRAIN BONDS | | | | | | | | | |
| Bloomfield Twp CSO, Series 2018 | 33,756.00 | 17,219.58 | 50,975.58 | 33,756.00 | 14,084.52 | 47,840.52 | 34,920.00 | 13,409.40 | 48,329.40 |
| George Kuhn Series 2016A | 16,309.63 | 1,677.80 | 17,987.43 | 16,543.74 | 1,351.60 | 17,895.34 | 16,777.85 | 1,020.72 | 17,798.57 |
| Jacobs D.D. Ref. Ser. 2013A | 150,000.00 | 24,943.76 | 174,943.76 | 150,000.00 | 21,943.76 | 171,943.76 | 175,000.00 | 18,943.76 | 193,943.76 |
| Total | \$ 200,065.63 | \$ 43,841.14 | \$ 243,906.77 | \$ 200,299.74 | \$ 37,379.88 | \$ 237,679.62 | \$ 226,697.85 | \$ 33,373.88 | \$ 260,071.73 |
| SEWAGE DISPOSAL BONDS | | | | | | | | | |
| EFSDS, Series 2018A | 420,000.00 | 118,721.76 | 538,721.76 | 455,000.00 | 213,268.76 | 668,268.76 | 470,000.00 | 201,893.76 | 671,893.76 |
| Total | \$ 420,000.00 | \$ 118,721.76 | \$ 538,721.76 | \$ 455,000.00 | \$ 213,268.76 | \$ 668,268.76 | \$ 470,000.00 | \$ 201,893.76 | \$ 671,893.76 |
| SEWAGE BONDS REFUNDING | | | | | | | | | |
| EFSDS, Series 2018B | 195,000.00 | 99,050.00 | 294,050.00 | 200,000.00 | 81,000.00 | 281,000.00 | 205,000.00 | 77,000.00 | 282,000.00 |
| Total | \$ 195,000.00 | \$ 99,050.00 | \$ 294,050.00 | \$ 200,000.00 | \$ 81,000.00 | \$ 281,000.00 | \$ 205,000.00 | \$ 77,000.00 | \$ 282,000.00 |
| MICHIGAN BOND AUTHORITY DRAIN BONDS | | | | | | | | | |
| George Kuhn, Series 2000C | 16,231.59 | 1,683.62 | 17,915.21 | 16,621.77 | 1,277.84 | 17,899.61 | 17,011.96 | 862.30 | 17,874.26 |
| George Kuhn, Series 2001H | 70,935.34 | 11,330.92 | 82,266.26 | 72,730.19 | 9,557.54 | 82,287.73 | 74,525.03 | 7,739.28 | 82,264.31 |
| George Kuhn, Series 2006E | 1,872.88 | 299.54 | 2,172.42 | 1,950.91 | 252.72 | 2,203.63 | 1,950.91 | 203.94 | 2,154.85 |
| City of Pontiac WWTF D.D., Series 2013G | 410,000.00 | 178,250.00 | 588,250.00 | 420,000.00 | 167,875.00 | 587,875.00 | 430,000.00 | 157,250.00 | 587,250.00 |
| City of Pontiac, WWTF D.D., Series 2014G | 365,000.00 | 198,937.50 | 563,937.50 | 375,000.00 | 189,687.50 | 564,687.50 | 380,000.00 | 180,250.00 | 560,250.00 |
| City of Pontiac, Series 2015C | 210,000.00 | 91,755.18 | 301,755.18 | 215,000.00 | 86,505.18 | 301,505.18 | 220,000.00 | 81,130.18 | 301,130.18 |
| City of Pontiac WWTF, Series 2013E | 188,600.00 | 71,097.76 | 259,697.76 | 193,200.00 | 66,382.76 | 259,582.76 | 200,100.00 | 61,552.76 | 261,652.76 |
| Total | \$ 1,262,639.81 | \$ 553,354.52 | \$ 1,815,994.33 | \$ 1,294,502.87 | \$ 521,538.54 | \$ 1,816,041.41 | \$ 1,323,587.90 | \$ 488,988.46 | \$ 1,812,576.36 |
| MICHIGAN BOND AUTHORITY SEWAGE DISPOSAL | | | | | | | | | |
| EFSDS 8 Mile Pumping Station, Series 2012H | 105,000.00 | 46,687.50 | 151,687.50 | 110,000.00 | 44,000.00 | 154,000.00 | 115,000.00 | 41,187.50 | 156,187.50 |
| City of Pontiac WWTF D.D., Series 2013C | 45,000.00 | 20,437.50 | 65,437.50 | 50,000.00 | 19,250.00 | 69,250.00 | 50,000.00 | 18,000.00 | 68,000.00 |
| City of Pontiac WWTF D.D., Series 2013D | 90,000.00 | 33,705.78 | 123,705.78 | 90,000.00 | 31,455.78 | 121,455.78 | 95,000.00 | 29,205.78 | 124,205.78 |
| City of Pontiac WWTF D.D., Series 2013EE | 221,400.00 | 83,462.58 | 304,862.58 | 226,800.00 | 77,927.58 | 304,727.58 | 234,900.00 | 72,257.58 | 307,157.58 |
| City of Pontiac WWTF D.D., Series 2013F | 20,000.00 | 7,697.12 | 27,697.12 | 25,000.00 | 7,197.12 | 32,197.12 | 25,000.00 | 6,572.12 | 31,572.12 |
| City of Pontiac WSS Improve, Series 2014E | 285,000.00 | 155,062.50 | 440,062.50 | 290,000.00 | 147,875.00 | 437,875.00 | 295,000.00 | 140,562.50 | 435,562.50 |
| EFSDS Middlebelt Transport, Series 2014D | 1,480,000.00 | 814,236.98 | 2,294,236.98 | 1,515,000.00 | 776,799.48 | 2,291,799.48 | 1,555,000.00 | 738,424.48 | 2,293,424.48 |
| City of Pontiac WSS, Series 2015A | 30,000.00 | 9,794.92 | 39,794.92 | 30,000.00 | 9,044.92 | 39,044.92 | 30,000.00 | 8,294.92 | 38,294.92 |
| City of Pontiac WSS, Series 2016 | - | - | - | 160,000.00 | 26,230.74 | 186,230.74 | 162,637.00 | 2,032.96 | 164,669.96 |
| Total | \$ 2,276,400.00 | \$ 1,171,084.88 | \$ 3,447,484.88 | \$ 2,496,800.00 | \$ 1,139,780.62 | \$ 3,636,580.62 | \$ 2,562,537.00 | \$ 1,056,537.84 | \$ 3,619,074.84 |
| BUILDING AUTHORITY BONDS | | | | | | | | | |
| Oakland Int'l Airport Terminal, Series 2010 | 275,000.00 | 213,906.25 | 488,906.25 | 275,000.00 | 201,875.00 | 476,875.00 | 275,000.00 | 189,500.00 | 464,500.00 |
| CMHA Project, Series 2012J | 625,000.00 | 243,825.00 | 868,825.00 | 625,000.00 | 225,075.00 | 850,075.00 | 650,000.00 | 205,950.00 | 855,950.00 |
| Facilities and IT Capital, Series 2012K | 1,950,000.00 | 279,750.00 | 2,229,750.00 | 2,000,000.00 | 220,500.00 | 2,220,500.00 | 2,050,000.00 | 159,750.00 | 2,209,750.00 |
| Animal Control, Series 2015 | 625,000.00 | 408,256.26 | 1,033,256.26 | 640,000.00 | 395,606.26 | 1,035,606.26 | 655,000.00 | 382,656.26 | 1,037,656.26 |
| Total | 3,475,000.00 | 1,145,737.51 | 4,620,737.51 | 3,540,000.00 | 1,043,056.26 | 4,583,056.26 | 3,630,000.00 | 937,856.26 | 4,567,856.26 |
| BUILDING AUTHORITY BONDS | | | | | | | | | |
| CMHA Project Ref, Series 2014B | 265,000.00 | 59,025.00 | 324,025.00 | 290,000.00 | 50,700.00 | 340,700.00 | 280,000.00 | 42,150.00 | 322,150.00 |
| Rochester District Court Ref., Series 2010 | 1,070,000.00 | 230,500.00 | 1,300,500.00 | 1,120,000.00 | 177,000.00 | 1,297,000.00 | 1,190,000.00 | 121,000.00 | 1,311,000.00 |
| Work Release Facility, 2011B | 1,345,000.00 | 224,800.00 | 1,569,800.00 | 1,375,000.00 | 171,000.00 | 1,546,000.00 | 1,450,000.00 | 116,000.00 | 1,566,000.00 |
| Office Bld Purchase & Renovation, Series 2011C | 1,145,000.00 | 232,056.26 | 1,377,056.26 | 1,200,000.00 | 197,706.26 | 1,397,706.26 | 1,205,000.00 | 161,706.26 | 1,366,706.26 |
| Building Authority Ref. Bonds, Series 2012D | 1,130,000.00 | 160,083.33 | 1,290,083.33 | 1,050,000.00 | 169,750.00 | 1,219,750.00 | 875,000.00 | 158,958.33 | 1,033,958.33 |
| Total | \$ 4,955,000.00 | \$ 906,464.59 | \$ 5,861,464.59 | \$ 5,035,000.00 | \$ 766,156.26 | \$ 5,801,156.26 | \$ 5,000,000.00 | \$ 599,814.59 | \$ 5,599,814.59 |
| GOVT-RETIRES HEALTH CARE BONDS | | | | | | | | | |
| Retirees Healthcare Ref., Series 2013A | 24,750,000.00 | 8,163,100.00 | 32,913,100.00 | 25,660,000.00 | 7,267,150.00 | 32,927,150.00 | 26,605,000.00 | 6,338,258.00 | 32,943,258.00 |
| Retirees Healthcare, Series 2013B | - | 1,536,800.00 | 1,536,800.00 | - | 1,536,800.00 | 1,536,800.00 | - | 1,536,800.00 | 1,536,800.00 |
| Total | \$24,750,000.00 | \$ 9,699,900.00 | \$34,449,900.00 | \$25,660,000.00 | \$ 8,803,950.00 | \$34,463,950.00 | \$26,605,000.00 | \$ 7,875,058.00 | \$34,480,058.00 |
| Grand Total | \$39,751,786.62 | \$ 15,251,211.18 | \$55,541,719.56 | \$41,143,842.67 | \$13,972,585.65 | \$55,784,697.08 | \$42,348,149.93 | \$12,588,789.11 | \$55,608,832.80 |

Statutory Limit - 10% of Current State Equalized Value \$7,187,135,884.70
Less: Outstanding Debt Credit (09-30-2018) 670,971,686.00
Available Balance \$6,516,164,198.70

Bond and Interest Redemption Funds

| Rochester (52-3) Dist Ct Refunding #31549 | FY 2016 Actual | FY 2017 Actual | FY 2018 Est. Actual | FY 2019 Adopted Budget | FY 2020 Adopted Budget | FY 2021 Adopted Budget |
|---|---------------------|---------------------|------------------------|---------------------------|---------------------------|---------------------------|
| Fund Balance - October 1 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 |
| Revenue | | | | | | |
| Transfers In | \$ 1,328,300 | \$ 1,310,800 | \$ 1,301,800 | \$ 1,300,800 | \$ 1,297,300 | \$ 1,311,300 |
| Interest Income | - | - | - | - | - | - |
| Total Revenue | \$ 1,328,300 | \$ 1,310,800 | \$ 1,301,800 | \$ 1,300,800 | \$ 1,297,300 | \$ 1,311,300 |
| Expenditures | | | | | | |
| Principal Payments | \$ 950,000 | \$ 980,000 | \$ 1,020,000 | \$ 1,070,000 | \$ 1,120,000 | \$ 1,190,000 |
| Payment to Bond Escrow Agent | - | - | - | - | - | - |
| Interest Payments | 378,000 | 330,500 | 281,500 | 230,500 | 177,000 | 121,000 |
| Paying Agent Fees | 300 | 300 | 300 | 300 | 300 | 300 |
| Transfers Out | - | - | - | - | - | - |
| Total Expenditures | \$ 1,328,300 | \$ 1,310,800 | \$ 1,301,800 | \$ 1,300,800 | \$ 1,297,300 | \$ 1,311,300 |
| Incr/(Decr) Fund Balance | - | - | - | - | - | - |
| Fund Balance - September 30 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 |

| Keego Harbor #31442 | FY 2016 Actual | FY 2017 Actual | FY 2018 Est. Actual | FY 2019 Adopted Budget | FY 2020 Adopted Budget | FY 2021 Adopted Budget |
|------------------------------------|-------------------|-------------------|------------------------|---------------------------|---------------------------|---------------------------|
| Fund Balance - October 1 | \$ (48) | \$ (53) | \$ 272 | \$ (305) | \$ 5 | \$ 5 |
| Revenue | | | | | | |
| Transfers from Municipalities | \$ 65,181 | \$ 64,450 | \$ 63,399 | \$ 68,298 | \$ 67,088 | \$ 66,188 |
| Issuance of Bonds | - | - | - | - | - | - |
| Interest Income | 52 | 63 | 62 | - | - | - |
| Total Revenue | \$ 65,233 | \$ 64,513 | \$ 63,461 | \$ 68,298 | \$ 67,088 | \$ 66,188 |
| Expenditures | | | | | | |
| Principal Payments | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Payment to Bond Escrow Agent | - | - | - | - | - | - |
| Bond Issuance Cost | - | - | - | - | - | - |
| Interest Payments | 39,938 | 39,188 | 38,438 | 37,688 | 36,788 | 35,888 |
| Transfers to Municipalities | - | - | - | - | - | - |
| Paying Agent Fees | 300 | - | 600 | 300 | 300 | 300 |
| Total Expenditures | \$ 65,238 | \$ 64,188 | \$ 64,038 | \$ 67,988 | \$ 67,088 | \$ 66,188 |
| Incr/(Decr) Fund Balance | (5) | 325 | (577) | 310 | - | - |
| Fund Balance - September 30 | \$ (53) | \$ 272 | \$ (305) | \$ 5 | \$ 5 | \$ 5 |

Bond and Interest Redemption Funds

| Work Rel/Video/Jail Mgmt Refunding #31550 | FY 2016 Actual | FY 2017 Actual | FY 2018 Est. Actual | FY 2019 Adopted Budget | FY 2020 Adopted Budget | FY 2021 Adopted Budget |
|---|---------------------|---------------------|------------------------|---------------------------|---------------------------|---------------------------|
| Fund Balance - October 1 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 |
| Revenue | | | | | | |
| Transfers In | \$ 1,596,500 | \$ 1,582,700 | \$ 1,587,500 | \$ 1,570,100 | \$ 1,546,300 | \$ 1,566,300 |
| Issuance of Bonds | - | - | - | - | - | - |
| Interest Income | - | - | - | - | - | - |
| Total Revenue | \$ 1,596,500 | \$ 1,582,700 | \$ 1,587,500 | \$ 1,570,100 | \$ 1,546,300 | \$ 1,566,300 |
| Expenditures | | | | | | |
| Principal Payments | \$ 1,220,000 | \$ 1,255,000 | \$ 1,310,000 | \$ 1,345,000 | \$ 1,375,000 | \$ 1,450,000 |
| Payment to Bond Escrow Agent | - | - | - | - | - | - |
| Bond Issuance Cost | - | - | - | - | - | - |
| Interest Payments | 376,200 | 327,400 | 277,200 | 224,800 | 171,000 | 116,000 |
| Paying Agent Fees | 300 | 300 | 300 | 300 | 300 | 300 |
| Total Expenditures | \$ 1,596,500 | \$ 1,582,700 | \$ 1,587,500 | \$ 1,570,100 | \$ 1,546,300 | \$ 1,566,300 |
| Incr/(Decr) Fund Balance | - | - | - | - | - | - |
| Fund Balance - September 30 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 |

| Office Building Refunding #31551 | FY 2016 Actual | FY 2017 Actual | FY 2018 Est. Actual | FY 2019 Adopted Budget | FY 2020 Adopted Budget | FY 2021 Adopted Budget |
|------------------------------------|---------------------|---------------------|------------------------|---------------------------|---------------------------|---------------------------|
| Fund Balance - October 1 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 |
| Revenue | | | | | | |
| Transfers In | \$ 1,862,100 | \$ 1,877,500 | \$ 1,866,400 | \$ 1,864,350 | \$ 1,891,200 | \$ 1,866,100 |
| Issuance of Bonds | - | - | - | - | - | - |
| Interest Income | - | - | - | - | - | - |
| Total Revenue | \$ 1,862,100 | \$ 1,877,500 | \$ 1,866,400 | \$ 1,864,350 | \$ 1,891,200 | \$ 1,866,100 |
| Expenditures | | | | | | |
| Principal Payments | \$ 1,460,000 | \$ 1,515,000 | \$ 1,545,000 | \$ 1,585,000 | \$ 1,655,000 | \$ 1,675,000 |
| Payment to Bond Escrow Agent | - | - | - | - | - | - |
| Bond Issuance Cost | - | - | - | - | - | - |
| Interest Payments | 401,800 | 362,200 | 321,100 | 279,050 | 235,900 | 190,800 |
| Paying Agent Fees | 300 | 300 | 300 | 300 | 300 | 300 |
| Total Expenditures | \$ 1,862,100 | \$ 1,877,500 | \$ 1,866,400 | \$ 1,864,350 | \$ 1,891,200 | \$ 1,866,100 |
| Incr/(Decr) Fund Balance | - | - | - | - | - | - |
| Fund Balance - September 30 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 |

Bond and Interest Redemption Funds

| Oak Park #31419 | FY 2016 Actual | FY 2017 Actual | FY 2018 Est. Actual | FY 2019 Adopted Budget | FY 2020 Adopted Budget | FY 2021 Adopted Budget |
|------------------------------------|-------------------|-------------------|------------------------|---------------------------|---------------------------|---------------------------|
| Fund Balance - October 1 | \$ 109,839 | \$ 113,919 | \$ 112,946 | \$ 116,911 | \$ 5 | \$ 5 |
| Revenue | | | | | | |
| Transfers In | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfers from Municipalities | 153,624 | 151,752 | 154,703 | 37,142 | 152,048 | 150,048 |
| Accrued Interest on Bonds Sold | - | - | - | - | - | - |
| Interest Income | 129 | 135 | 247 | - | - | - |
| Total Revenue | \$ 153,753 | \$ 151,887 | \$ 154,950 | \$ 37,142 | \$ 152,048 | \$ 150,048 |
| Expenditures | | | | | | |
| Principal Payments | \$ 70,000 | \$ 75,000 | \$ 75,000 | \$ 80,000 | \$ 80,000 | \$ 80,000 |
| Interest Payments | 79,373 | 77,560 | 75,685 | 73,748 | 71,748 | 69,748 |
| Paying Agent Fees | 300 | 300 | 300 | 300 | 300 | 300 |
| Total Expenditures | \$ 149,673 | \$ 152,860 | \$ 150,985 | \$ 154,048 | \$ 152,048 | \$ 150,048 |
| Incr/(Decr) Fund Balance | 4,080 | (973) | 3,965 | (116,906) | - | - |
| Fund Balance - September 30 | \$ 113,919 | \$ 112,946 | \$ 116,911 | \$ 5 | \$ 5 | \$ 5 |

| Airport T-Hangar Refunding #56500 | FY 2016 Actual | FY 2017 Actual | FY 2018 Est. Actual | FY 2019 Adopted Budget | FY 2020 Adopted Budget | FY 2021 Adopted Budget |
|------------------------------------|-------------------|-------------------|------------------------|---------------------------|---------------------------|---------------------------|
| Fund Balance - October 1 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Revenue | | | | | | |
| Transfers In | \$ 433,119 | \$ 430,919 | \$ 433,619 | \$ 436,118 | \$ 438,419 | \$ 440,519 |
| Issuance of Bonds | - | - | - | - | - | - |
| Interest Income | - | - | - | - | - | - |
| Total Revenue | \$ 433,119 | \$ 430,919 | \$ 433,619 | \$ 436,118 | \$ 438,419 | \$ 440,519 |
| Expenditures | | | | | | |
| Principal Payments | \$ 360,000 | \$ 365,000 | \$ 375,000 | \$ 385,000 | \$ 395,000 | \$ 405,000 |
| Payment to Bond Escrow Agent | - | - | - | - | - | - |
| Bond Issuance Cost | - | - | - | - | - | - |
| Interest Payments | 72,819 | 65,619 | 58,319 | 50,818 | 43,119 | 35,219 |
| Paying Agent Fees | 300 | 300 | 300 | 300 | 300 | 300 |
| Total Expenditures | \$ 433,119 | \$ 430,919 | \$ 433,619 | \$ 436,118 | \$ 438,419 | \$ 440,519 |
| Incr/(Decr) Fund Balance | - | - | - | - | - | - |
| Fund Balance - September 30 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Bond and Interest Redemption Funds

| Rochester Hills Sheriff Substn Refunding #31552 | FY 2016 Actual | FY 2017 Actual | FY 2018 Est. Actual | FY 2019 Adopted Budget | FY 2020 Adopted Budget | FY 2021 Adopted Budget |
|---|-------------------|-------------------|------------------------|---------------------------|---------------------------|---------------------------|
| Fund Balance - October 1 | \$ 149 | \$ 210 | \$ 302 | \$ 358 | \$ 5 | \$ - |
| Revenue | | | | | | |
| Transfers In | \$ 333,521 | \$ 317,366 | \$ 331,340 | \$ 314,997 | \$ 204,245 | - |
| Issuance of Bonds | - | - | - | - | - | - |
| Interest Income | 190 | 276 | 366 | - | - | - |
| Total Revenue | \$ 333,711 | \$ 317,642 | \$ 331,706 | \$ 314,997 | \$ 204,245 | \$ - |
| Expenditures | | | | | | |
| Principal Payments | \$ 305,000 | \$ 295,000 | \$ 315,000 | \$ 305,000 | \$ 200,000 | - |
| Payment to Bond Escrow Agent | - | - | - | - | - | - |
| Bond Issuance Cost | - | - | - | - | - | - |
| Interest Payments | 28,400 | 22,300 | 16,400 | 10,100 | 4,000 | - |
| Paying Agent Fees | 250 | 250 | 250 | 250 | 250 | - |
| Total Expenditures | \$ 333,650 | \$ 317,550 | \$ 331,650 | \$ 315,350 | \$ 204,250 | \$ - |
| Incr/(Decr) Fund Balance | 61 | 92 | 56 | (353) | (5) | - |
| Fund Balance - September 30 | \$ 210 | \$ 302 | \$ 358 | \$ 5 | \$ - | \$ - |

| Fac Infrastructure - IT Projects #31423 | FY 2016 Actual | FY 2017 Actual | FY 2018 Est. Actual | FY 2019 Adopted Budget | FY 2020 Adopted Budget | FY 2021 Adopted Budget |
|---|---------------------|---------------------|------------------------|---------------------------|---------------------------|---------------------------|
| Fund Balance - October 1 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 |
| Revenue | | | | | | |
| Transfers In | \$ 2,275,625 | \$ 2,244,500 | \$ 2,238,500 | \$ 2,230,000 | \$ 2,220,750 | \$ 2,210,000 |
| Issuance of Bonds | - | - | - | - | - | - |
| Interest Income | - | - | - | - | - | - |
| Total Revenue | \$ 2,275,625 | \$ 2,244,500 | \$ 2,238,500 | \$ 2,230,000 | \$ 2,220,750 | \$ 2,210,000 |
| Expenditures | | | | | | |
| Principal Payments | \$ 1,825,000 | \$ 1,850,000 | \$ 1,900,000 | \$ 1,950,000 | \$ 2,000,000 | \$ 2,050,000 |
| Payment to Bond Escrow Agent | - | - | - | - | - | - |
| Bond Issuance Cost | - | - | - | - | - | - |
| Interest Payments | 448,875 | 393,750 | 337,500 | 279,750 | 220,500 | 159,750 |
| Prof Svc-Financial Consultant | - | 500 | 500 | - | - | - |
| Paying Agent Fees | 1,750 | 250 | 500 | 250 | 250 | 250 |
| Total Expenditures | \$ 2,275,625 | \$ 2,244,500 | \$ 2,238,500 | \$ 2,230,000 | \$ 2,220,750 | \$ 2,210,000 |
| Incr/(Decr) Fund Balance | - | - | - | - | - | - |
| Fund Balance - September 30 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 | \$ 5 |

