



OAKLAND COUNTY MICHIGAN



2010 Financial Summary

Fiscal Year ending September 30, 2010



Prepared by

Department of Management & Budget

Laurie Van Pelt, Director



To the Citizens of Oakland County:

I am pleased to present the Financial Summary for Fiscal Year 2010. Each year the County of Oakland publishes a document called the Comprehensive Annual Financial Report (CAFR). This report contains financial statements for the County, which are prepared in accordance with Generally Accepted Accounting Principles (GAAP) and the standards and guidelines set by the Governmental Accounting Standards Board. The CAFR also includes an independent auditor's report which states the information contained in the financial statements has been reviewed by the firm, and with reasonable assurance, the financial information is complete, presented accurately, and in the correct format. To meet GAAP requirements, much of the information in the report is technical and complex, resulting in a document that is not very user friendly for the average person. This financial summary has been prepared to provide a less technical discussion of County finances. It also includes a brief discussion of select County programs and initiatives. Hopefully, this document will help Oakland's residents gain a better understanding of County government.



I am also pleased to announce Oakland County's Financial Summary for 2009 has received the prestigious Popular Annual Financial Report Award from the Government Finance Officers Association of the United States and Canada, which is detailed on page two of this document.

Once again, the intent of this report is to portray financial information presented in the CAFR using more easily understood terms. It is not intended to replace the CAFR, which is available from the Department of Management and Budget. It is designed to assist those who want or need a less technical overview of the County's financial activities.

L. Brooks Patterson
Oakland County Executive

Award for Outstanding Achievement in Popular Annual Financial Reporting

PRESENTED TO

**Oakland County
Michigan**

for the Fiscal Year Ended
September 30, 2009



[Signature]
President
[Signature]
Executive Director

GFOA Award Presented

The Government Finance Officers Association of the United States and Canada (GFOA) has given an Award for Outstanding Achievement in Popular Annual Financial Reporting to Oakland County for its Popular Annual Financial Report for the fiscal year ended September 30, 2009. The Award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports.

In order to receive an Award for Outstanding Achievement in Popular Annual Financial Reporting, a government unit must publish a Popular Annual Financial Report, whose contents conform to program standards of creativity, presentation, understandability and reader appeal.

An Award for Outstanding Achievement in Popular Annual Financial Reporting is valid for a period of one year only. Oakland County has received a popular award for the last thirteen consecutive years (fiscal years ending 1997-2009). We believe our current report continues to conform to the Popular Annual Financial Reporting requirements, and we are submitting it to the GFOA.

BOARD OF COMMISSIONERS FOR FISCAL YEAR 2010



Bill Bullard, Jr.
Chairperson
Highland



Michael J. Gingell
Vice-Chairperson
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Tim Burns	Clawson
Kim T. Capello	Novi
Eric Coleman	Southfield
David Coulter	Ferndale
Sue Ann Douglas.....	Rochester
Marcia Gershenson	Bloomfield Hills
Robert Gosselin.....	Troy
Tim Greimel.....	Rochester Hills
Mattie M. Hatchett.....	Pontiac
Janet Jackson.....	Southfield
Bradford C. Jacobsen.....	Oxford
Christine A. Long.....	Commerce
Gary R. McGillivray	Madison Heights
Thomas F. Middleton	Clarkston
Jim Nash.....	Farmington Hills
Jeff Potter	South Lyon
David W. Potts	Bloomfield Hills
Jim Runestad	Waterford
Steven H. Schwartz.....	Farmington Hills
John A. Scott	Waterford
Shelley G. Taub.....	Bloomfield Twp
Dave Woodward.....	Royal Oak
Helaine Zack	Huntington Woods

AN OVERVIEW OF OAKLAND COUNTY



Incorporated in 1820, Oakland County covers an area of approximately 910 square miles with a population over 1.2 million. The County's reputation as a world class community is due not only to its renowned business environment, but to many attributes that contribute to an excellent quality of life. Oakland offers unsurpassed natural beauty, thriving downtown communities, top-notch schools, first class entertainment venues and state-of-the-art medical facilities which make it a great place to live, work, play and learn.

Oakland has a reputation as home to many of the region's top educational facilities. There are multiple institutions of higher learning located in the County, including the highly regarded Oakland University.

Cultural entertainment venues include the popular Meadow Brook Theatre as well as the Meadow Brook and DTE Energy Music Theaters. The County's museums include the world-renowned Cranbrook Academy of Art Museum, the Cranbrook Institute of Science, the Motorsports Hall of Fame and Museum and the W. P. Chrysler Automotive Museum. The Holocaust Memorial Center, in Farmington Hills, is the nation's first freestanding museum dedicated to the memory of the Holocaust.