Bond and Interest Redemption Funds

| CMHA Bldg Renovation Project #31424 | FY 2016 Actual | FY 2017 Actual | FY 2018 Est. Actual | FY 2019 Adopted Budget | FY 2020 Adopted Budget | FY 2021 Adopted Budget |
|-------------------------------------|-------------------|-------------------|------------------------|---------------------------|---------------------------|---------------------------|
| Fund Balance - October 1 | \$ 727,692 | \$ 744,420 | \$ 734,765 | \$ 751,133 | \$ 5 | \$ 5 |
| Revenue | | | | | | |
| Transfers from Municipalities | \$ 885,698 | \$ 870,852 | \$ 879,127 | \$ 117,947 | \$ 850,325 | \$ 856,200 |
| Accrued Interest on Bonds Sold | - | - | - | - | - | - |
| Transfers In | 4,160 | - | - | - | - | - |
| Issuance of Bonds | - | - | - | - | - | - |
| Interest Income | 445 | 443 | 441 | - | - | - |
| Total Revenue | \$ 890,303 | \$ 871,295 | \$ 879,568 | \$ 117,947 | \$ 850,325 | \$ 856,200 |
| Expenditures | | | | | | |
| Principal Payments | \$ 575,000 | \$ 600,000 | \$ 600,000 | \$ 625,000 | \$ 625,000 | \$ 650,000 |
| Payment to Bond Escrow Agent | - | - | - | - | - | - |
| Bond Issuance Cost | - | - | - | - | - | - |
| Interest Payments | 297,825 | 280,200 | 262,200 | 243,825 | 225,075 | 205,950 |
| Prof Svc-Financial Consultant | - | 500 | 500 | - | - | - |
| Paying Agent Fees | 750 | 250 | 500 | 250 | 250 | 250 |
| Total Expenditures | \$ 873,575 | \$ 880,950 | \$ 863,200 | \$ 869,075 | \$ 850,325 | \$ 856,200 |
| Incr/(Decr) Fund Balance | 16,728 | (9,655) | 16,368 | (751,128) | - | - |
| Fund Balance - September 30 | \$ 744,420 | \$ 734,765 | \$ 751,133 | \$ 5 | \$ 5 | \$ 5 |

| CMHA Housing Proj Refunding #31518 | FY 2016 Actual | FY 2017 Actual | FY 2018 Est. Actual | FY 2019 Adopted Budget | FY 2020 Adopted Budget | FY 2021 Adopted Budget |
|------------------------------------|-------------------|-------------------|------------------------|---------------------------|---------------------------|---------------------------|
| Fund Balance - October 1 | \$ (126) | \$ 157 | \$ 301 | \$ 358 | \$ 5 | \$ 5 |
| Revenue | | | | | | |
| Transfers In | - | - | - | - | - | - |
| Transfers from Municipalities | \$ 331,503 | \$ 320,086 | \$ 337,348 | \$ 324,172 | \$ 341,200 | \$ 322,650 |
| Issuance of Bonds | - | - | - | - | - | - |
| Interest Income | 230 | 333 | 259 | - | - | - |
| Total Revenue | \$ 331,733 | \$ 320,419 | \$ 337,607 | \$ 324,172 | \$ 341,200 | \$ 322,650 |
| Expenditures | | | | | | |
| Principal Payments | \$ 250,000 | \$ 245,000 | \$ 270,000 | \$ 265,000 | \$ 290,000 | \$ 280,000 |
| Payment to Bond Escrow Agent | - | - | - | - | - | - |
| Bond Issuance Cost | - | - | - | - | - | - |
| Interest Payments | 80,950 | 74,775 | 67,050 | 59,025 | 50,700 | 42,150 |
| Paying Agent Fees | 500 | 500 | 500 | 500 | 500 | 500 |
| Total Expenditures | \$ 331,450 | \$ 320,275 | \$ 337,550 | \$ 324,525 | \$ 341,200 | \$ 322,650 |
| Incr/(Decr) Fund Balance | 283 | 144 | 57 | (353) | - | - |
| Fund Balance - September 30 | \$ 157 | \$ 301 | \$ 358 | \$ 5 | \$ 5 | \$ 5 |

Bond and Interest Redemption Funds

| Animal Control Pet Adoption #31425 | FY 2016 Actual | FY 2017 Actual | FY 2018 Est. Actual | FY 2019 Adopted Budget | FY 2020 Adopted Budget | FY 2021 Adopted Budget |
|---|---------------------------|---------------------------|--------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Fund Balance - October 1 | \$ - | \$ 6,869,540 | \$ 5,910,700 | \$ 6,672,258 | \$ 5,638,502 | \$ 4,602,396 |
| Revenue | | | | | | |
| Transfers In | \$ 7,000,000 | \$ - | \$ 1,708,046 | \$ - | \$ - | \$ - |
| Accrued Interest on Bonds Sold | 8,532 | - | - | - | - | - |
| Issuance of Bonds | - | - | - | - | - | - |
| Interest Income | 44,344 | 74,466 | 90,668 | - | - | - |
| Total Revenue | \$ 7,052,876 | \$ 74,466 | \$ 1,798,714 | \$ - | \$ - | \$ - |
| Expenditures | | | | | | |
| Principal Payments | \$ - | \$ 600,000 | \$ 615,000 | \$ 625,000 | \$ 640,000 | \$ 655,000 |
| Payment to Bond Escrow Agent | - | - | - | - | - | - |
| Bond Issuance Cost | - | - | - | - | - | - |
| Interest Payments | 182,836 | 432,806 | 420,656 | 408,256 | 395,606 | 382,656 |
| Prof Svs-Financial Consultant | - | - | 1,000 | - | - | - |
| Paying Agent Fees | 500 | 500 | 500 | 500 | 500 | 500 |
| Total Expenditures | \$ 183,336 | \$ 1,033,306 | \$ 1,037,156 | \$ 1,033,756 | \$ 1,036,106 | \$ 1,038,156 |
| Incr/(Decr) Fund Balance | 6,869,540 | (958,840) | 761,558 | (1,033,756) | (1,036,106) | (1,038,156) |
| Fund Balance - September 30 | \$ 6,869,540 | \$ 5,910,700 | \$ 6,672,258 | \$ 5,638,502 | \$ 4,602,396 | \$ 3,564,240 |

| Administration of Justice | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|--------------------------------|------------------------------|-----------|-------|-----------------------------|-----------|-------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Circuit Court | | | | | | | |
| Account Clerk II | 1 | | 1 | 7 | | 7 | 8 |
| Audio Video Equip Specialist | 1 | | 1 | | | | 1 |
| Audio Video Equipment Tech | 1 | | 1 | | | | 1 |
| Central Employee Records Coord | 1 | | 1 | | | | 1 |
| Chf Civil/Criminal Division | 1 | | 1 | | | | 1 |
| Chf Clinical Services | 1 | | 1 | | | | 1 |
| Chf Court Business Operations | 1 | | 1 | | | | 1 |
| Chief Assistant FOC-Financials | | | | 1 | | 1 | 1 |
| Chief Asst -FOC Legal Services | | | | 1 | | 1 | 1 |
| Chief Asst-FOC Operations | | | | 1 | | 1 | 1 |
| Chief-Casework Services | 1 | | 1 | | | | 1 |
| Chief-Juvenile/Adoption Servic | 1 | | 1 | | | | 1 |
| Chief-Youth Assistance Service | 1 | | 1 | | | | 1 |
| Child Support Account Spec | | | | 12 | | 12 | 12 |
| Circuit Court Administrator | 1 | | 1 | | | | 1 |
| Circuit Court Judge | 20 | | 20 | | | | 20 |
| Circuit Court Records Spec | 6 | | 6 | | | | 6 |
| College Intern | | 10 | 10 | | 3 | 3 | 13 |
| Court Accounts Coordinator | 2 | | 2 | | | | 2 |
| Court Appointment Specialist | 4 | | 4 | | | | 4 |
| Court Business Analyst | 2 | | 2 | | | | 2 |
| Court Business Manager | 1 | | 1 | | | | 1 |
| Court Clerk | 39 | 2 | 41 | | | | 41 |
| Court Clerk Coordinator | 1 | | 1 | | | | 1 |
| Court Clinical Psychologist | 1 | 1 | 2 | 1 | | 1 | 3 |
| Court Resource & Program Spec | 1 | | 1 | | | | 1 |
| Court Technical Services Supv | 1 | | 1 | | | | 1 |
| Deputy Court Administrator | 1 | | 1 | | | | 1 |
| Deputy Register II | 10 | | 10 | | | | 10 |
| Domestic Support Spec Supv | | | | 4 | | 4 | 4 |
| Domestic Support Specialist | | | | 24 | | 24 | 24 |
| Executive Secretary | 1 | | 1 | | | | 1 |
| FOC Case Assistant | | | | 18 | | 18 | 18 |
| FOC Family Counselor | | | | 16 | | 16 | 16 |
| FOC Family Counselor Supv | | | | 2 | | 2 | 2 |
| FOC Referee | | | | 17 | | 17 | 17 |
| FOC Referee Supervisor | | | | 2 | | 2 | 2 |
| FOC Systems Supervisor | | | | 1 | | 1 | 1 |
| Friend of Court Case Asst Supv | | | | 2 | | 2 | 2 |
| Friend of Court Computer Spec | | | | 1 | | 1 | 1 |
| Friend of Court Sys Supp Spec | | | | 1 | | 1 | 1 |
| Friend of Court Systems Clerk | | | | 2 | | 2 | 2 |

| Administration of Justice | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|--------------------------------|------------------------------|-----------|------------|-----------------------------|-----------|------------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Friend Of The Court | | | | 1 | | 1 | 1 |
| General Clerical | | 2 | 2 | | | | 2 |
| Judicial Secretary | 19 | | 19 | | | | 19 |
| Judicial Staff Attorney | 20 | 2 | 22 | | | | 22 |
| Junior Accountant | | | | 3 | | 3 | 3 |
| Jury Office Clerk | 2 | | 2 | | | | 2 |
| Jury Office Leader | 1 | | 1 | | | | 1 |
| Juvenile Court Referee | 7 | | 7 | | | | 7 |
| Juvenile Court Referee Supv | 1 | | 1 | | | | 1 |
| Manager-Civ/Crim Div/Jud Asst | 1 | | 1 | | | | 1 |
| Manager-Judicial Supp/Jud Asst | 1 | | 1 | | | | 1 |
| Office Assistant I | 2 | | 2 | | | | 2 |
| Office Assistant II | 16 | 3 | 19 | 10 | 1 | 11 | 30 |
| Office Leader | 2 | | 2 | | | | 2 |
| Office Supervisor II | 2 | | 2 | 1 | | 1 | 3 |
| Permanency Case Coordinator | 2 | | 2 | | | | 2 |
| Personal Protection Order Liai | 1 | | 1 | | | | 1 |
| Program Evaluation Analyst | 2 | | 2 | | | | 2 |
| Secretary I | 1 | | 1 | | | | 1 |
| Secretary II | 1 | | 1 | | | | 1 |
| Senior Psychologist | | 1 | 1 | | | | 1 |
| Student | | 4 | 4 | | 1 | 1 | 5 |
| Supervisor Admin Services | 1 | | 1 | | | | 1 |
| Supervisor Juvenile Court Lega | 1 | | 1 | | | | 1 |
| Supervisor-Clerk Support | 1 | | 1 | | | | 1 |
| Supervisor-Jury Office | 1 | | 1 | | | | 1 |
| Supv - Child Support Accounts | | | | 2 | | 2 | 2 |
| Technical Assistant | 4 | | 4 | 1 | | 1 | 5 |
| User Support Specialist I | | | | 3 | | 3 | 3 |
| User Support Specialist II | 2 | | 2 | | | | 2 |
| Workforce Development Tech II | | | | 1 | | 1 | 1 |
| Youth & Family Casework Supv | 4 | | 4 | | | | 4 |
| Youth & Family Caseworker II | 32 | | 32 | | | | 32 |
| Youth Assistance Casewk Supv | 3 | | 3 | | | | 3 |
| Youth Assistance Caseworker II | 22 | 2 | 24 | | | | 24 |
| Circuit Court Total | 253 | 27 | 280 | 135 | 5 | 140 | 420 |
| District Court | | | | | | | |
| Account Clerk II | 3 | | 3 | | | | 3 |
| Certified Electronics Operator | | 2 | 2 | | | | 2 |
| Community Service Officer | | 2 | 2 | | | | 2 |
| Court Accounts Coordinator | 1 | | 1 | | | | 1 |
| Court Clerk | 10 | | 10 | | | | 10 |
| Deputy District Court Admin | 2 | | 2 | | | | 2 |

| Administration of Justice | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|---|------------------------------|-----------|------------|-----------------------------|-----------|------------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| District Court Administrator | 4 | | 4 | | | | 4 |
| District Court Clerk I | 9 | 4 | 13 | | | | 13 |
| District Court Clerk II | 55 | 10 | 65 | | | | 65 |
| District Court Clerk III | 11 | | 11 | | | | 11 |
| District Court Judge | 10 | | 10 | | | | 10 |
| District Court Probation Supv | 4 | | 4 | | | | 4 |
| District Court Recorder II | 10 | | 10 | | | | 10 |
| General Clerical | | 2 | 2 | | | | 2 |
| Magistrate | | 6 | 6 | | | | 6 |
| Office Supervisor I | 2 | | 2 | | | | 2 |
| Office Supervisor II | 3 | | 3 | | | | 3 |
| Probation Investigator | | 8 | 8 | | | | 8 |
| Probation Officer I | 1 | 2 | 3 | 2 | | 2 | 5 |
| Probation Officer II | 11 | 1 | 12 | 1 | 1 | 2 | 14 |
| Probation Officer III | 9 | | 9 | | | | 9 |
| Secretary II | 1 | | 1 | | | | 1 |
| Student | | 1 | 1 | | | | 1 |
| Substitute Dist Ct Recorder | | 1 | 1 | | | | 1 |
| Technical Assistant | 1 | | 1 | | | | 1 |
| User Support Specialist II | 1 | | 1 | | | | 1 |
| District Court Total | 148 | 39 | 187 | 3 | 1 | 4 | 191 |
| Probate Court | | | | | | | |
| Case Management Coordinator | 1 | | 1 | | | | 1 |
| Cashier | 1 | | 1 | | | | 1 |
| Court Clerk | 8 | | 8 | | | | 8 |
| Deputy Probate Register II | 9 | | 9 | | | | 9 |
| Judicial Secretary | 4 | | 4 | | | | 4 |
| Judicial Staff Attorney | 4 | | 4 | | | | 4 |
| Office Assistant II | 9 | | 9 | | | | 9 |
| Office Leader | 1 | | 1 | | | | 1 |
| Probate Court Administrator | 1 | | 1 | | | | 1 |
| Probate Court Supervisor | 2 | | 2 | | | | 2 |
| Probate Judge | 4 | | 4 | | | | 4 |
| Probate Register | 1 | | 1 | | | | 1 |
| Probate Specialist | 3 | | 3 | | | | 3 |
| Student | | 3 | 3 | | | | 3 |
| Supervisor Probate Court Op | 1 | | 1 | | | | 1 |
| Technical Assistant | 1 | | 1 | | | | 1 |
| Probate Court Total | 50 | 3 | 53 | | | | 53 |
| Administration of Justice Grand Totals | | | | | | | |
| | 451 | 69 | 520 | 138 | 6 | 144 | 664 |

| Law Enforcement | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|-----------------------------------|------------------------------|-----------|------------|-----------------------------|-----------|-----------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Prosecuting Attorney | | | | | | | |
| Account Clerk I | 1 | | 1 | | | | 1 |
| Account Clerk II | 1 | | 1 | | | | 1 |
| Accountant II | | 1 | 1 | | | | 1 |
| Adm Asst to Elected Officials | 1 | | 1 | | | | 1 |
| Assistant Prosecutor II | 31 | | 31 | | | | 31 |
| Assistant Prosecutor III | 24 | | 24 | 2 | | 2 | 26 |
| Assistant Prosecutor IV | 15 | | 15 | 1 | | 1 | 16 |
| Chf Warrants | 1 | | 1 | | | | 1 |
| Chief Assistant Prosecutor | 1 | | 1 | | | | 1 |
| Chief-Appeals | 1 | | 1 | | | | 1 |
| Chief-Circuit Court | 1 | | 1 | | | | 1 |
| Chief-District Court | 1 | | 1 | | | | 1 |
| Chief-Family Support | | | | 1 | | 1 | 1 |
| Chief-Juvenile Justice | 1 | | 1 | | | | 1 |
| Court Service Officer II | | 1 | 1 | | | | 1 |
| Domestic Support Specialist | | | | 4 | | 4 | 4 |
| Legal Secretary | 9 | | 9 | 2 | | 2 | 11 |
| Office Assistant I | 2 | | 2 | | 1 | 1 | 3 |
| Office Assistant II | 11 | | 11 | 8 | | 8 | 19 |
| Office Leader | 1 | | 1 | 1 | | 1 | 2 |
| Office Supervisor I | 2 | | 2 | | | | 2 |
| Office Supervisor II | | | | 1 | | 1 | 1 |
| Paralegal Criminal Prosecution | 2 | | 2 | | | | 2 |
| Principal Attorney | 13 | | 13 | 1 | | 1 | 14 |
| Prosecuting Attorney | 1 | | 1 | | | | 1 |
| Prosecutor Investigator | 5 | | 5 | 3 | | 3 | 8 |
| Secretary II | 2 | | 2 | | | | 2 |
| Social Worker II | 1 | | 1 | | | | 1 |
| Student | | 5 | 5 | | | | 5 |
| Support Specialist | 4 | | 4 | | | | 4 |
| Victim Advocate | 3 | | 3 | | | | 3 |
| Victim Rights Supervisor | 1 | | 1 | | | | 1 |
| Warants Specialist | 1 | | 1 | | | | 1 |
| Prosecuting Attorney Total | 137 | 7 | 144 | 24 | 1 | 25 | 169 |
| Sheriff | | | | | | | |
| Account Clerk I | 1 | | 1 | | | | 1 |
| Account Clerk II | 3 | | 3 | | | | 3 |
| Accountant II | 1 | | 1 | | | | 1 |
| Adm Asst to Elected Officials | 1 | | 1 | | | | 1 |
| Administrator Forensic Lab Ser | 1 | | 1 | | | | 1 |
| Captain | 8 | | 8 | | | | 8 |
| Central Employee Records Coord | 4 | | 4 | | | | 4 |

| Law Enforcement | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|-------------------------------|------------------------------|-----------|-------|-----------------------------|-----------|-------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Chemist Forensic Lab | 2 | | 2 | | | | 2 |
| Classification Agent | 4 | | 4 | | | | 4 |
| Collection Supervisor | 1 | | 1 | | | | 1 |
| Corrections Deputy I | 294 | | 294 | | | | 294 |
| Corrections Deputy II | 50 | | 50 | | | | 50 |
| Court Park Deputy | 5 | 150 | 155 | | 2 | 2 | 157 |
| Deputy I | 2 | | 2 | | | | 2 |
| Deputy II | 338 | | 338 | 16 | | 16 | 354 |
| Detective Sergeant Specialist | 2 | | 2 | | | | 2 |
| Dispatch Specialist | 70 | | 70 | | | | 70 |
| Dispatch Specialist Shift Ldr | 6 | | 6 | | | | 6 |
| DNA Biology Lab Supervisor | 1 | | 1 | | | | 1 |
| DNA Technician | 1 | | 1 | | | | 1 |
| Fire Investigator | 4 | | 4 | | | | 4 |
| Forensic Biologist | 2 | | 2 | | | | 2 |
| Forensic CODIS Analyst | 1 | | 1 | | | | 1 |
| Forensic Lab Specialist II | 5 | | 5 | 1 | | 1 | 6 |
| Forensic Lab Technician | 2 | 2 | 4 | | | | 4 |
| Forensic Toxicology Chemist | 4 | | 4 | | | | 4 |
| Inmate Booking Clerk | 10 | | 10 | | | | 10 |
| Inmate Casework Specialist | 1 | 1 | 2 | | | | 2 |
| Inmate Caseworker | 9 | 2 | 11 | 3 | | 3 | 14 |
| Intelligence Analyst | 1 | | 1 | 1 | | 1 | 2 |
| Jail Library Technician | 1 | | 1 | | | | 1 |
| Junior Accountant | 1 | | 1 | | | | 1 |
| Library Technician I | 1 | | 1 | | | | 1 |
| Lieutenant | 26 | | 26 | | | | 26 |
| Major/Deputy Chief of Staff | 2 | | 2 | | | | 2 |
| Marine Deputy | | 23 | 23 | | | | 23 |
| Marine Mechanic | | 1 | 1 | | | | 1 |
| Mounted Deputy | | 10 | 10 | | | | 10 |
| Net Auditor | 1 | | 1 | | | | 1 |
| Office Assistant I | 1 | | 1 | | | | 1 |
| Office Assistant II | 17 | 13 | 30 | | 1 | 1 | 31 |
| Office Supervisor II | 1 | | 1 | | | | 1 |
| Project Advisor | | 2 | 2 | | | | 2 |
| Property Room Technician | 1 | 2 | 3 | | | | 3 |
| Secretary I | 1 | | 1 | | | | 1 |
| Sergeant | 76 | | 76 | 5 | | 5 | 81 |
| Sheriff | 1 | | 1 | | | | 1 |
| Sheriff Comm Qual Assur Supv | 2 | | 2 | | | | 2 |
| Sheriff Community Liaison | 1 | | 1 | | | | 1 |
| Sheriff Fiscal Officer | 1 | | 1 | | | | 1 |

| Law Enforcement | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|-------------------------------------|------------------------------|------------|--------------|-----------------------------|-----------|-----------|--------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Sheriff Supv of State & Fed Af | 1 | | 1 | | | | 1 |
| Sheriff Technical Support Spec | 1 | | 1 | | | | 1 |
| Sr Property Room Technician | 1 | | 1 | | | | 1 |
| Student | | 2 | 2 | | | | 2 |
| Supervisor Forensics Lab | 1 | | 1 | | | | 1 |
| Supervisor Sheriff Cont & Acc | 1 | | 1 | | | | 1 |
| Supervisor Sheriff Program Svs | 2 | | 2 | | | | 2 |
| Supervisor Sheriff's Records | 1 | | 1 | | | | 1 |
| Supv-Sheriff Admin Services | 1 | | 1 | | | | 1 |
| Technical Assistant | 17 | | 17 | | | | 17 |
| Training Assistant | 1 | | 1 | | | | 1 |
| Undersheriff | 1 | | 1 | | | | 1 |
| Warrants Clerk | 2 | | 2 | 1 | 1 | 2 | 4 |
| Work Projects Coordinator | 1 | | 1 | | | | 1 |
| Work Projects Supervisor | 1 | | 1 | | | | 1 |
| Sheriff Total | 1,000 | 208 | 1,208 | 27 | 4 | 31 | 1,239 |
| Law Enforcement Grand Totals | 1,137 | 215 | 1,352 | 51 | 4 | 55 | 1,408 |

| General Government | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|-------------------------------------|------------------------------|-----------|-----------|-----------------------------|-----------|-------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Board of Commissioners | | | | | | | |
| Admin Dir-Program & Oper Anlys | 1 | | 1 | | | | 1 |
| Board of Comm Commun Liaison | 1 | | 1 | | | | 1 |
| Board of Commissioners Analyst | 2 | | 2 | | | | 2 |
| College Intern | | 1 | 1 | | | | 1 |
| Commissioner | 21 | | 21 | | | | 21 |
| Committee Coordinator | 3 | | 3 | | | | 3 |
| Communications and Market Asst | 1 | | 1 | | | | 1 |
| Director - Library Services | 1 | | 1 | | | | 1 |
| Library Acquisitions Spec | 1 | | 1 | | | | 1 |
| Library Supervisor | 1 | | 1 | | | | 1 |
| Library Tech Support Spec | 1 | | 1 | | | | 1 |
| Library Technician I | 1 | | 1 | | | | 1 |
| Secretary I | 1 | | 1 | | | | 1 |
| Secretary-Board Of Comm II | 1 | | 1 | | | | 1 |
| Senior BOC Community Liaison | 1 | | 1 | | | | 1 |
| Sr Board of Comm Analyst | 1 | | 1 | | | | 1 |
| Board of Commissioners Total | 38 | 1 | 39 | | | | 39 |
| County Clerk | | | | | | | |
| Account Clerk II | 1 | | 1 | | | | 1 |
| Adm Asst to Elected Officials | 1 | | 1 | | | | 1 |
| Cashier | 3 | | 3 | | | | 3 |
| Chief Deputy County Clerk | 1 | | 1 | | | | 1 |
| Chief Deputy Register Of Deeds | 1 | | 1 | | | | 1 |
| Clerk | | 1 | 1 | | | | 1 |
| County Clerk Comm & Ext Aff Co | 1 | | 1 | | | | 1 |
| County Clerk Records Clerk | 14 | | 14 | 1 | | 1 | 15 |
| County Clerk Records Spec | 13 | | 13 | | | | 13 |
| County Clerk Supp Specialist | 1 | | 1 | | | | 1 |
| County Clerk/Register of Deeds | 1 | | 1 | | | | 1 |
| Court Accounts Coordinator | 1 | | 1 | | | | 1 |
| Deputy Clerk/Register of Deeds | 2 | | 2 | | | | 2 |
| Director - Elections | 1 | | 1 | | | | 1 |
| Elections Specialist | 2 | | 2 | | | | 2 |
| GIS CAD Technician I | | | | 3 | | 3 | 3 |
| GIS CAD Technician II | | | | 1 | | 1 | 1 |
| Micrographic Equip Oper I | 2 | | 2 | | | | 2 |
| Micrographic Equip Oper II | 2 | | 2 | 2 | | 2 | 4 |
| Micrographics Equip Oper Supv | 1 | | 1 | | | | 1 |
| Office Assistant I | | 1 | 1 | | | | 1 |
| Office Assistant II | 29 | | 29 | | | | 29 |
| Office Leader | | | | 1 | | 1 | 1 |

| General Government | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|--------------------------------|------------------------------|-----------|------------|-----------------------------|-----------|----------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Office Supervisor I | 2 | | 2 | | | | 2 |
| Office Supervisor II | 3 | | 3 | | | | 3 |
| Plat & Boundary Review Spec | 1 | | 1 | | | | 1 |
| Real Estate Recording Clerk | 7 | | 7 | | | | 7 |
| Secretary II | 1 | | 1 | | | | 1 |
| Student | | 7 | 7 | | | | 7 |
| Supervisor County Clerk | 1 | | 1 | | | | 1 |
| Supervisor County Clk Vital Re | 1 | | 1 | | | | 1 |
| Supv-Register of Deeds | 1 | | 1 | | | | 1 |
| User Support Specialist I | 1 | | 1 | | | | 1 |
| County Clerk Total | 95 | 9 | 104 | 8 | | 8 | 112 |
| Parks & Recreation | | | | | | | |
| Account Clerk II | | | | 1 | | 1 | 1 |
| Architectural Engineer II | | | | 1 | | 1 | 1 |
| Architectural Engineer III | | | | 1 | | 1 | 1 |
| Assistant Parks Supervisor | | | | 3 | | 3 | 3 |
| Automobile Mechanic II | | | | 1 | | 1 | 1 |
| Bus Driver | | | | | 8 | 8 | 8 |
| Central Employee Records Coord | | | | 1 | | 1 | 1 |
| Chf P & R Business Operations | | | | 1 | | 1 | 1 |
| Chf Recreation Programs & Serv | | | | 1 | | 1 | 1 |
| Chief Parks Facilities Main Dv | | | | 1 | | 1 | 1 |
| Chief Parks Operations and Mai | | | | 2 | | 2 | 2 |
| College Intern | | | | | 4 | 4 | 4 |
| Communications and Market Asst | | | | 3 | | 3 | 3 |
| Construction Inspector II | | | | | 1 | 1 | 1 |
| Educational Resource Specialis | | | | 1 | | 1 | 1 |
| Executive Officer Parks & Rec | | | | 1 | | 1 | 1 |
| Executive Secretary | | | | 1 | | 1 | 1 |
| Food and Beverage Coordinator | | | | 1 | | 1 | 1 |
| Food Service Worker | | | | | 13 | 13 | 13 |
| General Maintenance Mechanic | | | | 7 | 2 | 9 | 9 |
| GIS CAD Technician I | | | | 1 | | 1 | 1 |
| GIS CAD Technician II | | | | 1 | | 1 | 1 |
| Graphic Designer | | | | 1 | 1 | 2 | 2 |
| Grounds Equipment Mechanic | | | | 6 | 3 | 9 | 9 |
| Grounds Maintenance Supervisor | | | | 3 | | 3 | 3 |
| Groundskeeper II | | | | 4 | 5 | 9 | 9 |
| Maintenance Laborer | | | | | 2 | 2 | 2 |
| Maintenance Supervisor I | | | | 2 | | 2 | 2 |
| Maintenance Supervisor II | | | | 1 | | 1 | 1 |
| Manager Parks & Rec Operations | | | | 1 | | 1 | 1 |

| General Government | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|-------------------------------------|------------------------------|-----------|-------|-----------------------------|------------|------------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Natural Resource Project Coord | | | | 1 | | 1 | 1 |
| Office Assistant I | | | | 1 | 3 | 4 | 4 |
| Office Assistant II | | | | 7 | 4 | 11 | 11 |
| Parks and Rec Attendant | | | | | 10 | 10 | 10 |
| Parks and Recreation Bus Dv Rp | | | | 4 | | 4 | 4 |
| Parks and Recreation Prog Ldr | | | | | 24 | 24 | 24 |
| Parks Crew Chief | | | | 8 | | 8 | 8 |
| Parks Helper | | | | | 268 | 268 | 268 |
| Parks Maintenance Aide | | | | 3 | 5 | 8 | 8 |
| Parks Naturalist | | | | 1 | 1 | 2 | 2 |
| Parks Supervisor | | | | 9 | | 9 | 9 |
| Principal Planner | | | | 1 | | 1 | 1 |
| Procurement Technician | | | | 1 | | 1 | 1 |
| Project Advisor | | | | | 6 | 6 | 6 |
| Recreation Program Supervisor | | | | 5 | | 5 | 5 |
| Recreation Specialist | | | | 1 | | 1 | 1 |
| Seasonal Program Specialist | | | | | 17 | 17 | 17 |
| Second Cook | | | | | 8 | 8 | 8 |
| Senior Planner | | | | 1 | | 1 | 1 |
| Skilled Maintenance Mech II | | | | 5 | | 5 | 5 |
| Skilled Maintenance Mech III | | | | 2 | 1 | 3 | 3 |
| Student | | | | | 5 | 5 | 5 |
| Supervisor Admin Services | | | | 1 | | 1 | 1 |
| Supervisor P&R Marketing & Com | | | | 1 | | 1 | 1 |
| Supervisor Parks and Rec Plng | | | | 1 | | 1 | 1 |
| Technical Aide | | | | | 1 | 1 | 1 |
| Technical Assistant | | | | 3 | | 3 | 3 |
| User Support Specialist I | | | | 1 | | 1 | 1 |
| User Support Specialist II | | | | 1 | | 1 | 1 |
| Parks & Recreation Total | | | | 105 | 392 | 497 | 497 |
| Treasurers Office | | | | | | | |
| Account Clerk II | 6 | 1 | 7 | | | | 7 |
| Accountant I | 1 | | 1 | | | | 1 |
| Accountant II | 1 | | 1 | 1 | | 1 | 2 |
| Adm Asst to Elected Officials | 1 | | 1 | | | | 1 |
| Cashier | 2 | | 2 | | | | 2 |
| Chief Deputy Treasurer | 1 | | 1 | | | | 1 |
| Chief-Tax Administration | 1 | | 1 | | | | 1 |
| Collection Clerk I | 8 | 1 | 9 | | | | 9 |
| County Treasurer | 1 | | 1 | | | | 1 |
| Delinquent Tax Supervisor | 1 | | 1 | | | | 1 |
| Disbursing Coordinator | 1 | | 1 | | | | 1 |

| General Government | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|-------------------------------------|------------------------------|-----------|-----------|-----------------------------|-----------|----------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Investment Administrator | 1 | | 1 | | | | 1 |
| Junior Accountant | 5 | | 5 | | | | 5 |
| Office Assistant II | | 1 | 1 | | | | 1 |
| Pers Prop Tax Collect Supv | 1 | | 1 | | | | 1 |
| Personal Prop Tax Coll | | | | 2 | | 2 | 2 |
| Revenue Collection Spec | 1 | | 1 | | | | 1 |
| Sr Personal Prop Tax Collector | | | | 2 | | 2 | 2 |
| Student | | 1 | 1 | | | | 1 |
| Supv-Settlement & Distribution | 1 | | 1 | | | | 1 |
| Treasurer Cash Accounting Supv | 1 | | 1 | | | | 1 |
| Treasurer Community Liaison | 1 | | 1 | | | | 1 |
| Treasurer Property Specialist | 1 | | 1 | | | | 1 |
| Treasurer Special Acctg Supv | | | | 1 | | 1 | 1 |
| Treasurers Office Total | 36 | 4 | 40 | 6 | | 6 | 46 |
| Water Resources Commissioner | | | | | | | |
| Adm Asst to Elected Officials | 1 | | 1 | | | | 1 |
| Assistant Chief Engineer | 1 | | 1 | 4 | | 4 | 5 |
| Automobile Mechanic II | | | | 1 | | 1 | 1 |
| Boiler Mechanic WRC | | | | 2 | | 2 | 2 |
| Chemist | | | | 4 | | 4 | 4 |
| Chf Deputy Water Resource Comm | 1 | | 1 | | | | 1 |
| Chf Engineer WRC | 1 | | 1 | 6 | | 6 | 7 |
| Chf WRC Admin Services | 1 | | 1 | | | | 1 |
| Chf WRC Asset Management | | | | 1 | | 1 | 1 |
| Chf WRC Water Res Rec | | | | 1 | | 1 | 1 |
| Chief Manager WRC | | | | 1 | | 1 | 1 |
| Civil Engineer II | 1 | | 1 | 1 | | 1 | 2 |
| Civil Engineer III | 2 | | 2 | 11 | | 11 | 13 |
| College Intern | | | | | 2 | 2 | 2 |
| Construction Inspector II | | | | 11 | | 11 | 11 |
| Construction Inspector III | 1 | | 1 | 9 | | 9 | 10 |
| Construction Inspector IV | | | | 2 | | 2 | 2 |
| Cross Connect & Pretreat Coord | | | | 1 | | 1 | 1 |
| Drainage District Legal Counsl | | | | 1 | | 1 | 1 |
| Electronics Technician I | | | | 2 | | 2 | 2 |
| Electronics Technician II | 1 | | 1 | 1 | | 1 | 2 |
| Electronics Technician III | | | | 2 | | 2 | 2 |
| Employee Records Specialist | 1 | | 1 | | | | 1 |
| Engineering Aide | | | | 1 | | 1 | 1 |
| Engineering Systems Coord | | | | 11 | | 11 | 11 |
| Engineering Technician | | | | 13 | | 13 | 13 |
| Environmental Planner II | 2 | | 2 | 3 | | 3 | 5 |

| General Government | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|--------------------------------|------------------------------|-----------|-------|-----------------------------|-----------|-------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Environmental Planner III | | | | 1 | | 1 | 1 |
| General Helper | | | | | 2 | 2 | 2 |
| GIS CAD Technician I | | | | 4 | | 4 | 4 |
| GIS CAD Technician II | 1 | | 1 | 3 | | 3 | 4 |
| ISO and Safety Systems Coord | | | | 1 | | 1 | 1 |
| Lake Level Technician | | | | 3 | | 3 | 3 |
| Lead Chemist | | | | 2 | | 2 | 2 |
| Maintenance Laborer-WRC | | | | 15 | | 15 | 15 |
| Maintenance Mechanic I | | | | 20 | | 20 | 20 |
| Maintenance Mechanic II | | | | 32 | | 32 | 32 |
| Manager WRC | 1 | | 1 | 1 | | 1 | 2 |
| Meter Mechanic I | | | | 1 | | 1 | 1 |
| Office Assistant I | | | | 3 | 1 | 4 | 4 |
| Office Assistant II | | 1 | 1 | 1 | | 1 | 2 |
| Office Supervisor I | | | | 1 | | 1 | 1 |
| Pump Maintenance Mechanic I | | | | 3 | | 3 | 3 |
| Pump Maintenance Mechanic II | | | | 29 | | 29 | 29 |
| Pump Maintenance Supervisor I | | | | 4 | | 4 | 4 |
| Pump Maintenance Supervisor II | | | | 2 | | 2 | 2 |
| Right Of Way Agent | | | | 1 | | 1 | 1 |
| SCADA System Engineer | | | | 1 | | 1 | 1 |
| Senior Billing Coordinator | | | | 2 | | 2 | 2 |
| Senior Engineering Syst Coord | | | | 1 | | 1 | 1 |
| Sewer Maintenance Supv I | | | | 5 | | 5 | 5 |
| Sewer Maintenance Supv II | | | | 1 | | 1 | 1 |
| Skilled Maintenance Mech III | | | | 13 | | 13 | 13 |
| Special Projects Manager WRC | | | | 1 | | 1 | 1 |
| Staff Assistant-WRC | 1 | | 1 | 1 | | 1 | 2 |
| Student | | | | | 1 | 1 | 1 |
| Student Engineer | | 1 | 1 | | | | 1 |
| Supervisor Const Sup Drn Maint | 1 | | 1 | | | | 1 |
| Supervisor Crs Conn & Pre Trea | | | | 1 | | 1 | 1 |
| Supervisor GIS/CAD | | | | 2 | | 2 | 2 |
| Supervisor Soil Erosion | | | | 1 | | 1 | 1 |
| Supervisor Technical Projects | | | | 1 | | 1 | 1 |
| Supv WRC Financial Services | | | | 2 | | 2 | 2 |
| Supv-Right Of Way | | | | 1 | | 1 | 1 |
| Supv-WRC Retention Basins | | | | 1 | | 1 | 1 |
| Survey Party Supervisor | | | | 1 | | 1 | 1 |
| Systems Control Supervisor I | | | | 2 | | 2 | 2 |
| Systems Control Supervisor II | | | | 1 | | 1 | 1 |
| Technical Assistant | | | | 7 | | 7 | 7 |
| User Support Specialist II | | | | 8 | | 8 | 8 |

| General Government | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|--------------------------------|------------------------------|-----------|-------|-----------------------------|-----------|-------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Water Maintenance Supervisor I | | | | 3 | | 3 | 3 |
| Water Maintenance Supv II | | | | 1 | | 1 | 1 |
| Water Res Rec Crew Ldr | | | | 2 | | 2 | 2 |
| Water Res Rec Crew Ldr-CRWRRF | | | | 3 | | 3 | 3 |
| Water Res Rec Opr I | | | | 1 | | 1 | 1 |
| Water Res Rec Opr II | | | | 6 | | 6 | 6 |
| Water Res Rec Opr II-CRWRRF | | | | 6 | | 6 | 6 |
| Water Res Rec Spv I | | | | 3 | | 3 | 3 |
| Water Res Rec Spv I - CRWRRF | | | | 4 | | 4 | 4 |
| Water Res Rec Spv II | | | | 2 | | 2 | 2 |
| Water Res Rec Spv II - CRWRRF | | | | 1 | | 1 | 1 |
| Water Resources Commissioner | 1 | | 1 | | | | 1 |
| WRC Billing Assistant I | | | | 6 | | 6 | 6 |
| WRC Billing Assistant II | 1 | | 1 | 5 | | 5 | 6 |
| WRC Billing Coordinator | | | | 3 | | 3 | 3 |
| WRC Billing Supervisor I | | | | 2 | | 2 | 2 |
| WRC Billing Supervisor II | | | | 1 | | 1 | 1 |

| County Executive | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|--------------------------------|------------------------------|-----------|-----------|-----------------------------|-----------|-----------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Central Services | | | | | | | |
| Account Clerk II | | | | 1 | | 1 | 1 |
| Airport Administration Supv | | | | 1 | | 1 | 1 |
| Airport Maint & Rescue Supv | | | | 1 | | 1 | 1 |
| Airport Maint Mechanic I | | | | 1 | | 1 | 1 |
| Airport Maint Mechanic II | | | | 9 | | 9 | 9 |
| Airport Maint Mechanic III | | | | 1 | | 1 | 1 |
| Airport Rental Agent | | | | 1 | | 1 | 1 |
| Automobile Mechanic I | | | | 3 | | 3 | 3 |
| Automobile Mechanic II | | | | 3 | | 3 | 3 |
| Chf-Airport Maint & Operations | | | | 1 | | 1 | 1 |
| Clerk II Delivery Person | 3 | 1 | 4 | | | | 4 |
| Communications Installer II | | | | 3 | | 3 | 3 |
| Dir-Central Services | 1 | | 1 | | | | 1 |
| Garage Account Clerk | | | | 1 | | 1 | 1 |
| Garage Services Coordinator | | | | 1 | | 1 | 1 |
| Garage Supervisor | | | | 2 | | 2 | 2 |
| General Clerical | | 1 | 1 | | | | 1 |
| General Helper | | | | | 8 | 8 | 8 |
| Maintenance Laborer | | | | 1 | | 1 | 1 |
| Manager Aviation and Transport | | | | 1 | | 1 | 1 |
| Manager-Support Services | 1 | | 1 | | | | 1 |
| Office Assistant I | 1 | | 1 | | | | 1 |
| Office Assistant II | 4 | | 4 | 1 | | 1 | 5 |
| Office Leader | 1 | | 1 | | | | 1 |
| Office Supervisor II | 1 | | 1 | | | | 1 |
| Record Retention Specialist | 1 | | 1 | | | | 1 |
| Secretary II | 1 | | 1 | | | | 1 |
| Senior Automobile Mechanic | | | | 3 | | 3 | 3 |
| Support Services Equip Oper | 2 | 1 | 3 | | | | 3 |
| Central Services Total | 16 | 3 | 19 | 35 | 8 | 43 | 62 |
| County Executive | | | | | | | |
| Administrator Purchasing | 1 | | 1 | | | | 1 |
| Assistant Corp Counsel III | 2 | | 2 | | | | 2 |
| Auditor I | 2 | | 2 | | | | 2 |
| Auditor II | 1 | | 1 | | 1 | 1 | 2 |
| Auditor III | 1 | | 1 | | | | 1 |
| Buyer II | 5 | | 5 | | | | 5 |
| Central Employee Records Coord | 1 | | 1 | | | | 1 |
| Compliance Officer | 1 | | 1 | | | | 1 |
| Corporation Counsel | 1 | | 1 | | | | 1 |
| Corporation Counsel Litigator | | | | 1 | | 1 | 1 |

| County Executive | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|---|------------------------------|-----------|-----------|-----------------------------|-----------|-----------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| County Executive | 1 | | 1 | | | | 1 |
| County Executive Assistant | 1 | | 1 | | | | 1 |
| Deputy Corporation Counsel | 1 | | 1 | | | | 1 |
| Deputy County Executive I | 2 | | 2 | | | | 2 |
| Deputy County Executive II | 3 | | 3 | | | | 3 |
| Executive Secretary | 4 | | 4 | | | | 4 |
| Field Claims Investigator | | | | 2 | | 2 | 2 |
| Financial Attorney Corp Counsel | 1 | | 1 | | | | 1 |
| Graphic Designer | 1 | | 1 | | | | 1 |
| Insurance Risk Administrator | | | | 1 | | 1 | 1 |
| Law Clerk | | 1 | 1 | | | | 1 |
| Legal Secretary | 2 | | 2 | | | | 2 |
| Media & Communications Officer | 1 | | 1 | | | | 1 |
| Procurement & Compliance Spec | 4 | | 4 | | | | 4 |
| Risk Management Claims Analyst | | | | 1 | | 1 | 1 |
| Risk Manager | | | | 1 | | 1 | 1 |
| Safety Coordinator | | | | 1 | | 1 | 1 |
| Senior Assistant Corp Counsel | 8 | 1 | 9 | | | | 9 |
| Student | | 1 | 1 | | | | 1 |
| Supervisor Admin Services | 1 | | 1 | | | | 1 |
| Supervisor Purchasing | 1 | | 1 | | | | 1 |
| Support Specialist | 2 | | 2 | | | | 2 |
| Technical Assistant | | | | 2 | | 2 | 2 |
| User Support Specialist I | 2 | | 2 | | | | 2 |
| County Executive Total | 50 | 3 | 53 | 9 | 1 | 10 | 63 |
| Economic Development & Community Affairs | | | | | | | |
| Account Clerk II | | | | 1 | | 1 | 1 |
| Admn Business Development | 1 | | 1 | | | | 1 |
| Admn Financial Services | 1 | | 1 | | | | 1 |
| Associate Planner | 2 | | 2 | | | | 2 |
| Business Development Coordinat | 2 | | 2 | | | | 2 |
| Business Development Represent | 2 | | 2 | 1 | | 1 | 3 |
| Chf Community & Home Improvemt | | | | 1 | | 1 | 1 |
| College Intern | | 5 | 5 | | | | 5 |
| Comm & Home Improve Assistant | | | | 1 | | 1 | 1 |
| Comm & Home Improve Field Tech | | | | 2 | | 2 | 2 |
| Comm & Home Improvement Tech | | | | 2 | | 2 | 2 |
| Community and Home Imp Coordin | | | | 4 | | 4 | 4 |
| Deputy Dir-Econ Dev & Comm Aff | 1 | | 1 | | | | 1 |
| Dir-Econ Dev & Comm Affairs | 1 | | 1 | | | | 1 |
| GIS CAD Technician II | 1 | | 1 | | | | 1 |
| Grant Complianc and Prog Coord | | | | 1 | | 1 | 1 |

| County Executive | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|--|------------------------------|-----------|-----------|-----------------------------|-----------|-----------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Graphic Designer | 2 | | 2 | | | | 2 |
| Housing Counsl & Hmless Sv Sup | | | | 1 | | 1 | 1 |
| Loan and Finance Officer | | | | 1 | | 1 | 1 |
| Loan Closer | | | | 1 | | 1 | 1 |
| Loan Coordinator | | | | 2 | | 2 | 2 |
| Manager Planning | 1 | | 1 | | | | 1 |
| Manager Workforce Development | | | | 1 | | 1 | 1 |
| Market Research Analyst | 1 | | 1 | | | | 1 |
| Marketing & Comm Officer | 1 | | 1 | | | | 1 |
| Marketing Coordinator | 4 | 2 | 6 | 1 | | 1 | 7 |
| Mgr-Community & Home Improvemnt | | | | 1 | | 1 | 1 |
| Office Assistant I | | | | 2 | | 2 | 2 |
| Office Assistant II | | 1 | 1 | | | | 1 |
| Principal Planner | 6 | | 6 | | | | 6 |
| Secretary II | 1 | | 1 | 1 | | 1 | 2 |
| Senior Business Developmnt Rep | 7 | | 7 | 1 | | 1 | 8 |
| Senior Community and HI Fld T | | | | 2 | | 2 | 2 |
| Senior Community and HI Spec | | | | 3 | | 3 | 3 |
| Senior Planner | 3 | | 3 | | | | 3 |
| Small Business Analyst | 3 | | 3 | | | | 3 |
| Staff Assistant-Workforce Dev | | | | 1 | | 1 | 1 |
| Student | | | | | 1 | 1 | 1 |
| Supervisor Marketing & Comm | 1 | | 1 | | | | 1 |
| Supv-C & HI Admin Services | | | | 1 | | 1 | 1 |
| Supv-Comm & Home Improvement | | | | 2 | | 2 | 2 |
| Supv-Information Services | 1 | | 1 | | | | 1 |
| Technical Assistant | | 3 | 3 | | | | 3 |
| User Support Specialist I | 2 | | 2 | | | | 2 |
| User Support Specialist II | 1 | | 1 | | | | 1 |
| Workforce Development Tech III | | | | 3 | | 3 | 3 |
| Economic Development & Community Affairs To | 45 | 11 | 56 | 37 | 1 | 38 | 94 |
| Facilities Management | | | | | | | |
| Alarm Technician | | | | 2 | | 2 | 2 |
| Automobile Mechanic II | | | | 1 | | 1 | 1 |
| Boiler Mechanic | | | | 1 | | 1 | 1 |
| Boiler Operator | | | | 4 | | 4 | 4 |
| Building Safety Attendant | | | | 6 | | 6 | 6 |
| Central Employee Records Coord | | | | 1 | | 1 | 1 |
| Central Stock Attendant | | | | 1 | | 1 | 1 |
| Chf Building Safety | | | | 1 | | 1 | 1 |
| Chief-Custodial Services | | | | 1 | | 1 | 1 |
| Chief-FM&O | | | | 1 | | 1 | 1 |

| County Executive | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|------------------------------------|------------------------------|-----------|----------|-----------------------------|-----------|------------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Chief-Heating Plant | | | | 1 | | 1 | 1 |
| Chief-Landscape Services | | | | 1 | | 1 | 1 |
| Custodial Work Supervisor II | | | | 1 | | 1 | 1 |
| Custodial Work Supervisor III | | | | 2 | | 2 | 2 |
| Custodial Worker II | | | | 44 | | 44 | 44 |
| Custodial Worker III | | | | 1 | | 1 | 1 |
| Director-Facilities Management | 1 | | 1 | | | | 1 |
| Facilities Contract Specialist | | | | | 1 | 1 | 1 |
| Facilities Mgmt Specialist | | | | 1 | | 1 | 1 |
| Facilities Project Coordinator | 2 | | 2 | 1 | | 1 | 3 |
| Facilities Project Manager | 2 | | 2 | 2 | | 2 | 4 |
| General Helper | | | | | 7 | 7 | 7 |
| GIS CAD Technician I | | | | 1 | | 1 | 1 |
| Groundskeeper Crew Chief | | | | 2 | | 2 | 2 |
| Groundskeeper I | | | | 4 | | 4 | 4 |
| Groundskeeper II | | | | 5 | | 5 | 5 |
| Groundskeeper Spec/Irrigation | | | | 1 | | 1 | 1 |
| Groundskeeper Specialist | | | | 2 | | 2 | 2 |
| Locksmith | | | | 1 | | 1 | 1 |
| Maintenance Planner II | | | | 1 | | 1 | 1 |
| Maintenance Supervisor II | | | | 7 | | 7 | 7 |
| Manager Facilities Plan & Eng | 1 | | 1 | | | | 1 |
| Mgr-Facilities Maint & Oper | | | | 1 | | 1 | 1 |
| Mobile Unit Custodial Worker | | | | 6 | | 6 | 6 |
| Office Assistant II | | | | 1 | | 1 | 1 |
| Painter II | | | | 7 | | 7 | 7 |
| Procurement Technician | | | | 1 | | 1 | 1 |
| Property Management Specialist | | | | 2 | | 2 | 2 |
| Safety Dispatcher | | | | 8 | | 8 | 8 |
| Secretary II | 1 | | 1 | | | | 1 |
| Security Systems Specialist | | | | 2 | | 2 | 2 |
| Security Systems Supervisor | | | | 1 | | 1 | 1 |
| Shift Supv-Building Safety | | | | 3 | 2 | 5 | 5 |
| Skilled Maintenance Mech II | | | | 30 | | 30 | 30 |
| Skilled Maintenance Mech III | | | | 5 | | 5 | 5 |
| Skilled Maintenance Mechanic I | | | | 2 | | 2 | 2 |
| Sr Facilities Project Manager | 1 | | 1 | 1 | | 1 | 2 |
| Student | | | | | 1 | 1 | 1 |
| Supervisor Facil Plng and Eng | | | | 1 | | 1 | 1 |
| Supervisor-FM&O Admin Services | | | | 1 | | 1 | 1 |
| Technical Assistant | | | | 1 | | 1 | 1 |
| Facilities Management Total | 8 | | 8 | 170 | 11 | 181 | 189 |

| County Executive | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|----------------------------------|------------------------------|-----------|-------|-----------------------------|-----------|-------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Health and Human Services | | | | | | | |
| Account Clerk II | 2 | | 2 | | | | 2 |
| Adm-Children's Village | 3 | | 3 | | | | 3 |
| Adm-Environmental Health Servi | 1 | | 1 | | | | 1 |
| Administrator-CHPIS | 1 | | 1 | | | | 1 |
| Adm-Pers & Prev Health Svcs | 1 | | 1 | | | | 1 |
| Adm-PH Admin Services | 1 | | 1 | | | | 1 |
| Auxiliary Health Worker | 1 | 1 | 2 | 9 | 1 | 10 | 12 |
| Central Employee Records Coord | 2 | | 2 | | | | 2 |
| Chf Children's Vill Trtmt Sv | 1 | | 1 | | | | 1 |
| Chf CHPIS | 1 | | 1 | | | | 1 |
| Chf Emergency Management | 1 | | 1 | | | | 1 |
| Chf Public Hlth Comm Nursing | 1 | | 1 | | | | 1 |
| Chf Public Hlth Spec Prgm | 2 | | 2 | | | | 2 |
| Chf-Environmental Health Activ | 2 | | 2 | | | | 2 |
| Chief-Environ Health Spec Prog | 1 | | 1 | | | | 1 |
| Chief-Pub Health Admin Service | 1 | | 1 | | | | 1 |
| Children's Vill Case Coord I | 1 | | 1 | | | | 1 |
| Children's Vill Case Coord II | 10 | | 10 | | | | 10 |
| Children's Vill Re-entry Spec | 3 | | 3 | | | | 3 |
| Children's Village Intake Clrk | 2 | | 2 | | | | 2 |
| Clerk II Delivery Person | 1 | | 1 | | | | 1 |
| College Intern | | 5 | 5 | | | | 5 |
| Communications and Market Asst | 1 | | 1 | | | | 1 |
| Dental Hygienist | 1 | | 1 | | | | 1 |
| Director-Health & Human Serv | 1 | | 1 | | | | 1 |
| Emergency Management Coord | 1 | | 1 | | | | 1 |
| Employee Records Specialist | 1 | | 1 | | | | 1 |
| Epidemiologist | 3 | | 3 | | | | 3 |
| Executive Secretary | 1 | | 1 | | | | 1 |
| First Cook | 3 | | 3 | | | | 3 |
| Food Service Supervisor | 1 | | 1 | | | | 1 |
| General Staff Nurse | 6 | | 6 | | | | 6 |
| Graphic Designer | 1 | | 1 | | | | 1 |
| Health & Human Svcs Contract C | 2 | | 2 | | | | 2 |
| Health Laboratory Clerk | 1 | | 1 | | | | 1 |
| Health Officer | 1 | | 1 | | | | 1 |
| Health Program Coordinator | 4 | | 4 | 4 | | 4 | 8 |
| Hearing/Vision Tech Supervisor | 2 | | 2 | | | | 2 |
| Homeland Security Regional SAP | | | | 2 | | 2 | 2 |
| Homeland Security Specialist | 3 | | 3 | | | | 3 |
| Laboratory Supervisor | 1 | | 1 | | | | 1 |
| Lactation Specialist | | | | 1 | | 1 | 1 |

| County Executive | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|---------------------------------|------------------------------|-----------|-------|-----------------------------|-----------|-------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Librarian | | 1 | 1 | | | | 1 |
| Manager Children's Village | 1 | | 1 | | | | 1 |
| Manager Homeland Security | 1 | | 1 | | | | 1 |
| Medical Director | 1 | | 1 | | | | 1 |
| Medical Technologist | 4 | | 4 | | | | 4 |
| Nutrition Technician - WIC | | | | 3 | | 3 | 3 |
| Office Assistant I | | | | 1 | | 1 | 1 |
| Office Assistant II | 42 | 2 | 44 | 5 | | 5 | 49 |
| Office Leader | | | | 2 | | 2 | 2 |
| Office Supervisor I | 5 | | 5 | 1 | | 1 | 6 |
| Office Supervisor II | | | | 1 | | 1 | 1 |
| Program Nursing Supervisor- CV | 1 | | 1 | | | | 1 |
| Program Supervisor-Child Villa | 6 | | 6 | | | | 6 |
| Public Health Educator I | | | | | 1 | 1 | 1 |
| Public Health Educator II | | | | 1 | 2 | 3 | 3 |
| Public Health Educator III | 7 | | 7 | 3 | | 3 | 10 |
| Public Health Educator Supv | 2 | | 2 | | | | 2 |
| Public Health Nurse II | | 1 | 1 | | 1 | 1 | 2 |
| Public Health Nurse III | 72 | 1 | 73 | 16 | | 16 | 89 |
| Public Health Nutrition Sup | 1 | | 1 | 1 | | 1 | 2 |
| Public Health Nutritionist I | | | | 1 | | 1 | 1 |
| Public Health Nutritionist II | | | | 6 | | 6 | 6 |
| Public Health Nutritionist III | 3 | | 3 | 3 | | 3 | 6 |
| Public Health Sanitarian | 24 | | 24 | | | | 24 |
| Public Health Sanitarian Supv | 10 | | 10 | | | | 10 |
| Public Health Sanitarian Tech | 4 | | 4 | | | | 4 |
| Public Health Technician | 2 | 17 | 19 | | | | 19 |
| Public Hlth Preparedness Spec | | | | 1 | | 1 | 1 |
| Quality and Proc Improvem Supv | 1 | | 1 | | | | 1 |
| Radiologic Technologist | 2 | | 2 | | | | 2 |
| Second Cook | 1 | | 1 | | | | 1 |
| Secretary I | 1 | | 1 | | | | 1 |
| Secretary II | 3 | | 3 | | | | 3 |
| Senior Public Health Sanitaria | 32 | | 32 | | | | 32 |
| Staff Psychiatrist | | 1 | 1 | | | | 1 |
| Storekeeper III | 1 | | 1 | | | | 1 |
| Student | | 6 | 6 | | 1 | 1 | 7 |
| Supervisor Public Hlth Nursg | 9 | | 9 | 1 | | 1 | 10 |
| Supv-Health Central Supp Svcs | 2 | | 2 | | | | 2 |
| Supv-Planning & Evaluation | 1 | | 1 | | | | 1 |
| Technical Assistant | | 1 | 1 | | | | 1 |
| Treatment Services Clinician I | 2 | | 2 | | | | 2 |
| Treatment Services Clinician II | 7 | | 7 | | | | 7 |

| County Executive | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|--|------------------------------|-----------|------------|-----------------------------|-----------|-----------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Treatment Services Supervisor | 2 | | 2 | | | | 2 |
| User Support Specialist II | 4 | | 4 | | | | 4 |
| Vaccine Supply Coordinator | | | | 2 | | 2 | 2 |
| Youth Specialist I | 21 | 13 | 34 | | | | 34 |
| Youth Specialist II | 99 | | 99 | | | | 99 |
| Youth Specialist Supervisor | 11 | | 11 | | | | 11 |
| Health and Human Services Total | 458 | 49 | 507 | 64 | 6 | 70 | 577 |
| Human Resources | | | | | | | |
| Central Employee Records Coord | 1 | | 1 | | | | 1 |
| Deputy Director-Human Resource | 1 | | 1 | | | | 1 |
| Director-Human Resources | 1 | | 1 | | | | 1 |
| Empl and Labor Rel Spec III | 1 | | 1 | | | | 1 |
| Employee and Labor Rel Spc II | 1 | | 1 | | | | 1 |
| Employee Benefits Spec II | | | | 2 | | 2 | 2 |
| Employee Benefits Specialist I | | | | | 1 | 1 | 1 |
| Employee Recog & Wellness Supv | | | | 1 | | 1 | 1 |
| Employee Records Specialist | 4 | 1 | 5 | 1 | | 1 | 6 |
| Employee Training & Dev Supv | | | | 1 | | 1 | 1 |
| ERP Administrator | 1 | | 1 | | | | 1 |
| Graphic Designer | | | | 1 | | 1 | 1 |
| Human Resources Analyst II | 6 | | 6 | 4 | | 4 | 10 |
| Human Resources Analyst III | 3 | | 3 | 2 | 1 | 3 | 6 |
| Manager-Human Resources | 1 | | 1 | 1 | | 1 | 2 |
| Office Assistant I | 1 | | 1 | | 1 | 1 | 2 |
| Office Assistant II | 1 | | 1 | | 2 | 2 | 3 |
| Project Advisor | | 1 | 1 | | | | 1 |
| Recruitment Supervisor | 1 | | 1 | | | | 1 |
| Retirement Administrator | | | | 1 | | 1 | 1 |
| Retirement Specialist I | | | | 2 | | 2 | 2 |
| Retirement Specialist II | | | | 1 | 1 | 2 | 2 |
| Supervisor Admin Services | | | | 1 | | 1 | 1 |
| Supervisor Human Resources | 2 | | 2 | | | | 2 |
| Supervisor Labor Relations | 1 | | 1 | | | | 1 |
| Supervisor-Employee Benefits | | | | 1 | | 1 | 1 |
| Technical Assistant | 1 | | 1 | | 1 | 1 | 2 |
| Wellness Coordinator | | | | 1 | | 1 | 1 |
| Human Resources Total | 27 | 2 | 29 | 20 | 7 | 27 | 56 |
| Information Technology | | | | | | | |
| Adm-CLEMIS | | | | 1 | | 1 | 1 |
| Application Analyst Prog I | | | | 1 | | 1 | 1 |
| Application Analyst Prog II | | | | 11 | | 11 | 11 |

| County Executive | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|--------------------------------|------------------------------|-----------|-------|-----------------------------|-----------|-------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Application Analyst Prog III | | | | 11 | | 11 | 11 |
| Application Architect | | | | 1 | | 1 | 1 |
| Chf Application Services | | | | 2 | | 2 | 2 |
| Chf Technical Services | | | | 2 | | 2 | 2 |
| Chf Technical Systems | | | | 1 | | 1 | 1 |
| Chief Information Security Off | | | | 1 | | 1 | 1 |
| Chief Technology Officer | | | | 1 | | 1 | 1 |
| Chief-CLEMIS | | | | 1 | | 1 | 1 |
| Computer Operations Supervisor | | | | 1 | | 1 | 1 |
| Customer Services Tech II | | | | 20 | | 20 | 20 |
| Customer Services Tech III | | | | 3 | | 3 | 3 |
| Data Base Administrator | | | | 4 | | 4 | 4 |
| Data Processing Equip Oper II | | | | 6 | | 6 | 6 |
| Deployment Services Technician | | | | 1 | | 1 | 1 |
| Dir-Information Technology | | | | 1 | | 1 | 1 |
| Employee Records Specialist | | | | 1 | | 1 | 1 |
| Enterprise Architect | | | | 1 | | 1 | 1 |
| Executive Secretary | | | | 1 | | 1 | 1 |
| GIS Enterprise Data Tech II | | | | 1 | | 1 | 1 |
| Internal Services Supervisor | | | | 1 | | 1 | 1 |
| IT Business Analyst | | | | 9 | 1 | 10 | 10 |
| IT Security Specialist | | | | 2 | | 2 | 2 |
| IT User Support Specialist I | | | | 3 | | 3 | 3 |
| IT User Support Specialist II | | | | 11 | | 11 | 11 |
| Manager IT | | | | 4 | | 4 | 4 |
| Materials Management Clerk | | | | 1 | | 1 | 1 |
| Multi Media Specialist | | | | 1 | | 1 | 1 |
| Network Administrator I | | | | 4 | | 4 | 4 |
| Network Administrator II | | | | 4 | | 4 | 4 |
| Network Engineer | | | | 2 | | 2 | 2 |
| Office Assistant II | | | | 2 | | 2 | 2 |
| Procurement Technician | | | | 1 | | 1 | 1 |
| Project Manager | | | | 10 | | 10 | 10 |
| Project Support Specialist | | | | 3 | | 3 | 3 |
| Receptionist/Clerk | | | | 1 | | 1 | 1 |
| Senior Systems Analyst | | | | 6 | | 6 | 6 |
| Student | | | | | 2 | 2 | 2 |
| Student Engineer | | | | | 2 | 2 | 2 |
| Supervisor I Info Tech | | | | 9 | | 9 | 9 |
| Supervisor II Info Tech | | | | 5 | | 5 | 5 |
| Supv-Radio Communications | | | | 1 | | 1 | 1 |
| Systems Administrator II | | | | 2 | | 2 | 2 |
| Systems Engineer | | | | 8 | | 8 | 8 |

| County Executive | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|-------------------------------------|------------------------------|-----------|-------|-----------------------------|-----------|------------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Technical Architect | | | | 1 | | 1 | 1 |
| Technical Operations Supv | | | | 1 | | 1 | 1 |
| Telecommunication Network Supv | | | | 1 | | 1 | 1 |
| Telephone Communications Tech | | | | 2 | | 2 | 2 |
| Information Technology Total | | | | 168 | 5 | 173 | 173 |
| Management and Budget | | | | | | | |
| Account Clerk I | | 5 | 5 | 1 | | 1 | 6 |
| Account Clerk II | 9 | 1 | 10 | 2 | | 2 | 12 |
| Accountant I | 2 | | 2 | | | | 2 |
| Accountant II | 3 | | 3 | 3 | | 3 | 6 |
| Accountant III | 9 | 1 | 10 | 1 | | 1 | 11 |
| Chf Equalization | 4 | | 4 | | | | 4 |
| Chf Fiscal Services | 5 | | 5 | | | | 5 |
| Collection Clerk I | 5 | | 5 | | | | 5 |
| Collection Clerk II | 11 | | 11 | | | | 11 |
| Collection Specialist | 8 | | 8 | | | | 8 |
| Dir-Management & Budget | 1 | | 1 | | | | 1 |
| Employee Records Specialist | 1 | | 1 | | | | 1 |
| Equalization Appraiser I Cert | 2 | | 2 | | | | 2 |
| Equalization Appraiser II-Cert | 35 | | 35 | | | | 35 |
| Equalization Appraiser III Cer | 8 | | 8 | | | | 8 |
| Equalization Clerk | 2 | | 2 | | | | 2 |
| Equalization Field Supervisor | 5 | | 5 | | | | 5 |
| Equalization Officer | 1 | | 1 | | | | 1 |
| ERP Administrator | 1 | | 1 | | | | 1 |
| Financial Analyst Coordinator | 1 | | 1 | | | | 1 |
| Fiscal Services Officer | 1 | | 1 | | | | 1 |
| Fiscal Svcs Grant Compl Admin | 1 | | 1 | | | | 1 |
| General Clerical | | 1 | 1 | | | | 1 |
| GIS CAD Technician II | 4 | | 4 | | | | 4 |
| Junior Accountant | | | | 1 | | 1 | 1 |
| Office Assistant I | | 1 | 1 | | | | 1 |
| Office Supervisor II | 1 | | 1 | | | | 1 |
| Parks and Recreation Fiscal Co | | | | 1 | | 1 | 1 |
| Payroll Specialist I | 1 | | 1 | | | | 1 |
| Payroll Specialist II | 2 | | 2 | | | | 2 |
| Reimbursement Accounts Spec | 1 | | 1 | | | | 1 |
| Senior Equalization Clerk | 15 | | 15 | | | | 15 |
| Senior Financial Analyst | 8 | | 8 | | | | 8 |
| Student | | 2 | 2 | | | | 2 |
| Supervisor I-Fiscal Services | 4 | | 4 | | | | 4 |
| Supervisor II Fiscal Services | 8 | | 8 | | | | 8 |

| County Executive | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|------------------------------------|------------------------------|-----------|------------|-----------------------------|-----------|----------|-------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Supervisor III-Fiscal Services | 2 | | 2 | | | | 2 |
| Supv-Equalization Admin Srvc | 1 | | 1 | | | | 1 |
| Supv-Land Description & Mappin | 1 | | 1 | | | | 1 |
| Tax Standards Specialist | 1 | | 1 | | | | 1 |
| Technical Assistant | 2 | 2 | 4 | | | | 4 |
| Management and Budget Total | 166 | 13 | 179 | 9 | | 9 | 188 |
| Public Services | | | | | | | |
| Animal Census Leader | | 1 | 1 | | | | 1 |
| Animal Control Officer | 12 | 1 | 13 | | | | 13 |
| Animal Control Shelter Leader | 1 | | 1 | | | | 1 |
| Animal Control Supervisor | 2 | | 2 | | | | 2 |
| Animal Shelter Attendant | 3 | 1 | 4 | | | | 4 |
| Autopsy Attendant | 3 | | 3 | | | | 3 |
| Autopsy Attendant Supervisor | 1 | | 1 | | | | 1 |
| Chf Animal Control | 1 | | 1 | | | | 1 |
| Chf Community Correct Field Op | 1 | | 1 | | | | 1 |
| Chf Forensic Pathologist | 1 | | 1 | | | | 1 |
| Clerk | | 1 | 1 | | | | 1 |
| Client Transporter | 1 | | 1 | | | | 1 |
| College Intern | | 3 | 3 | | | | 3 |
| Comm Corrections Support Spec | | | | 1 | | 1 | 1 |
| Community Corr Spec I | 3 | 5 | 8 | | 1 | 1 | 9 |
| Community Corr Spec III | 9 | | 9 | | | | 9 |
| Community Corrections Spec II | 15 | 1 | 16 | 11 | 1 | 12 | 28 |
| Deputy Chief Forensic Patholog | 1 | | 1 | | | | 1 |
| Deputy Forensic Pathologist | 3 | | 3 | | | | 3 |
| Dir-Public Services | 1 | | 1 | | | | 1 |
| Employee Records Specialist | 1 | | 1 | | | | 1 |
| Ext Home Economist/Food Presv | 1 | | 1 | | | | 1 |
| Forensic Toxicologist | 2 | | 2 | | | | 2 |
| Four-H Youth Develop Prg Coord | 3 | | 3 | | | | 3 |
| Histology Technician | 1 | | 1 | | | | 1 |
| Manager-Animal Control | 1 | | 1 | | | | 1 |
| Manager-Community Corrections | 1 | | 1 | | | | 1 |
| Manager-Veteran's Services | 1 | | 1 | | | | 1 |
| Medical Examiner Administrator | 1 | | 1 | | | | 1 |
| Medical Examiner Investig Supv | 1 | | 1 | | | | 1 |
| Medical Examiner Investigator | 7 | 1 | 8 | | | | 8 |
| MEO Assistant | 3 | | 3 | | | | 3 |
| MEO Supervisor | 1 | | 1 | | | | 1 |
| Natural Science Program Coord | 1 | | 1 | | | | 1 |
| Office Assistant I | 3 | | 3 | | | | 3 |

| County Executive | General Fund/General Purpose | | | Special Revenue/Proprietary | | | Grand Total |
|--------------------------------------|------------------------------|------------|--------------|-----------------------------|------------|--------------|--------------|
| | Full Time | Part Time | Total | Full Time | Part Time | Total | |
| Office Assistant II | 9 | | 9 | 1 | | 1 | 10 |
| Office Leader | 1 | | 1 | | | | 1 |
| Secretary II | 1 | | 1 | | | | 1 |
| Student | | 1 | 1 | | | | 1 |
| Supervisor Admin Services | 1 | | 1 | | | | 1 |
| Supv-Community Corrections | 3 | | 3 | 1 | | 1 | 4 |
| Technical Assistant | 1 | 1 | 2 | | | | 2 |
| Veterans Benefit Counsel Supv | 2 | | 2 | | | | 2 |
| Veterans Benefit Counselor II | 7 | | 7 | | | | 7 |
| Veterans Benefit Counselor III | 2 | | 2 | | | | 2 |
| Veterinarian | 1 | 1 | 2 | | | | 2 |
| Veterinarian Technician | 3 | 1 | 4 | | | | 4 |
| Public Services Total | 117 | 18 | 135 | 14 | 2 | 16 | 151 |
| County Executive Grand Totals | 887 | 99 | 986 | 526 | 41 | 567 | 1,553 |
| County Total | 2,666 | 399 | 3,065 | 1,186 | 450 | 1,636 | 4,701 |
| Grand Totals | Full Time: | | 3,852 | Part Time: | | 849 | Total: 4,701 |



FY 2019 General Fund/General Purpose Position Requests

| | | | | | | | BOARD OF COMMISSIONERS ACTION | | | |
|--|--------------------------------|---|-----------------|----------------|-----------------|-----------|----------------------------------|-----------|---------------------------------|--|
| REQUESTING DEPARTMENT / DIVISION / UNIT | REQUESTED # OF POSITIONS | CLASSIFICATION | SALARY GRADE | SALARY EACH | FTE FRINGES* | TOTAL | TOTAL | | | |
| | | | | | | | # POS. | COST | COMMENTS | |
| Circuit Court | | | | | | | | | | |
| Judicial Administration | 1 | Judicial Staff Attorney @ 1 year step | -- | 68,273 | 40,301 | 108,574 | 1 | 108,574 | Approved. Effective 1/1/2019 | |
| | 1 | Judicial Secretary @ 1 year step | -- | 50,399 | 33,908 | 84,307 | 1 | 84,307 | Approved. Effective 1/1/2019 | |
| | 2 | Court Clerk @ 1 year step | -- | 38,443 | 29,631 | 136,148 | 2 | 136,148 | Approved. Effective 1/1/2019 | |
| Division Total | 4 | 0 | | 157,115 | 103,840 | 329,028 | 4 | 0 | 329,028 | |
| Family Division Court Services | (1) | Manager Court Services (3010402-07512) @ 1 year step | 20 | 90,458 | 48,237 | (138,694) | (1) | (138,694) | Approved | |
| Judicial Support | (1) | Student (3010403-06877) PTNE 1,240 hours/year @ 1 year step | -- | 12,818 | 706 | (13,525) | (1) | (13,525) | Approved | |
| | 1 | Permanency Case Coordinator @ 2 year step | 12 | 61,732 | 37,962 | 99,694 | 1 | 99,694 | Approved | |
| | 1 | Permanency Case Coordinator @ 5 year step | 12 | 71,796 | 41,561 | 113,357 | 1 | 113,357 | Approved | |
| | 1 | Office Assistant I @ 1 year step | 3 | 31,188 | 27,036 | 58,223 | 1 | 58,223 | Approved | |
| Division Total | 3 | (2) | | 267,992 | 155,502 | 119,056 | 3 | (2) | 119,056 | |
| DEPARTMENT TOTAL | 7 | (2) | | 425,106 | 259,342 | 448,084 | 7 | (2) | 448,084 | |
| District Court | | | | | | | | | | |
| Division II - Clarkston | (1) | District Court Clerk II (3020301-10997) FTNE 2,000 hours/year @ 1 year step | 6 | 34,617 | 1,907 | (36,524) | (1) | (36,524) | Approved | |
| | 1 | District Court Clerk I @ 1 year step | 5 | 34,188 | 28,109 | 62,298 | 1 | 62,298 | Approved | |
| Division Total | 1 | (1) | | 68,805 | 30,017 | 25,773 | 1 | (1) | 25,773 | |
| Division III - Rochester Hills | 1 | District Court Clerk I @ 1 year step | 5 | 34,188 | 28,109 | 62,298 | 1 | 62,298 | Approved | |
| Division Total | 1 | 0 | | 34,188 | 28,109 | 62,298 | 1 | 0 | 62,298 | |
| Division IV - Troy | 1 | District Court Clerk I @ 1 year step | 5 | 34,188 | 28,109 | 62,298 | 1 | 62,298 | Approved | |
| Division Total | 1 | 0 | | 34,188 | 28,109 | 62,298 | 1 | 0 | 62,298 | |
| DEPARTMENT TOTAL | 3 | (1) | | 137,182 | 86,235 | 150,368 | 3 | (1) | 150,368 | |
| Prosecuting Attorney | | | | | | | | | | |
| Litigation | 1 | Assistant Prosecuting Attorney III @ 1 year step | -- | 85,248 | 46,373 | 131,621 | 1 | 131,621 | Approved. Effective 1/1/2019 | |
| Division Total | 1 | 0 | | 85,248 | 46,373 | 131,621 | 1 | 0 | 131,621 | |
| DEPARTMENT TOTAL | 1 | 0 | | 85,248 | 46,373 | 131,621 | 1 | 0 | 131,621 | |



FY 2019 General Fund/General Purpose Position Requests

| REQUESTING DEPARTMENT / DIVISION / UNIT | REQUESTED # OF POSITIONS | CLASSIFICATION | SALARY GRADE | SALARY EACH | FTE FRINGES* | TOTAL | BOARD OF COMMISSIONERS ACTION | | |
|--|--------------------------------|---|-----------------|----------------|-----------------|-----------------|----------------------------------|---------------|-----------------|
| | | | | | | | # POS. | TOTAL COST | COMMENTS |
| Sheriff's Office | | | | | | | | | |
| Court Services/Transport | 7 | Corrections Deputy I @ 1 year step | -- | 41,713 | 30,801 | 507,595 | 7 | 507,595 | Approved |
| | 1 | Corrections Deputy I @ 1 year step | -- | 41,713 | 30,801 | 72,514 | 1 | 72,514 | Approved. |
| Division Total | 8 | 0 | | 83,426 | 61,601 | 580,109 | 8 | 0 | 580,109 |
| Emergency Response & Prep ERP/Training | 2 | Project Advisor PTNE 1,000 hours/year @ 1 year step | -- | 28,066 | 1,546 | 59,226 | 2 | 59,226 | Approved |
| Division Total | 2 | 0 | | 28,066 | 1,546 | 59,226 | 2 | 0 | 59,226 |
| Investigative & Forensic Services Special Teams | 2 | Property Room Technician PTNE 1,000 hours/year @ 1 year step | 8 | 20,041 | 1,104 | 42,290 | 2 | 42,290 | Approved |
| Division Total | 2 | 0 | | 20,041 | 1,104 | 42,290 | 2 | 0 | 42,290 |
| DEPARTMENT TOTAL | 12 | 0 | | 131,533 | 64,252 | 681,625 | 12 | 0 | 681,625 |
| Board of Commissioners | | | | | | | | | |
| Administration | 1 | Board of Commissioners Analyst @ 1 year step | 12 | 58,379 | 36,762 | 95,141 | 1 | 95,141 | Approved |
| | 1 | Communications and Marketing Assistant @ 1 year step | 9 | 45,838 | 32,276 | 78,114 | 1 | 78,114 | Approved |
| Division Total | 2 | 0 | | 104,216 | 69,038 | 173,255 | 2 | 0 | 173,255 |
| DEPARTMENT TOTAL | 2 | 0 | | 104,216 | 69,038 | 173,255 | 2 | 0 | 173,255 |
| Management & Budget | | | | | | | | | |
| Equalization | (1) | Senior Equalization Clerk (1020501-01308) @ 1 year step | 7 | 37,926 | 29,446 | (67,372) | (1) | (67,372) | Approved |
| Division Total | 0 | (1) | | 37,926 | 29,446 | (67,372) | 0 | (1) | (67,372) |
| DEPARTMENT TOTAL | 0 | (1) | | 37,926 | 29,446 | (67,372) | 0 | (1) | (67,372) |
| Human Resources | | | | | | | | | |
| HR Administration HR Employee & Labor Relations/EEO | (1) | Summer Business Assistant (1050103-09031) PTNE 520 Hours/Year @ 1 year step | SUM | 2,446 | 135 | (2,580) | (1) | (2,580) | Approved |
| | 1 | Project Advisor PTNE 900 hours/year @ 1 year step | -- | 31,065 | 1,712 | 32,777 | 1 | 32,777 | Approved |
| Division Total | 1 | (1) | | 33,511 | 1,846 | 30,196 | 1 | (1) | 30,196 |
| Workforce Management HR Recruitment | (1) | Supervisor - Human Resources (1050403-01023) @ 1 year step | 16 | 72,620 | 41,856 | (114,476) | (1) | (114,476) | Approved |
| | 1 | Recruitment Supervisor (New Classification) @ 1 year step | 14 | 64,802 | 39,060 | 103,861 | 1 | 103,861 | Approved |
| Division Total | 1 | (1) | | 137,422 | 80,916 | (10,615) | 1 | (1) | (10,615) |
| HR Compensation & Classification | (1) | Technical Assistant (1050409-11860) PTNE 1,000 hours/year @ 1 year step | 8 | 20,041 | 1,104 | (21,145) | (1) | (21,145) | Approved |
| | (1) | College Intern (1050409-10695) PTNE 1,000 hours/year @ 1 year step | -- | 14,211 | 783 | (14,994) | (1) | (14,994) | Approved |
| Division Total | 0 | (2) | | 34,252 | 1,887 | (36,139) | 0 | (2) | (36,139) |



FY 2019 General Fund/General Purpose Position Requests

| | | | | | | | | BOARD OF COMMISSIONERS ACTION | | |
|--|--------------------------------|-------------|--|-----------------|-----------------------------------|-----------------|------------------|----------------------------------|-------------|------------------|
| REQUESTING DEPARTMENT / DIVISION / UNIT | REQUESTED # OF POSITIONS | | CLASSIFICATION | SALARY GRADE | SALARY EACH | FTE FRINGES* | TOTAL | TOTAL | | |
| | | | | | | | | # POS. | COST | COMMENTS |
| HR Employee Records & HRIS | (1) | | Summer Business Assistant (1050415-03928) PTNE 520 Hours/Year @ 1 year step | SUM | 2,446 | 135 | (2,580) | (1) | (2,580) | Approved |
| | 1 | | Employee Records Specialist FTNE 2,000 hours/year @ 1 year step | 8 | 40,083 | 2,209 | 42,292 | 1 | 42,292 | Approved |
| Division Total | 1 | (1) | | | 42,529 | 2,343 | 39,711 | 1 | (1) | 39,711 |
| DEPARTMENT TOTAL | 3 | (5) | | | 247,712 | 86,993 | 23,154 | 3 | (5) | 23,154 |
| Health & Human Services | | | | | | | | | | |
| Health Division | | | | | | | | | | |
| Administration | (1) | | Summer Business Assistant (1060201-04741) PTNE 520 Hours/Year @ 1 year step | SUM | 2,446 | 135 | (2,581) | (1) | (2,581) | Approved |
| Division Total | 0 | (1) | | | 2,446 | 135 | (2,581) | 0 | (1) | (2,581) |
| Central Support | (1) | | Summer Business Clerk (1060211-03955) PTNE 520 Hours/Year @ 1 year step | SUM | 2,150 | 118 | (2,268) | (1) | (2,268) | Approved |
| Division Total | 0 | (1) | | | 2,150 | 118 | (2,268) | 0 | (1) | (2,268) |
| Environmental Health | (2) | | Student Sanitarian (1060220-08154 and 08155) PTNE 520 Hours/Year @ 1 year step | SUM | 3,186 | 176 | (6,722) | (2) | (6,722) | Approved |
| Division Total | 0 | (2) | | | 3,186 | 176 | (6,722) | 0 | (2) | (6,722) |
| Children's Village | 4 | | Youth Specialist I @ 1 year step | -- | 38,853 | 29,778 | 274,522 | 4 | | 274,522 |
| | (1) | | Treatment Services Clinician II (1060501-10935) @ 1 year step | 13 | 61,505 | 37,880 | (99,385) | (1) | (99,385) | Approved |
| Division Total | 4 | (1) | | | 100,358 | 67,658 | 175,137 | 4 | (1) | 175,137 |
| DEPARTMENT TOTAL | 4 | (5) | | | 108,139 | 68,087 | 163,565 | 4 | (5) | 163,565 |
| Public Services | | | | | | | | | | |
| Community Corrections Pretrial Services | 1 | | Community Corrections Specialist I PTNE 1,000 hours/year @ 1 year step | 9 | 22,037 | 1,214 | 23,251 | 1 | | 23,251 |
| Division Total | 1 | 0 | | | 22,037 | 1,214 | 23,251 | 1 | 0 | 23,251 |
| DEPARTMENT TOTAL | 1 | 0 | | | 22,037 | 1,214 | 23,251 | 1 | 0 | 23,251 |
| TOTAL GF/GP POSITIONS - FY 2019 | 33 | (14) | | | TOTAL GF/GP COST - FY 2019 | | 1,727,551 | 33 | (14) | 1,727,551 |



FY 2020 / FY 2021 General Fund/General Purpose Position Requests

2020 Position Requests

| | | | | | | | | BOARD OF COMMISSIONERS ACTION | | |
|--|------------------------|----------------|----------------------------|----------------|-----------------|-------|-----------------|-------------------------------|----------|--|
| REQUESTING DEPARTMENT / DIVISION / UNIT | REQUESTED # of POS. | CLASSIFICATION | SALARY GRADE | SALARY EACH | FTE FRINGES* | TOTAL | TOTAL # POS. | TOTAL COST | COMMENTS | |
| <u>No Requests</u> | | | | | | | | | | |
| TOTAL GF/GP POSITIONS - FY 2020 | | | TOTAL GF/GP COST - FY 2020 | | | \$ - | | \$ - | | |

2021 Position Requests

| | | | | | | | | BOARD OF COMMISSIONERS ACTION | | |
|--|------------------------|----------------|----------------------------|----------------|-----------------|-------|-----------------|-------------------------------|----------|--|
| REQUESTING DEPARTMENT / DIVISION / UNIT | REQUESTED # of POS. | CLASSIFICATION | SALARY GRADE | SALARY EACH | FTE FRINGES* | TOTAL | TOTAL # POS. | TOTAL COST | COMMENTS | |
| <u>No Requests</u> | | | | | | | | | | |
| TOTAL GF/GP POSITIONS - FY 2021 | | | TOTAL GF/GP COST - FY 2021 | | | \$ - | | \$ - | | |



FY 2019 Special Revenue/Proprietary Position Requests

| | | | | | | | | BOARD OF COMMISSIONERS ACTION | | |
|--|--------------------------------|--|-----------------|---------------|----------------|-----------------|-----------|----------------------------------|---------------|----------|
| REQUESTING DEPARTMENT / DIVISION / UNIT | REQUESTED # OF POSITIONS | CLASSIFICATION | SALARY GRADE | FUND SR/PR | SALARY EACH | FTE FRINGES* | TOTAL | TOTAL # POS. | TOTAL COST | COMMENTS |
| Parks and Recreation | | | | | | | | | | |
| Waterford Oaks | 1 | Seasonal Program Specialist PTNE 1,000 hours/year @ 1 year step | SUM | PR | 14,196 | 782 | 14,979 | 1 | 14,979 | Approved |
| Division Total | 1 | 0 | | | 14,196 | 782 | 14,979 | 1 | 0 14,979 | |
| Recreation Programs & Services | 2 | Seasonal Program Specialist PTNE 1,000 hours/year @ 1 year step | SUM | PR | 14,196 | 782 | 29,957 | 2 | 29,957 | Approved |
| Division Total | 2 | 0 | | | 14,196 | 782 | 29,957 | 2 | 0 29,957 | |
| Red Oaks | (1) | Seasonal Laborer (5060831-09221) PTNE 1,000 hours/year @ 1 year step | SUM | PR | 10,956 | 604 | (11,559) | (1) | (11,559) | Approved |
| Division Total | 0 | (1) | | | 10,956 | 604 | (11,559) | 0 | (1) (11,559) | |
| DEPARTMENT TOTAL | 3 | (1) | | | 39,349 | 2,168 | 33,376 | 3 | (1) 33,376 | |
| Water Resources Commissioner | | | | | | | | | | |
| WR Sewer Systems | 1 | Chief Engineer WRC @ 1 year step | 20 | PR | 90,458 | 48,237 | 138,694 | 1 | 138,694 | Approved |
| Division Total | 1 | 0 | | | 90,458 | 48,237 | 138,694 | 1 | 0 138,694 | |
| WR COM Wastewater Treatment Plant | 1 | Engineering Systems Coordinator @ 1 year step | 10 | PR | 50,399 | 33,908 | 84,307 | 1 | 84,307 | Approved |
| Division Total | 1 | 0 | | | 50,399 | 33,908 | 84,307 | 1 | 0 84,307 | |
| WR Pontiac Wastewater Treatment Plant | (2) | Pump Maintenance Mechanic II (6010170-11875 and 11876) @ 1 year step | -- | PR | 45,838 | 32,276 | (156,228) | (2) | (156,228) | Approved |
| | 2 | Boiler Mechanic WRC (New Classification) @ 1 year step | -- | PR | 55,408 | 35,700 | 182,216 | 2 | 182,216 | Approved |
| | 1 | Sewage Treatment Supervisor I-POC @ 1 year step | 11 | PR | 55,408 | 35,700 | 91,108 | 1 | 91,108 | Approved |
| | 1 | SCADA System Engineer (New Classification) @ 1 year step | 16 | PR | 72,620 | 41,856 | 114,476 | 1 | 114,476 | Approved |
| Division Total | 4 | (2) | | | 229,275 | 145,532 | 231,572 | 4 | (2) 231,572 | |
| DEPARTMENT TOTAL | 6 | (2) | | | 370,131 | 227,676 | 454,574 | 6 | (2) 454,574 | |
| Facilities Management | | | | | | | | | | |
| FM&O Building Safety | 1 | Safety Dispatcher @ 1 year step | 6 | PR | 36,002 | 28,758 | 64,760 | 1 | 64,760 | Approved |
| | 1 | Security Systems Specialist @ 1 year step | 10 | PR | 50,399 | 33,908 | 84,307 | 1 | 84,307 | Approved |
| Division Total | 2 | 0 | | | 86,401 | 62,666 | 149,067 | 2 | 0 149,067 | |
| DEPARTMENT TOTAL | 2 | 0 | | | 86,401 | 62,666 | 149,067 | 2 | 0 149,067 | |



FY 2019 Special Revenue/Proprietary Position Requests

| | | | | | | | | BOARD OF COMMISSIONERS ACTION | | |
|--|--------------------------------|--|-----------------|---|----------------|-----------------|---------|----------------------------------|--------|----------|
| REQUESTING DEPARTMENT / DIVISION / UNIT | REQUESTED # OF POSITIONS | CLASSIFICATION | SALARY GRADE | FUND SR/PR | SALARY EACH | FTE FRINGES* | TOTAL | TOTAL | | |
| | | | | | | | | # POS. | COST | COMMENTS |
| Human Resources | | | | | | | | | | |
| Workforce Management | | | | | | | | | | |
| HR Employee Training & Development | 1 | Graphic Artist @ 1 year step | 10 | PR | 50,399 | 33,908 | 84,307 | 1 | 84,307 | Approved |
| | 1 | Technical Assistant PTNE 1,000 hours/year @ 1 year step | 8 | PR | 20,041 | 1,104 | 21,145 | 1 | 21,145 | Approved |
| Division Total | 2 | 0 | | | 70,440 | 35,012 | 105,452 | 2 | 0 | 105,452 |
| Benefits Administration | | | | | | | | | | |
| HR Retirement | 1 | Retirement Specialist II PTNE 1,000 hours/year @ 5 year step | 10 | PR | 29,744 | 1,639 | 31,383 | 1 | 31,383 | Approved |
| HR Employee Benefits | 1 | Human Resources Analyst III PTNE 1,000 hours/year @ 5 year step | 13 | PR | 36,435 | 2,008 | 38,443 | 1 | 38,443 | Approved |
| HR Employee Recognition | 1 | Office Assistant I PTNE 1,000 hours/year @ 1 year step | 3 | PR | 14,994 | 826 | 15,820 | 1 | 15,820 | Approved |
| Division Total | 3 | 0 | | | 81,174 | 4,473 | 85,646 | 3 | 0 | 85,646 |
| DEPARTMENT TOTAL | 5 | 0 | | | 151,614 | 39,485 | 191,099 | 5 | 0 | 191,099 |
| TOTAL SR & PR POSITIONS - FY 2019 | | 16 | (3) | TOTAL SR & PR COST - FY 2019 | | | 828,115 | 16 | (3) | 828,115 |



FY 2020 / FY 2021 Special Revenue/Proprietary Position Requests

2020 Position Requests

| | | | | | | | | BOARD OF COMMISSIONERS ACTION | | |
|--|--------------------------------|----------------|----------------------------|----------------|-----------------|------------------------------|--------|----------------------------------|----------|--|
| REQUESTING DEPARTMENT / DIVISION / UNIT | REQUESTED # OF POSITIONS | CLASSIFICATION | SALARY FUND GRADE SR/PR | SALARY EACH | FTE FRINGES* | TOTAL | TOTAL | | | |
| | | | | | | | # POS. | COST | COMMENTS | |
| <u>No Requests</u> | | | | | | | | | | |
| TOTAL SR & PR POSITIONS - FY 2020 | | | | | | TOTAL SR & PR COST - FY 2020 | \$ - | \$ - | | |

2021 Position Requests

| | | | | | | | | BOARD OF COMMISSIONERS ACTION | | |
|--|--------------------------------|----------------|----------------------------|----------------|-----------------|------------------------------|--------|----------------------------------|----------|--|
| REQUESTING DEPARTMENT / DIVISION / UNIT | REQUESTED # OF POSITIONS | CLASSIFICATION | SALARY FUND GRADE SR/PR | SALARY EACH | FTE FRINGES* | TOTAL | TOTAL | | | |
| | | | | | | | # POS. | COST | COMMENTS | |
| <u>No Requests</u> | | | | | | | | | | |
| TOTAL SR & PR POSITIONS - FY 2021 | | | | | | TOTAL SR & PR COST - FY 2021 | \$ - | \$ - | | |



Summary of Position Funding Change Requests

| DEPARTMENT / DIVISION / UNIT | Pos. # | CLASSIFICATION | COMMENTS | BOARD OF COMMISSIONERS ACTION |
|---|--------------------------------|--|--------------------------------------|-------------------------------|
| FY 2019 BUDGET | | | | |
| Management & Budget Fiscal Services | 1020615-07107 1020615-03470 | Supervisor II Fiscal Services Accountant II | From PR to GF/GP From GF/GP to PR | Approved Approved |
| FY 2020 BUDGET | | | | |
| <u>No Requests</u> | | | | |
| FY 2021 BUDGET | | | | |
| <u>No Requests</u> | | | | |



Summary of Reclassification and Salary Grade Review Requests

| DEPARTMENT/DIVISION/UNIT | POS. # | CLASSIFICATION | CURRENT | | | CLASSIFICATION | BOARD OF COMMISSIONERS ACTION | | | COST (SAVINGS) |
|---|---------------|-------------------------------------|---------|------|---------|---|-------------------------------|------|-----------------------------|----------------|
| | | | GRADE | STEP | SALARY | | APPROVED | | | |
| | | | | | | | GRADE | STEP | SALARY | |
| FY 2019 BUDGET | | | | | | | | | | |
| Circuit Court | | | | | | | | | | |
| Judicial Administration | 3010101-00877 | Senior Court Reporter | APP | Base | 67,232 | Court Clerk | APP | 3 | 43,425 | (23,807) |
| | | | | | | | | | | Total (23,807) |
| District Court | | | | | | | | | | |
| Division III - Rochester Hills | 3020401-06761 | Magistrate PTNE 1,482 hours/year | -- | Base | 96,101 | Magistrate PTNE 1,712 hours/year | -- | Base | 111,016 | 14,914 |
| | 3020401-02778 | District Court Clerk III | 7 | 3 | 42,248 | District Court Clerk II | 6 | 3 | 40,109 | (2,139) |
| | 3020405-02501 | District Court Clerk III | 7 | 1 | 37,926 | District Court Clerk II | 6 | 1 | 36,002 | (1,924) |
| | 3020405-07234 | Probation Officer III | 11 | 1 | 55,408 | Probation Officer II | 10 | 1 | 50,399 | (5,009) |
| | | | | | | | | | | Total 5,843 |
| Sheriff's Office | | | | | | | | | | |
| Court Services/Courthouse Security | 4030435-11766 | Court/Park Deputy | -- | 1 | 22,831 | Court/Park Deputy PTNE (Add 104 hours to position) | -- | 1 | 25,205 | 2,375 |
| | | | | | | | | | | Total 2,375 |
| Parks & Recreation | | | | | | | | | | |
| Addison Oaks | 5060715-04510 | Parks Helper | -- | 1 | 11,034 | Parks Maintenance Aide | -- | 1 | 16,436 | 5,402 |
| | 5060715-00097 | Parks Helper | -- | 1 | 11,034 | Seasonal Program Specialist | -- | 1 | 14,196 | 3,162 |
| | | | | | | | | | | Total 8,564 |
| Water Resources Commissioner | | | | | | | | | | |
| WR Sewer Systems | 6010120-06725 | Student | -- | 1 | 12,818 | College Intern | -- | 1 | 14,211 | 1,392 |
| WR Construction Drain Maint | 6010132-03223 | Maintenance Mechanic II | -- | 1 | 41,517 | Lake Level Technician | -- | 1 | 41,686 | 169 |
| WR Water Systems | 6010140-10826 | Assistant Chief Engineer | EXC 19 | 5 | 104,703 | Chief Engineer WRC | 20 | 4 | 105,861 | 1,158 |
| WR Pump Systems Admin | 6010160-00309 | Student | -- | 1 | 12,818 | College Intern | -- | 1 | 14,211 | 1,392 |
| | | | | | | | | | | Total 4,112 |
| Central Services | | | | | | | | | | |
| Aviation & Transportation | 1030701-06082 | Account Clerk I | 5 | 5 | 41,994 | Account Clerk II | 7 | 4 | 44,415 | 2,420 |
| | | | | | | | | | | Total 2,420 |
| Health & Human Services | | | | | | | | | | |
| Children's Village | 1060501-00702 | Treatment Services Supervisor | 14 | 5 | 80,011 | Chief CV Treatment Services (New Class) | 16 | 4 | 85,000 | 4,989 |
| | 1060501-03418 | CV Administrative Coordinator | 9 | 5 | 56,281 | Contract Compliance Analyst (New Class) | 12 | 2 | 61,732 | 5,452 |
| | | | | | | | | | | Total 10,441 |
| Public Services | | | | | | | | | | |
| Community Corrections /Admin | 1070401-07397 | Suprv. Comm. Corr. Admin Services | 10 | 1 | 50,399 | Employee Records Specialist | 8 | 4 | 48,815 | (1,584) |
| Community Corrections /Crt. Comm Services | 1070403-07833 | Supervisor Comm. Corrections | 14 | 1 | 64,802 | Community Corrections Specialist III | 12 | 5 | 71,796 | 6,994 |
| | | | | | | | | | | Total 5,410 |
| Total Summary of Reclassifications | | | | | | | | | TOTAL COST - FY 2019 | 15,357 |
| FY 2020 BUDGET | | | | | | | | | | |
| <u>No Requests</u> | | | | | | | | | | |
| FY 2021 BUDGET | | | | | | | | | | |
| <u>No Requests</u> | | | | | | | | | | |



Summary of Position Transfer Requests

**BOARD OF
COMMISSIONERS
ACTION**

| FROM | | | TO | |
|---------------------------------|---------------|--------------------------------------|---|----------|
| DEPARTMENT/DIVISION/UNIT | POS. # | CLASSIFICATION | DEPARTMENT/DIVISION/UNIT | |
| FY 2019 BUDGET | | | | |
| Sheriff's Office | | | | |
| Administrative Services/Records | 4030215-03273 | Supervisor Sheriff Records | Sheriff ERP (4030501) | Approved |
| | 4030215-01588 | Technical Assistant | Sheriff ERP (4030501) | Approved |
| | 4030215-03309 | Technical Assistant | Sheriff ERP (4030501) | Approved |
| | 4030215-00087 | Office Assistant II | Sheriff ERP (4030501) | Approved |
| | 4030215-00387 | Office Assistant II | Sheriff ERP (4030501) | Approved |
| | 4030215-00775 | Office Assistant II | Sheriff ERP (4030501) | Approved |
| | 4030215-01524 | Office Assistant II | Sheriff ERP (4030501) | Approved |
| | 4030215-01999 | Office Assistant II | Sheriff ERP (4030501) | Approved |
| | 4030215-06597 | Office Assistant II | Sheriff ERP (4030501) | Approved |
| | 4030215-06598 | Office Assistant II | Sheriff ERP (4030501) | Approved |
| | 4030215-09821 | Office Assistant II | Sheriff ERP (4030501) | Approved |
| | 4030215-09822 | Office Assistant II | Sheriff ERP (4030501) | Approved |
| | 4030215-11208 | Court/Park Deputy | Sheriff ERP (4030501) | Approved |
| | 4030215-11209 | Court/Park Deputy | Sheriff ERP (4030501) | Approved |
| | 4030215-00051 | Student | Sheriff ERP (4030501) | Approved |
| | 4030215-00404 | Student | Sheriff ERP (4030501) | Approved |
| | 4030215-03909 | Summer Business Clerk | Sheriff ERP (4030501) | Approved |
| Parks and Recreation | | | | |
| Admin Services | 5060101-00278 | Office Assistant II | Facilities Maint & Development (5060910) | Approved |
| | 5060101-11337 | GIS/CAD Tech I | Facilities Maint & Development (5060910) | Approved |
| | 5060101-10732 | Natural Resource Project Coordinator | Facilities Maint & Development (5060910) | Approved |
| | 5060101-05390 | Office Assistant II | Waterford Oaks Act Center (5060735) | Approved |
| | 5060101-06348 | Office Assistant II | Independence Oaks (5060725) | Approved |
| | 5060101-06349 | Office Assistant II | Rec Programs & Services (5060805) | Approved |
| | 5060101-00482 | Recreation Program Supervisor | Rec Programs & Services (5060805) | Approved |
| | 5060101-07816 | Office Assistant II | Addison Oaks (5060715) | Approved |
| | 5060101-06732 | Account Clerk II | Catalpa Oaks (5060870) | Approved |
| Addison Oaks | 5060715-00281 | Parks Helper | Rec Programs & Services (5060805) | Approved |
| Red Oaks | 5060328-10107 | Parks Helper | Rec Programs & Services (5060805) | Approved |
| Lyons Oaks | 5060356-09957 | Parks & Rec Attendant | Addison Oaks (5060715) | Approved |
| | 5060356-09958 | Parks & Rec Attendant | Addison Oaks (5060715) | Approved |
| Recreation Programs & Services | 5060805-05208 | Recreation Specialist | Admin Services (5060101) | Approved |
| Management & Budget | | | | |
| Fiscal Services | 1020615-02558 | Accountant III | General Fiscal Services (1020622) | Approved |
| | 1020615-03470 | Accountant II | 1020658 (new combo code: 126PRFINRP) | Approved |
| | 1020615-11857 | Accountant III | General Fiscal Services (1020622) | Approved |
| | 1020640-02721 | Account Clerk II | Central Fiscal Services (1020615) | Approved |
| | 1020640-03027 | Account Clerk II | FS Parks & Rec (1020658) | Approved |
| | 1020658-10760 | Account Clerk II | Central Fiscal Services (1020615) | Approved |
| | 1020658-07107 | Supervisor II - Fiscal Services | Enterprise Fiscal Svcs 1020640 (combo code split: 126PRFINRP & 126ADFINRP) | Approved |
| FY 2020 BUDGET | | | | |
| <u>No Requests</u> | | | | |
| FY 2021 BUDGET | | | | |
| <u>No Requests</u> | | | | |



Summary of Sunset Positions

| DEPARTMENT / DIVISION / UNIT | POS. # | FUNDING TYPE | CLASSIFICATION | CURRENT SALARY GRADE | CURRENT SUNSET DATE | REFERENCE | COMMENTS |
|---|---------------|--------------|----------------------|----------------------|---------------------|-------------|---|
| 2019 BUDGET | | | | | | | |
| Probate Court Estates/Mental Health | 3040403-11853 | GF/GP | Cashier | 5 | 9/30/2018 | FY17 Budget | Approved 1 year continuation, new Sunset Date of 09/30/19 |
| Treasurer Administration/Tax Administration | 7010110-11244 | GF/GP | Collection Clerk I | 6 | 9/30/2018 | FY12 Budget | Approved 1 year continuation, new Sunset Date of 09/30/19 |
| Health & Human Services Health/Laboratory | 1060212-11861 | GF/GP | Medical Technologist | 11 | 9/30/2018 | FY17 Budget | Approved 1 year continuation, new Sunset Date of 09/30/19 |
| 2020 BUDGET | | | | | | | |
| | | | | | | | |
| 2021 BUDGET | | | | | | | |
| | | | | | | | |



Fiscal Year 2019 Budget General Appropriations Act

MISCELLANEOUS RESOLUTION #18329

BY: Commissioner Thomas Middleton, Chairperson, Finance Committee

IN RE: FISCAL YEAR 2019 GENERAL APPROPRIATIONS ACT AND 2019 COUNTY GENERAL PROPERTY TAX RATES

To the Oakland County Board of Commissioners

Chairperson, Ladies and Gentlemen:

WHEREAS in accordance with the provisions of Public Act 139 of 1973, the Unified Form of County Government Act, and Public Act 621 of 1978 (as amended by P.A. 493 of 2000), the Uniform Budgeting and Accounting Act for Local Government, it is the responsibility of the Oakland County Board of Commissioners to establish and adopt the annual County Budget and work program; and

WHEREAS the Finance Committee received budget requests from all County Departments, and has reviewed in detail the County Executive's Fiscal Year 2019 Budget Recommendation; and

WHEREAS the Finance Committee, after due deliberation, has formulated a Recommended General Appropriations Act balancing total appropriations with available resources at \$893,513,720 for Fiscal Year 2019, a summary of which was included in the Notice of Public Hearing published in newspapers of general circulation; and

WHEREAS the further intent of this resolution is to maintain a budgetary system for the County of Oakland on the same basis of accounting (generally accepted accounting principles) as the actual financial information is maintained; to define the powers and duties of the County's officers in relation to that system; to designate the Chief Administrative Officer and Fiscal Officer; and to provide that the Board of Commissioners and committees thereof, as well as the Fiscal Officer, shall be furnished with information by the departments, boards, commissions and offices relating to their financial needs, revenues and expenditures/expenses, and general affairs; to prescribe a disbursement procedure, to provide for an allotment system; and to provide remedies for refusal or neglect to comply with the requirements of this resolution; and

WHEREAS the Circuit Court Mediation Fund (Miscellaneous Resolution #90177) is used to cover the total cost of Attorney Mediators, with the balance to be used for enhancement of Court operations as requested by the Court and approved by the Board of Commissioners; and

WHEREAS the Board of Commissioners supports the concept of cultural diversity training for Oakland County employees and requires all supervisory, division manager and director level employees to attend cultural diversity training.

NOW THEREFORE BE IT RESOLVED the Oakland County Board of Commissioners does hereby adopt and amend the Fiscal Year 2019 General Appropriations Act recommended by the Finance Committee as advertised and placed in the Clerk's Office for public inspection.

BE IT FURTHER RESOLVED that funds from the Civil Mediation Account (10100-240201) be utilized to cover the total costs incurred in Fiscal Year 2019 for the Civil Mediation Program.

BE IT FURTHER RESOLVED that the following policy be established regarding administration of the Delinquent Tax Revolving Fund:

- 1) The Delinquent Tax Revolving Fund (DTRF) was established in accordance with the provisions of Public Act 206 of 1893 (as amended) for the purpose of paying local taxing units within the County their respective shares of delinquent ad valorem real property taxes, in anticipation of the collection of those taxes by the County Treasurer. This policy statement, which encompasses the precept of self-funding, ensures that utilization of unrestricted DTRF funds does not impair the functional intent or operational success of the DTRF as originally established.
- 2) To that end, at no time shall funds be diverted from the DTRF that would cause the unrestricted balance to fall below a level that would assure a prompt payment of all current and future outstanding General Obligation Limited Tax Notes, as well as assure the continued operation of the DTRF as specified in the preceding paragraph.
- 3) Penalties and investment interest generated by the DTRF may be transferred, in whole or in part, to the General Fund of the County upon majority vote of the Board of Commissioners so long as such transfer(s) meets the provisions of paragraph #2 above.
- 4) Any and all appropriations from unrestricted DTRF funds, excepting penalties and investment interest, shall be limited to one-time expenditures, as opposed to recurring operations.
- 5) Unless otherwise specified, appropriations from the DTRF shall be considered long- or short-term advances (with specific time frames detailed in the authorizing resolution), to be repaid with interest as specified below.
- 6) Any appropriations from unrestricted DTRF funds, excepting penalties and investment interest, not considered advances to be repaid within a time certain shall require a two-thirds majority vote of the Board of Commissioners.
- 7) All appropriations from unrestricted DTRF funds considered to be advances to be repaid within a time certain shall require a majority vote of the Board of Commissioners.
- 8) Terms and conditions of any and all advances from the DTRF shall be specified in the authorizing resolution, including interest obligations detailed as follows:
 - (a) Interest on each payment will be based on the average monthly rate paid during the term of the agreement by the agent of the DTRF for that year's outstanding borrowing, or

- (b) In the event no borrowing occurs for the DTRF, principal and interest payments will be made in accordance with the previously established "Loan of County Funds Policy" (Miscellaneous Resolution #89276) which requires Board approval of repayment terms at an interest rate no less than the prevailing six-month Treasury Bill rate and that such rates shall be computed and compounded quarterly.

BE IT FURTHER RESOLVED that \$3,000,000 in DTRF interest earnings will be transferred to the General Fund to support General Fund/General Purpose activities.

BE IT FURTHER RESOLVED that indirect cost charges will be billed by the General Fund to the DTRF, in accordance with Oakland County's approved Central Services Indirect Cost Allocation Plan.

BE IT FURTHER RESOLVED that \$4,800,000, or one-half of the \$9,600,000 convention facility tax revenues distributed by the State to Oakland County under the authority of the State Convention Facility Development Act, P.A. 106 of 1985, be earmarked for substance abuse prevention and treatment programs.

BE IT FURTHER RESOLVED that the Oakland County Board of Commissioners, in accordance with the requirements of Public Act 214 of 1899, as amended, authorizes that .0004 mills Current Property Tax Levy be designated for the purpose of funding Veterans' Services Soldier Relief.

BE IT FURTHER RESOLVED that each Supervisor of the various townships and Assessing Officers of the several cities of Oakland County are authorized and directed to spread on their respective township of city tax rolls for the year 2019 a County General Property Tax Levy of 4.0400 Mills to be applied to the 2019 Taxable Value of all property located within their respective jurisdictions.

BE IT FURTHER RESOLVED that the Equalization Officer perform the function of Equalization Director including the examination of the assessment rolls of the several townships and cities within Oakland County to ascertain whether the real and personal property in the respective townships and cities has been equally and uniformly assessed at 50% of true cash value and to make recommendation to that fact to the County Board of Commissioners.

BE IT FURTHER RESOLVED that:

- 1) The County Executive is hereby designated the Chief Administrative Officer of the County of Oakland and, further, that the Director of Management and Budget shall perform the duties of the Fiscal Officer as specified in this resolution.
- 2) The Fiscal Officer shall provide an orientation session and instructions for preparing department budget requests. These instructions shall include information that the Fiscal Officer determines to be useful and necessary to assure that the budgetary estimates of the agencies are prepared in a consistent manner and the needs of the Board of Commissioners and Committees are met.

- 3) Any offices, departments, commissions and boards of the County of Oakland financed in whole or in part by the County of Oakland shall transmit to the Fiscal Officer their estimates of the amounts of money required for each activity in their respective agencies, as well as their estimate of revenues that will be generated from charges for services. They shall also submit any other information deemed relevant by the Fiscal Officer and/or the Board of Commissioners and committees thereof.
- 4) The Fiscal Officer shall provide guidelines to be used by the offices, departments, commissions and boards of the County of Oakland in submitting their budget estimates and shall prescribe the rules and regulations the Fiscal Officer deems necessary for the guidance of officials in preparing such budget estimates. The Fiscal Officer may require that the estimates be calculated on the basis of various assumptions regarding level of service. The Fiscal Officer may also require a statement for any proposed expenditure and a justification of the services financed.
- 5) The Fiscal Officer shall prepare estimates of revenue for each budgeted fund, classified to show in detail the amount expected to be received from each source. Estimates of expenditures and revenues shall also be classified by character, object, function and activity consistent with the accounting system classification.
- 6) The Fiscal Officer shall review the agency estimates with a representative from each agency of the County of Oakland that has submitted such estimates. The purpose of the review shall be to clarify the estimates, ensure the accuracy, and to determine their adherence to the policies previously enumerated by the Fiscal Officer and the Board of Commissioners or committees thereof as herein required.
- 7) The Fiscal Officer shall consolidate the estimates received from the various agencies together with the amounts of expected revenues and shall make recommendations relating to those estimates which shall assure that the total of estimated expenditures including an accrued deficit does not exceed the total of expected revenues including an unappropriated surplus.
- 8) The recommended budget shall include at least the following:
 - (a) Expenditure data for the most recently completed fiscal year and estimated expenditures, or amended budget, for the current fiscal year,
 - (b) An estimate of the expenditure amounts required to conduct the government of Oakland County, including its budgetary centers,
 - (c) Revenue data for the most recently completed fiscal year and estimated revenues, or amended budget, for the current fiscal year,

- (d) An estimate of revenues, by source, to be raised or received by Oakland County in the ensuing fiscal years,
 - (e) The amount of surplus or deficit from prior fiscal years, together with an estimate of the amount of surplus or deficit expected in the current fiscal year,
 - (f) An estimate of the amount needed for deficiency, contingent or emergency purposes and the amounts needed to pay and discharge the principal and interest of the debt of Oakland County due in the ensuing fiscal years,
 - (g) The amount of proposed capital outlay expenditures, except those financed by enterprise, capital projects, or internal service funds, including the estimated total costs and proposed method of financing of each capital construction project and the projected additional annual operating cost and the method of financing the operating costs of each capital construction project for three (3) years beyond the fiscal year covered by the budget,
 - (h) An informational summary of projected revenues and expenditures/expenses of any capital projects, internal service, and enterprise funds,
 - (i) A comparison of the revenue and expenditure amounts in the recommended budget to the most recently approved budget adopted by the Board of Commissioners with appropriate explanation of the variances,
 - (j) Any other data relating to fiscal conditions that the Fiscal Officer or the Board of Commissioners or committees thereof consider to be useful in evaluating the financial needs of the County.
- 9) Not less than ninety (90) days before the next succeeding fiscal year, the County Executive shall transmit the recommended budget to the County Board of Commissioners. The recommended budget shall be accompanied by
- (a) A proposed general appropriations measure, consistent with the budget, which shall set forth the anticipated revenue and requested expenditure/expense authority in such form and in such detail deemed appropriate by the Board of Commissioners or committees thereof. No appropriations measure shall be submitted to the Board of Commissioners in which estimated total expenditures/expenses, including an accrued deficit, exceed estimated total revenues, including an available surplus.

- (b) A budget message which shall explain the reasons for increases or decreases in budgeted items compared with the current fiscal year, the policy of the County Executive as it relates to important budgetary items, and any other information that the County Executive determines to be useful to the Board of Commissioners in its consideration of proposed appropriations.
 - (c) A comparison of the recommended budget to the most recently approved current year budget, together with an analysis and explanation of the variances therefrom, such variances being divided to show the portion attributable to the current year budget amendments and the portion resulting from the recommended budget.
- 10) The County Board of Commissioners, or any committee thereof, may direct the County Executive and/or other elected officials to submit any additional information it deems relevant in its consideration of the budget and proposed appropriations measure. The Board of Commissioners or the committees thereof may conduct budgetary reviews with the Fiscal Officer, and/or County departments and divisions or agencies, etc., for the purpose of clarification or justification of proposed budgetary items.
- 11) The County Board of Commissioners may revise, alter, or substitute for the proposed general appropriations measure in any way, except that it may not change it in a way that would cause total appropriations, including an accrued deficit, to exceed total estimated revenues, including an unappropriated surplus. An accrued deficit shall be the first item to be resolved in the general appropriations measure.
- 12) The County Board of Commissioners shall fix the time and place of a public hearing to be held on the budget and proposed appropriations measure. The Clerk/Register shall then have published, in a newspaper of general circulation within the County of Oakland, notice of the hearing and an indication of the place at which the budget and proposed appropriations measure may be inspected by the public. This notice must be published at least seven days before the date of the hearing.
- 13) No later than September 30, the Board of Commissioners shall pass a general appropriations measure providing the authority to make expenditures and incur obligations on behalf of the County of Oakland. The supporting budgetary data to the general appropriations measure shall include at least the following:
 - (a) Expenditure data for the most recently completed fiscal year,

- (b) The expenditures budget as originally adopted by the Board of Commissioners for the current fiscal year,
 - (c) The amended current year appropriations,
 - (d) An estimate of the expenditure amounts required to conduct, the government of Oakland County, including its budgetary centers,
 - (e) Revenue data for the most recently completed fiscal year and estimated revenues, or amended budget, for the current fiscal year,
 - (f) Budgeted revenue estimates as originally adopted by the Board of Commissioners for the current fiscal year,
 - (g) The amended current year Budgeted revenues,
 - (h) An estimate of revenues, by source, to be raised or received by Oakland County in the ensuing fiscal year,
 - (i) The amount of surplus or deficit from prior fiscal years, together with an estimate of the amount of surplus or deficit expected in the current fiscal year,
 - (j) An estimate of the amount needed for deficiency, contingent on emergency purposes, and the amounts needed to pay and to discharge the principal and interest of the debt of Oakland County due in the ensuing fiscal year,
 - (k) The amount of proposed capital outlay expenditures, except those financed by enterprise, capital project, or internal service funds, including the estimated total costs and proposed method of financing of each capital construction project and the projected additional annual operating cost and the method of financing the operating costs of each capital construction project for three (3) years beyond the fiscal year covered by the budget,
 - (l) An informational summary of projected revenues and expenditures/expenses of capital projects, internal service, and enterprise funds,
 - (m) Any other data relating to fiscal conditions that the Board of Commissioners considers to be useful in considering the financial needs of the County,
 - (n) Printed copies of the Board of Commissioners Adopted Budget, Financial Plan or any facsimile thereof shall contain all of the above data unless otherwise approved by the Board of Commissioners,
- 14) The Board of Commissioners may authorize transfers between appropriation items by the County Executive or Fiscal Officer within limits stated in the appropriations measure. In no case, however, may such limits exceed those provided for in paragraph #22 and #23 of this resolution.

- 15) A deviation from the original general appropriations measure shall not be made without first amending the general appropriations measure through action by the Board of Commissioners, except within those limits provided for in paragraph #16 of this resolution.
- 16) Appropriations accumulated at the following three summary levels of expenditure within each County Department will be deemed maximum authorization to incur expenditures: Personnel Expenditures, Operating Expenditures, and Internal Support Expenditures. The County Executive or the Fiscal Officer shall exercise supervision and control of all budgeted expenditures within these limits, holding expenditures below individual line-item appropriations or allowing overruns in individual line-items providing that at no time shall the net expenditures exceed the total appropriation for Personnel and Operating Expenditures, respectively, for each department as originally authorized or amended by the Board of Commissioners. Further, Personnel Expenditures are authorized only for positions specifically authorized pursuant to this Act as adopted and amended by Board of Commissioner resolution, and appropriated overtime, holiday overtime, on-call pay, shift premium summer help, emergency salaries, and any adjustments required by collective bargaining agreements. The Fiscal Officer shall submit to the Finance Committee a quarterly listing of new governmental funded appropriations and internal service fund line items created administratively which were not properly classifiable. Line-item detail, division, unit or cost center detail and allotments, which provide a monthly calendarization of annual appropriations, as deemed necessary by the Fiscal Officer shall be maintained and utilized as an administrative tool for management information and cost control. The Fiscal Officer shall not approve any expenditure beyond that necessary to accomplish stated program or work objectives authorized in the general appropriation measure as originally approved unless amended, in which case the amendment takes precedence.
- 17) In order to amend the General Appropriations Act the amendment must specifically identify the fund, department, division, unit, program and account affected by the amendment. Additionally, if the amendment increases an appropriation, the source of funding for that additional appropriation, whether an increase in revenue or an offsetting decrease in expenditure, must be presented as part of the amendment.
- 18) The Fiscal Officer shall maintain, for all budgeted funds, appropriation ledger accounts in which are to be recorded such expenditure encumbrances and obligations for the future payment of appropriated funds as the Fiscal Officer may approve.

- 19) Each purchase order, voucher or contract of Oakland County shall specify the funds and appropriation designated by number assigned in the accounting system classification from which it is payable and shall be paid from no other fund or appropriation. The necessary amount of the appropriation from such account shall be transferred pursuant to the provisions of this resolution to the appropriate general appropriation account and the expenditure then charged thereto.
- 20) No obligation shall be incurred against, and no payment shall be made from, any appropriation account unless there is a sufficient unencumbered balance in the appropriation and sufficient funds are or will be available to meet the obligation. All capital projects funded from the Capital Improvement Fund shall require approval of the Board of Commissioners on recommendation of the appropriate liaison committee (Planning and Building Committee) prior to initiation of the project. Pursuant to M.R. #15231, projects under \$30,000 can be administratively approved by both the Director of Facilities Management and the Fiscal Officer (or designee) if funding is available and any transfers required are to be included in the subsequent quarterly forecast report. Any obligation incurred or payment authorized in violation of this resolution shall be void and any payment so made illegal except those otherwise ordered by court judgment or decree.
- 21) The Fiscal Officer, after the end of each quarter, shall transmit to the Board of Commissioners a report depicting the financial condition of budgeted operations, including, but not limited to:
 - (a) A forecast of actual revenues by major source compared with budgeted revenues accompanied by an explanation of any significant variances,
 - (b) A forecast of actual expenditures and encumbrances by department compared with authorized appropriations accompanied by an explanation of any significant variances, and
 - (c) A forecast of actual expenditures, encumbrances and transfers from each of the several non-departmental appropriations accounts compared with authorized appropriations accompanied by an explanation of any significant variances.
- 22) Direct expenditures and/or transfers of any unencumbered balance or any portion thereof in any appropriation for transfer account to any other appropriations account may not be made without amendment of the general appropriation measure as provided for in this resolution, except that transfers within and between budgeted funds and departments may be made by the Fiscal Officer in the following instances:

- (a) Transfers may be made from the non-departmental Overtime Reserve account and Fringe Benefit Reserve account to the appropriate departmental budget as specific overtime requests are reviewed and approved by the Fiscal Services Division. Additionally, overtime appropriations may be transferred between divisions within a department at the request of the Department Head, if authorized by the Fiscal Officer or his/her designee. The Overtime Reserve account includes an estimated amount for the Parental Leave benefit that may be needed by departments that have contractual service obligations or job duties that cannot be temporarily covered by other departmental personnel and the use of Parental Leave causes the department to exceed their Personnel Expenditure budget category.
- (b) Transfers may be made from the non-departmental appropriation accounts for Maintenance Department Charges and Miscellaneous Capital Outlay to the appropriate departmental budget as specific requests for these items are reviewed and approved by the Fiscal Officer or his/her designee.
- (c) Transfers may be made from the non-departmental appropriation accounts for Emergency Salaries Reserve and Summer Employees Reserve as specific requests for these items are reviewed and approved by the Human Resources Department.
- (d) Transfers may be made from salary and fringe benefit savings, resulting from use of Merit System Administrative Leave without Pay provisions, from departmental budgets to a non-departmental Administrative Leave account. Quarterly reports identifying such transfers and detailing the status of the non-departmental Administrative Leave account shall be provided to the appropriate Board committees.
- (e) Fringe benefit rates shall be established annually in the budget process to charge all General Fund/General Purpose, Special Revenue and Proprietary funds for actual employer fringe benefit costs. Such rates shall be sufficient to meet all fringe benefit costs including sick leave and annual leave accumulations, tuition reimbursement, employee training, retirees' medical, required debt service on the Retiree Health Care Refunding bonds pursuant to M.R. #12299 and M.R. #13280, and retirement administration. All funds collected for Retirement, Tuition Reimbursement, Social Security (FICA), Medical for active and retired employees, Disability, Dental, Optical, and Life and Accident Insurance shall be transferred to the Employee Fringe Benefit Fund as established by

Miscellaneous Resolution #81312. Sufficient funds shall be maintained in the Employee Fringe Benefit Fund liability account for sick leave and annual leave to cover the accumulated liability at an amount equal to 50% of the sick leave accumulation and 100% of the annual leave accumulation, including applicable Social Security (FICA) taxes thereon. All funds collected by Workers' Compensation and Unemployment Compensation shall be transferred to the Fringe Benefit Fund as established by Miscellaneous Resolution #81012 and modified by Miscellaneous Resolution #96024.

- (f) The transfer of funds to the Capital Improvement Fund/Building Improvement Fund shall be made in accordance with the appropriation authorized by the Board of Commissioners.
 - (g) Transfers (advances) may be made as necessary from the Drain Revolving Fund to Drain Construction Funds and Drain Maintenance Funds as short-term advances for costs incurred such as preliminary engineering fees and ongoing maintenance costs. Costs incurred by Drain Maintenance Funds and Drain Construction Funds will be repaid by the Drain Fund through assessments. Specific requests will be reviewed and approved by the Fiscal Officer or his/her designee.
 - (h) A transfer of any or all of the appropriation allocated under the Non-Departmental account for Legislative Expense (#10100-9090101-196030-731080) shall not be made to any departmental budget without adoption of an Oakland County Board of Commissioners resolution.
 - (i) Transfers may be made from the Non-Departmental Juvenile Resentencing account to the Circuit Court, Prosecuting Attorney and Sheriff's Office as actual costs are incurred and upon approval of the Fiscal Officer or his/her designee.
- 23) The Board of Commissioners may make supplemental appropriations by amending this general appropriations measure as provided by this resolution, provided that revenues in excess of those anticipated in the original general appropriations measure become available due to:
- (a) An unobligated surplus from prior years becoming available;
 - (b) Current year revenue exceeding original estimate in amounts sufficient enough to finance increased appropriations. The Board of Commissioners may make a supplemental appropriation by increasing the dollar amount of an appropriation item in the original general appropriations measure or by adding additional items. At the same

time the estimated amount from the source of revenue to which the increase in revenue may be attributed shall be increased, or other source and amount added in a sum sufficient to equal the supplemental expenditure amount. In no case may such appropriations cause total estimated expenditures, including an accrued deficit, to exceed total estimated revenues, including an unappropriated surplus.

- 24) Whenever it appears to the County Executive or the Board of Commissioners that actual and probable revenues in any fund will be less than the estimated revenues upon which appropriations from such fund were based, the County Executive shall present to the Board of Commissioners recommendations which, if adopted, will prevent expenditures from exceeding available revenues for the current fiscal year. Such recommendations shall include proposals for reducing appropriations, increasing revenues, or both. After receiving the recommendations of the County Executive for bringing appropriations into balance with estimated revenues, the Board of Commissioners shall amend the general appropriations measure to reduce appropriations or shall approve such measures necessary to provide revenues sufficient to equal appropriations, or both.
- 25) All appropriations are annual and the unexpended portion shall lapse at year-end. Encumbrances and appropriations carried forward shall be recorded as an assigned fund balance, and the subsequent year's budget amended to provide authority to complete these transactions. Appropriations shall not be carried forward for more than six (6) months into the budget year following the year in which they were originally appropriated. A status report on Appropriations Carried Forward, as required by Miscellaneous Resolution #93156, will be incorporated as an integral part of the ensuing year's Second Quarter Financial Forecast for the purposes of determining their continuation for the remainder of the year. The recommended year-end budget amendment shall be supported with a statement of revenues and expenditures and operating surplus or deficit which shall contain the following data:
- (a) budget as adopted;
 - (b) budget amendments;
 - (c) budget as adjusted;
 - (d) revenues and expenditures, operating surplus or deficit;
 - (e) accrued revenue and expenditures;
 - (f) transfers;

- (g) total revenues and expenditures and transfers, operating surplus or deficit, including accruals and transfers;
 - (h) encumbrances;
 - (i) appropriations carried forward;
 - (j) total revenues and appropriations utilized, operating surplus or deficit, including encumbrances and appropriations carried forward;
 - (k) balance of revenues not collected, unencumbered appropriation balance, operating surplus or deficit;
 - (l) detail of adjustments to designated and undesignated fund balance, detail of adjustment to reserves and/or any other utilization of surplus;
 - (m) final surplus or deficit or undesignated fund balance carried forward to the subsequent year's budget.
- 26) A member of the Board of Commissioners, the County Executive, any elected officer, the Fiscal Officer, any other administrative officer or employee of Oakland County shall not:
- (a) create a debt, incur a financial obligation on behalf of the County against an appropriation account in excess of the amount authorized,
 - (b) apply or divert money of the County for purposes inconsistent with those specified in this general appropriations measure as approved and amended by the Board of Commissioners, nor
 - (c) forgive a debt or write off an account receivable without appropriate authorization of the Board of Commissioners, as described in Miscellaneous Resolution #93135 (Bad Debt Write-Off Policy) and Miscellaneous Resolution #12048 (Short Sale Policy). Specifically, application of the foregoing Bad Debt Write-Off Policy shall be invoked for all amounts in excess of \$1,000; transactions of a lesser amount shall be considered within the administrative authority of the Fiscal Officer or his/her designee. Application of the foregoing Short Sale policy may be invoked to allow the County to consider less than the balance owed on an Oakland County home improvement loan in a proposed sale of property, unless prohibited by Federal Regulations, as determined by the Manager of the Oakland County Community and Home Improvement Division or his/her designee. Furthermore, the Fiscal Services Division must submit to the Board of Commissioners, as part of the quarterly financial report, a listing of all bad debt writeoffs (including short sales) occurring during the preceding three months. In addition, transactions

relating to Inmate Prisoner Billings which are billed in excess of ability to pay are hereby authorized to be adjusted in accordance with Public Act 212 of 1994 with the resultant amount of the write-off subsequently reported to the Board of Commissioners as part of the Quarterly Financial Report. Also, within the administrative authority of the Fiscal Officer and with the general approval of the Court, Circuit Court and Probate Court financial orders for \$2,500 or less may be reduced and amended by the Fiscal Services Division based on an individual's ability to pay. Waiver of fees in excess of \$2,500 shall require the approval of the Court. Except as otherwise stated in the General Appropriations Act, funds shall not be expended without specific appropriation or other appropriate action by the Board of Commissioners from fund equity; from balance sheet accounts for the purchase of fixed assets not cited in paragraph 26 of the General Appropriations Act, non-routine prepaid items or non-routine obligations related to a specific appropriation; or from funds not budgeted.

- 27) All Internal Service Fund budgets that have depreciable assets shall have a capital budget with detail supporting the amount of annual depreciation therein included, as well as a fiscal plan for replacing, upgrading or disposing of those assets.
- 28) The budgetary system shall be maintained on the same basis of accounting (generally accepted accounting principles) as the actual financial information is maintained.
- 29) Any violation of the general appropriations measure by the County Executive, the Fiscal Officer, any administrative officer, employee or member of the Board of Commissioners detected through application of generally accepted accounting procedures utilized by Oakland County or disclosed in an audit of the financial records and accounts of the County shall be filed with the State Treasurer and reported by the State Treasurer to the Attorney General. Pursuant to Public Act 621 of 1978, the Uniform Budgeting Act, the Attorney General shall review the report and initiate appropriate action against the person or persons in violation. For use and benefit of the County of Oakland, the Attorney General or Prosecuting Attorney may institute a civil and/or criminal action in a court of competent jurisdiction for the recovery of County funds disclosed by an examination to have been illegally expended or collected as a result of malfeasance, and for the recovery of public property disclosed to have been converted or misappropriated.
- 30) The provisions of this act shall be applied to the General Fund and all Special Revenue and Proprietary Funds of the County, including Enterprise Funds and Internal Service Funds.

BE IT FURTHER RESOLVED that as a condition of continuing debt covenants the Department of Management and Budget and Treasurer's Office are hereby directed to take any and all ministerial actions that may be necessary to facilitate the payment of the principal and interest on all debt obligations that have been authorized through separate action by the Board of Commissioners and the payment of all other obligations.

BE IT FURTHER RESOLVED that the FY 2019-2021 Finance Committee Recommended Budget document, presented on September 27, 2018; be amended to assign \$500,000 with the FY 2018 Year End Report in the Board of Commissioners Project Assigned Fund Balance with the intended use to support advancing the health and academic achievement of Oakland County children by increasing access to school breakfast. Fund Balance Assignments require a separate resolution for program appropriation.

BE IT FURTHER RESOLVED that the FY 2019-2021 Finance Committee Recommended Budget document, presented on September 27, 2018; be amended to assign \$50,000 with the FY 2018 Year End Report in the Board of Commissioners Project Assigned Fund Balance with the intended use toward a partnership with Oakland Schools for the Safe and Healthy Kids Program to prevent school bullying. Fund Balance Assignments require a separate resolution for program appropriation.

BE IT FURTHER RESOLVED that the FY 2019-2021 Finance Committee Recommended Budget document, presented on September 27, 2018; be amended to assign \$50,000 with the FY 2018 Year End Report in the Board of Commissioners Project Assigned Fund Balance with the intended use toward a partnership with Oakland Hope to provide human services assistance for low income individuals. Fund Balance Assignments require a separate resolution for program appropriation.

BE IT FURTHER RESOLVED that the FY 2019-2021 Finance Committee Recommended Budget, presented on September 27, 2018; be amended to adjust the FY 2020 Clerk/Register of Deeds budget by \$225,000 to increase the Elections Supplies expenditure line item (10100-2010301-185010-750126) and offset by an increase to the Recording Fees revenue line item (10100-2010401-172190-631708) to support the Elections Division with ordering up to 100% ballots for even year primaries, voter education, election worker training and other support initiatives for even year elections.

Chairperson, on behalf of the Finance Committee, I move the adoption of the foregoing resolution.



Commissioner Thomas Middleton, District #4
Chairperson, Finance Committee

The following definitions of terms are provided to aid in understanding the terminology employed in the text of the Budget.

ACCOUNT NUMBER. A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc. In such a manner, that the symbol used reveals quickly certain required information.

ACCOUNTING PERIOD. A period at the end of which and for which financial statements are prepared. For the County, this term ranges from October 1 through September 30.

ACCOUNTING SYSTEM. The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government of any of its funds, fund types, balanced account groups, or organizational components.

ACCRUAL BASIS. The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

ALLOCATION. The assignment of available resources to various uses.

ALLOTMENT. A portion of an appropriation which may be expended or encumbered during a certain period of time, e.g., monthly.

ANNUAL OPERATING BUDGET. See OPERATING BUDGET.

APPROPRIATION. An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose. An appropriation is usually limited in amount and as to the time when it may be expended.

APPROPRIATION ACCOUNT. A budgetary account set up to record specific authorizations to spend. The account is credited with original and any supplemental appropriations and is charged with expenditures and encumbrances.

ASSESSED VALUATION. A valuation set upon real estate or other property by a government as a basis for levying taxes. See STATE EQUALIZED VALUE and TAXABLE VALUE.

ASSESSMENT. (1) The process of making the official valuation of property for purposes of taxation. (2) The valuation placed upon property as a result of this process.

AUDIT. A methodical examination of utilization of resources. It concludes in a written report of its findings. An audit is a test of management's accounting system to determine the extent to which internal accounting controls are both available and being used.

AUDIT REPORT. The report prepared by an auditor covering the audit or investigation made by him. As a rule, the report should include: (a) a statement of the scope of the audit; (b) explanatory comments (if any) concerning exceptions by the auditor as to application of generally accepted auditing standards; (c) opinions; (d) explanatory comments (if any) concerning verification procedures; (e) financial statements and schedules; and (f) sometimes statistical tables, supplementary comments, and recommendations. The auditor's signature follows item (c) or (d).

AUTHORITY. A government or public agency created to perform a single function or a restricted group of related activities. Usually such units are financed from service charges, fees, and tolls, but in some instances they also have taxing powers. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing, or the exercise of certain powers.

BALANCED BUDGET. The budget is said to be balanced when the total revenue budget equals the total expenditure budget. Total revenue may include revenue, other financing sources and transfers in from other funds. The budget may be balanced by using prior year funding, when funds are designated in the fund balance for that purpose.

BASIC FINANCIAL STATEMENTS. Those financial statements, including notes thereto, which are necessary for a fair presentation of the financial position and results of operations of an entity in conformity with GAAP.

BOND. A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

BONDED DEBT. That portion of indebtedness represented by outstanding bonds.

BUDGET. A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifiers, the term usually indicates a financial plan for a single fiscal year. The term “budget” is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. Budget does not include any of the following:

1. A fund for which the County acts as trustee or agent.
2. An intragovernmental service fund.
3. An enterprise fund.
4. A public improvement or building and site fund.
5. A special assessment fund.

BUDGET DOCUMENT. The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to past years’ actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

BUDGET MESSAGE. A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message contains an explanation of the principal budget items, an outline of the government’s experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.

BUDGETARY ACCOUNTS. Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

BUDGETARY COMPARISONS. Governmental GAAP financial reports must include comparisons of approved budgeted amounts with actual results of operations. Such reports should be subjected to an independent audit, so that all

parties involved in the annual operating budget legal appropriation process are provided with assurances that government monies are spent in accordance with the mutually agreed-upon budgetary plan.

BUDGETARY CONTROL. The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL BUDGET. A plan of proposed capital outlays and the means of financing them. See **CAPITAL PROGRAM.**

CAPITAL OUTLAYS. Expenditures which result in the acquisition of or addition to fixed assets.

CAPITAL IMPROVEMENT PROGRAM (CIP). A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING (CAFR) PROGRAM. A voluntary program administered by GFOA to encourage governments to publish efficiently organized and easily readable CAFRs and to provide peer recognition and technical assistance to the finance officers preparing them.

CHIEF ADMINISTRATIVE OFFICER. The elected County Executive.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR). The official annual financial report of a government. It includes a Management Discussion and Analysis (MD&A), basic financial statements, notes to the basic financial statements and financial statements for each individual fund prepared in conformity with GAAP and organized into a financial reporting pyramid. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed statistical section.

CONTROL ACCOUNT. An account in the general ledger where the aggregate of debit and credit postings to a number of identical or related accounts (called subsidiary accounts) are recorded. For example, Taxes Receivable is a control account supported by the aggregate of individual balances in individual property taxpayer's subsidiary accounts. See **GENERAL LEDGER** and **SUBSIDIARY ACCOUNT**.

COST. (1) The amount of money or other consideration exchanged for property or services. Costs may be incurred even before money is paid; that is, as soon as the liability is incurred. Ultimately, however, money or other consideration must be given in exchange. Again, the cost of some property or service may, in turn, become a part of the cost of another property or service. For example, the cost of part or all of the materials purchased at a certain time will be reflected in the cost of articles made from such materials or in the cost of those services in the rendering of which the materials were used. (2) Expense.

CURRENT ASSETS. Those assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used up or converted into cash within one year. Some examples are cash, temporary investments, and taxes receivable which will be collected within one year.

CURRENT LIABILITIES. Liabilities which are payable within one year.

CURRENT RESOURCES. Resources to which recourse can be had to meet current obligations and expenditures. Examples are current assets, estimated revenues or a particular period not yet realized, transfers from other funds authorized but not received, and in the case of certain funds, bonds authorized and unissued.

CURRENT TAXES. Taxes levied and becoming due within one year.

CVT. Cities, Villages and Townships.

DDA (DOWNTOWN DEVELOPMENT AUTHORITY). Amount expected to be lost from County property tax collection due to exemptions granted by local communities for development of a community's downtown district. It is anticipated that by granting these exemptions and redevelopment of these areas, it will encourage economic

development, create jobs and increase property tax valuation in future years.

DEBT. An obligation resulting from the borrowing of money or from the purchase of goods and services, debts if governments include bonds, time warrants, notes, and floating debt.

DEBT SERVICE FUND. A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEBT SERVICE FUND REQUIREMENTS. The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

DEFERRED INFLOWS. Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met. Under the modified accrual basis of accounting, such amounts are measurable but not available.

DELINQUENT TAXES. Taxes remaining unpaid on and after the date on which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or canceled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid, or converted into tax liens.

DEPRECIATION. (1) Expiration in the service life of fixed assets, other than wasting assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. (2) The portion of the cost of a fixed asset other than a wasting asset which is charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

DISTINGUISHED BUDGET PRESENTATION AWARD PROGRAM. A voluntary program administered by GFOA to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

EMINENT DOMAIN. The power of a government to acquire private property for public purposes. It is frequently used to obtain real property which cannot be purchased from owners in a voluntary transaction. Where the power of eminent domain is exercised, owners are compensated by the government in an amount determined by the courts.

ENCUMBRANCES. Commitments related to unperformed (executory) contracts for goods or services.

ENTERPRISE FUND. Proprietary fund type used to report an activity for which a fee is charged to external users for good or services.

ENTITLEMENT. The amount of payment to which a state or local government is entitled as determined by the federal government (e.g., the Director of the Office of Revenue Sharing) pursuant to an allocation formula contained in applicable statutes.

ENTITY. The basic unit upon which accounting and/or financial reporting activities focus. The basic governmental legal accounting entity is the individual fund and account group. Under NCGA Statement 1, governmental GAAP reporting entities include (1) the Combined Statements - Overview (the "liftable" GPFS) and (2) financial statements of individual funds (which may be presented as columns on Combining Statements - By Fund Type, on physically separate individual fund statements, or both). The term "entity" is also sometimes used to describe the composition of "the government as a whole" (whether the library is part of the city or a separate government, whether the school system is part of the county or an independent special district, etc.).

EXPENDITURES. The cost of goods delivered or services rendered, whether paid or unpaid, including expenses, debt retirement not reported as a liability of the fund from which retired or capital outlay.

EXPENSES. Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related payment.

FINANCIAL AND COMPLIANCE AUDIT. An examination leading to the expression of an opinion on, (1) the fairness of presentation of the audited entity's basic financial statements in conformity with GAAP and (2) the audited entity's compliance with the various finance-related legal and contractual provisions used to assure acceptable governmental organizational performance and effective management stewardship. Public sector oversight bodies

typically require independent auditors to include responses to standardized legal compliance audit questionnaires in financial and compliance audit reports.

FISCAL OFFICER. The finance director or Management & Budget director who prepares and administers the Budget of the County.

FISCAL PERIOD. Any period at the end of which a government determines its financial position and the results of its operations. See **ACCOUNTING PERIOD.**

FISCAL YEAR. A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. For the County this ranges from October 1 through September 30.

FIXED ASSETS. Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

FULL FAITH AND CREDIT. A pledge of the general taxing power for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith and credit bonds.

FUND. A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE. The net position of governmental funds.

FUND TYPE. In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

GAAP. See **GENERALLY ACCEPTED ACCOUNTING PRINCIPLES.**

GAAS. See **GENERALLY ACCEPTED AUDITING STANDARDS.**

GENERAL APPROPRIATIONS ACT. The budget as adopted by the Board of Commissioners.

GENERAL FUND. The fund used to account for all financial resources except those required to be accounted for in another fund.

GENERAL LONG-TERM DEBT. Long-term debt (other than special assessment bonds) expected to be repaid from governmental funds. See **LONG-TERM DEBT**.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP). Conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

GENERALLY ACCEPTED AUDITING STANDARDS (GAAS). Rules and procedures that govern the conduct of a financial audit.

GENERAL OBLIGATION BONDS. Bonds for the payment of which the full faith and credit of the issuing government are pledged.

GFOA. Government Finance Officers Association of the United States and Canada. Association of public finance professionals that plays a major role in the development and promotion of GAAP for state and local governments and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946. It also publishes Government Accounting, Auditing, and Financial Reporting, commonly known as the "Blue Book".

GOVERNMENTAL ACCOUNTING. The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governments.

GOVERNMENTAL FUNDS. Funds generally used to account for tax supported activities. Governmental fund types are as follows: the general fund, special revenue funds, debt service funds and capital projects funds.

GRANTS. Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

INCOME. A term used in proprietary fund type accounting to represent (1) revenues or (2) the excess of revenues over expenses.

INTERFUND ACCOUNTS. Accounts in which transfers between funds are reflected.

INTERFUND LOANS. Loans made by one fund to another.

INTERGOVERNMENTAL REVENUES. Revenues from other governments in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

INTERNAL AUDIT. An independent appraisal activity within an organization for the review of operations as a service to management. It is a managerial control which functions by measuring and evaluating the effectiveness of other controls.

INTERNAL CONTROL. A plan of organization under which employees' duties are so arranged and records and procedures so designed as to make it possible to exercise effective, accounting control over assets, liabilities, revenues, and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations. Thus, for example, an employee handling cash would not post the accounts receivable records. Moreover, under such a system, the procedures to be followed are definitely laid down and require proper authorizations by designated officials for all actions to be taken.

INTERNAL SERVICE FUND. A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

INVENTORY. A detailed list showing quantities, descriptions, and values of property and frequently, units of measure and unit prices.

INVESTMENTS. Securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in governmental operation.

JUDGEMENT. An amount to be paid or collected by a government as the result of a court decision, including a condemnation award in payment for private property taken for public use.

LEGAL OPINION. (1) The opinion of an official authorized to render it, such as an attorney general or city attorney as to legality. (2) In the case of governmental bonds, the opinion of a specialized bond attorney as to the legality of a bond issue.

LEVY. (Verb) To impose taxes, special assessments, or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

LIABILITIES. Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

LONG-TERM DEBT. Debt with a maturity of more than one year after the date of issuance.

MISCELLANEOUS RESOLUTION (M.R.). Official approval by the Oakland County Board of Commissioners.

MODIFIED ACCRUAL BASIS. The accrual basis of accounting adapted to the governmental fund type. Spending Measurement Focus. Under it, revenues are recognized when they become both “measurable” and “available to finance expenditures of the current period.” Expenditures are recognized when the related fund liability is incurred except for: (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes of the financial statements; (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and (5) principal interest on long-term debt which are generally recognized when due. All governmental funds are accounted for using the modified accrual basis of accounting.

MUNICIPAL. In its broadest sense, and adjective which denotes the state and all subordinate units of government. In a more restricted sense, an adjective which denotes a city or village as opposed to other local governments.

OPERATING REVENUES. Proprietary fund revenues which are directly related to the fund’s primary service activities. They consist primarily of user charges for services.

MUNICIPAL BOND. A bond issued by a state or local government.

NET INCOME. Proprietary fund excess of operating revenues, nonoperating revenues, and transfers-in over operating expenses, nonoperating expenses, and transfers-out.

NOTE PAYABLE. In general, an unconditional written promise signed by the maker to pay a certain sum in money on demand or at a fixed or determinable time either to the bearer or to the order of a person designated therein.

OBJECT. As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are salaries, fringe benefits, contractual services, materials, and supplies.

OBLIGATIONS. Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

OPERATING BUDGET. Plans of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law.

OPERATING EXPENSES. Proprietary fund expenses which are directly related to the fund’s primary service activities.

OPERATING GRANTS. Grants which are restricted by the grantor for operating purposes or which may be used for either capital or operating purposes at the discretion of the grantee.

OPERATING INCOME. The excess of proprietary fund operating revenues over operating expenses.

OPERATING STATEMENT. The basic financial statement which discloses the financial results of the operation of an entity during an accounting period in conformity with GAAP. Under NCGA Statement 1, operating statements and statements of changes in fund equity are combined into “All Inclusive” operating statement formats.

ORGANIZATION UNIT CLASSIFICATION. Expenditure classification according to responsibility centers within a government's organization structure. Classification of expenditures by organization unit is essential to fixing stewardship responsibility for individual government resources.

OVERHEAD. Those elements of cost necessary in the production of an article or the performance of a service which are of such a nature that the amount applicable to the product or service cannot be determined accurately or readily. Usually they relate to those objects of expenditure which do not become an integral part of the finished product or service; such as rent, heat, light, supplies, management, supervision, etc.

PERFORMANCE AUDITS. Examinations intended to assess (1) the economy and efficiency of the audited entity's operations and (2) program effectiveness - the extent to which program objectives are being attained. Performance audits are sometimes also referred to as operational audits.

PERFORMANCE BUDGET. A budget wherein expenditures are based primarily upon measurable performance of activities and work programs. A performance budget may also incorporate other bases of expenditure classification, such as character and object class, but these are given a subordinate status to activity performance.

PRE-PAID ITEMS. An asset account reflecting charges entered in the accounts for benefits not yet received. Prepaid items differ from deferred charges in that they are spread over a shorter period of time than deferred charges and are regular recurring costs of operations. Examples of prepaid items are prepaid rent, prepaid interest, and unexpired insurance premiums.

PROGRAM BUDGET. A budget wherein expenditures are based primarily on programs of work and secondarily on character and object class. It is a transitional type of budget between the traditional line item and performance budget approaches..

PROGRAM COMPLIANCE AUDIT. An examination leading to the expression of an opinion in the degree of the audited entity's compliance with requirements imposed by intergovernmental grantors and the audited entity's eligibility for grant monies.

PROPRIETARY FUNDS. Funds that focus on the determination of operating income, changes in net assets, (or cost recovery), financial position, and cash flows. Proprietary fund types are as follows: enterprise funds and internal service funds.

PURCHASE ORDER. A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

REIMBURSEMENTS. (1) Repayments of amounts remitted on behalf of another party. (2) Interfund transactions which constitute reimbursements of a fund for expenditures or expenses initially made from it which are properly applicable to another fund - e.g., an expenditure properly chargeable to a Special Revenue Fund was initially made from the General Fund, which is subsequently reimbursed. They are recorded as expenditures or expenses (as appropriate) in the reimbursing fund and as reductions of the expenditure or expense in the fund that is reimbursed.

RESERVE. (1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

RESERVE FOR ENCUMBRANCES. An account used to segregate a portion of fund balance for expenditure upon vendor performance.

RESOLUTION. An order of a legislative body which requires less legal formality than an ordinance or statute. It is a method by which the annual operating budget is enacted into law by the legislative body.

RESTRICTED ASSETS. Monies or other resources, the use of which is restricted by legal or contractual requirements. In governmental accounting, special treatments are applied to restricted assets arising out of revenue bond indentures in Enterprise Funds.

RETIREMENT ALLOWANCES. Amounts paid to government employees who have retired from active service or to their survivors.

REVENUE BONDS. Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the Enterprise Fund's property.

REVENUES. An addition to the assets of a fund which does not increase a liability, does not represent the recovery of an expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or a decrease in assets, and does not represent a contribution of fund capital in enterprise or in intra-governmental service funds.

SELF-SUPPORTING or LIQUIDATING DEBT. Debt obligations whose principal and interest are payable solely from the earnings of the enterprise for the construction or improvement for which they were originally issued. See **REVENUE BONDS**.

SEV. See **STATE EQUALIZED VALUE**.

SHARED REVENUES. Revenues levied by one government but shared on a predetermined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

SINGLE AUDIT. Expanded financial and compliance audits which are to include standardized program compliance audit elements. Single audits are expected eventually to eliminate the need for separate program compliance audits of individual federally assisted programs.

SPECIAL ASSESSMENT. A compulsory levy made against certain properties to defray part of all of the cost of a specific improvement or service deemed to primarily benefit those properties.

SPECIAL ASSESSMENT BONDS. Bonds payable from the proceeds of special assessments. If the bonds are payable only from the collections of special assessments, they are known as special assessment bonds. If, in addition to the assessments, the full faith and credit of the government are pledged, they are known as general obligation special assessment bonds.

SPECIAL ASSESSMENT ROLL. The official list showing the amount of special assessments levied against each property presumed to be benefited by an improvement or service.

SPECIAL REVENUE FUND. A fund used to account for the financing of public improvements or services deemed to benefit primarily the properties against which special assessments are levied.

STANDARD COST. The predetermined cost of performing an operation or producing a product when labor, materials, and equipment are utilized efficiently under reasonable and normal conditions. Normal conditions exist when there is an absence of special or extraordinary factors affecting the quality or quantity of the work performed, or the time or method of performing it.

STATE EQUALIZED VALUE (SEV). The State Equalized Value for a property represents 50% of its estimated market value. May also be referred to as Assessed Value (AV).

STATE TAXABLE VALUE (STV). May also be referred as Taxable Value (TV). Value of property at which tax is calculated. The State Taxable Value may be less than the State Equalized Value due to limitations by state ballot initiatives such as Headlee and Proposal A.

STATEMENT OF CHANGES IN NET POSITION. The basic financial statement which reconciles the equity balances of an entity at the beginning and end of an accounting period in conformity with GAAP. It explains the relationship between the operating statement and the balance sheet.

STATUTE. A written law enacted by a duly organized and constituted legislative body.

SUBSIDIARY ACCOUNT. One of a group of related accounts which support in detail the debit and credit summaries recorded in a control account. An example is the individual property taxpayers' accounts for the taxes receivable control account in the general ledger. See **CONTROL ACCOUNT**.

SURETY BOND. A written promise to pay damages or to indemnify against losses caused by the party or parties named in the document, through nonperformance or through defalcation. For example, a surety bond might be required of an independent contractor. Surety bonds also include Fidelity Bonds covering government officials and employees.

SURPLUS. An excess of the assets of a fund over its liabilities and reserves.

TAX RATE. The amount of tax stated in terms of a unit of the tax base; for example, 25 mills per dollar of assessed valuation of taxable property.

TAX RATE LIMIT. The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose, or to taxes imposed for all purposes, and may apply to a single government, to a class of governments, or to all governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

TAX ROLL. The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined, but even in these cases the two can be distinguished.

TAXES. Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

TIFA (TAX INCREMENT FINANCING AUTHORITY). Amount expected to be lost from County property tax collection due to exemptions granted by local communities for redevelopment of deteriorated industrial areas. It is anticipated that by granting these exemptions and redevelopment of these areas, it will encourage economic development, create jobs and increase property tax valuation in future years.

TRADITIONAL (Line Item) BUDGET. A term sometimes applied to the budget of a government wherein expenditures are based entirely or primarily on objects of expenditure. See **PROGRAM BUDGET** and **PERFORMANCE BUDGET**.

TRIAL BALANCE. A list of the balances of the accounts in a ledger kept by double entry, with the debit and credit balances shown in separate columns. If the totals of the debit and credit columns are equal and their net balance agrees with a control account, the ledger from which the figures are taken is said to be "in balance."

TRUST FUNDS. Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations or other governments.

UNQUALIFIED OPINION. An auditor's opinion which states that the basic financial statements of a specified entity are fairly presented in conformity with GAAP applies on a basis consistent with the prior year.

WORK ORDER. A written order authorizing and directing the performance of a certain task and issued to the person who is to direct the work. Among the items of information shown on the order are the nature and location of the job, specifications of the work to be performed and a job number which is referred to in reporting the amount of labor, materials and equipment used.