The Detroit Zoo is also located in Oakland County with 125 acres of naturalistic exhibits including the unique "Arctic Ring of Life" polar bear exhibit.

For sports fans, the Palace of Auburn Hills is home to the NBA's Detroit Pistons. The Palazzo di Bocce offers 10 championship quality Bocce courts and a fine Italian restaurant. Golf enthusiasts enjoy numerous public and private golf courses, some of which have hosted the prestigious Ryder Cup, PGA U.S. Open and LPGA U.S. Open. In addition, three major downhill ski areas operate within the County.

Shopping opportunities also abound - Oakland County has an extensive collection of malls and shopping centers ranging from the small village shopping district to multi-floor enclosed malls found in most major cities.



Car enthusiasts enjoy annual events like the Woodward Dream Cruise; the world's largest one-day celebration of the car culture and the Meadow Brook Concours d'Elegance where a selection of the world's finest classic automobiles and motorcycles are displayed on the beautiful grounds of Meadow Brook Hall, a historic auto baron's mansion on the campus of Oakland University.



Other popular annual events include the Michigan Renaissance Festival, the Art & Apples Festival and Quake on the Lake, a premier summertime event featuring hydroplane racing. In addition, Arts, Beats & Eats, a four-day food, arts and entertainment festival is held each Labor Day weekend.

Oakland County has a unique blend of cities, towns and villages to fit any lifestyle. Oakland's communities range from villages, like Milford, with quaint downtown shopping districts to cities like Birmingham with upscale shops, restaurants, art galleries, theatres and nightclubs. For those enjoying a quieter pace, the County has many rural areas and lake communities. Oakland's pedestrian-friendly communities offer 370 miles of trails, water trails and park paths, 155 miles of bike lanes/bike routes and 539 miles of safety/side paths. No matter where they live, residents are never more than a 20-minute drive or walk from the nearest park, nature trail or lake. Oakland County contains more than 89,000 acres of recreational property, more than 1,400 lakes and the headwaters of five major rivers within its borders.

Oakland County's Economy

Oakland County is generally recognized as one of the elite local economies in the United States; confirmed by its status as one of 38 counties among more than 3,000 nationwide with a bond rating of AAA. However, dire economic situations over the past decade cost the County a large segment of its automotive workforce and tested the County's ability to diversify its economic strength. Even as the U.S. economy moved towards a recovery phase in mid-2009, Oakland endured the largest job loss in recorded history estimated at 60,214 for 2009. This was largely attributed to the bankruptcy of automobile manufacturing giants Chrysler and General Motors. Although the entire country has felt the negative economic impact of the demise and subsequent restructuring of the auto industries, it was most severely observed in Southeast Michigan.

EMPLOYMENT SHIFT

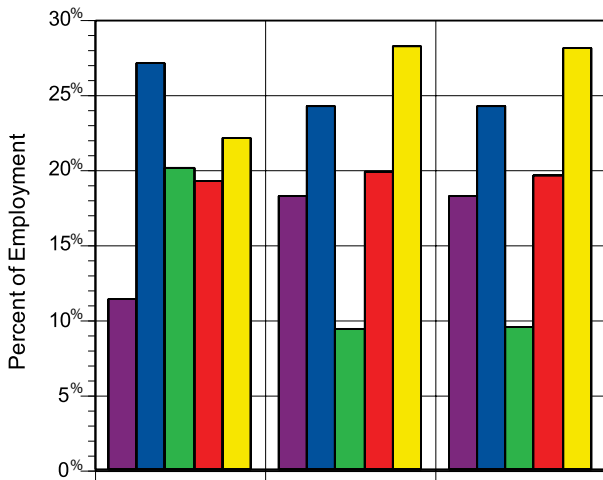


Figure 1 2000 Actual 2009 Estimate 2011 Forecast

Despite these job losses, certain sectors show promise as the County continues to transition away from an industrial economy, specifically service-providing occupations in the areas of life science, health care and education. Figure 1 presents this shift in employment sectors.

Diversifying the economic base will not make Oakland County recession proof; however it will ensure the County's resistance to future recessions. Due to its favorable standing on education, Oakland County is well positioned to continue its transformation from a traditional industrial economy to a knowledge-based economy.

According to the April 2010 Oakland County Economic Outlook report prepared by the University of Michigan,

EMPLOYMENT TRENDS

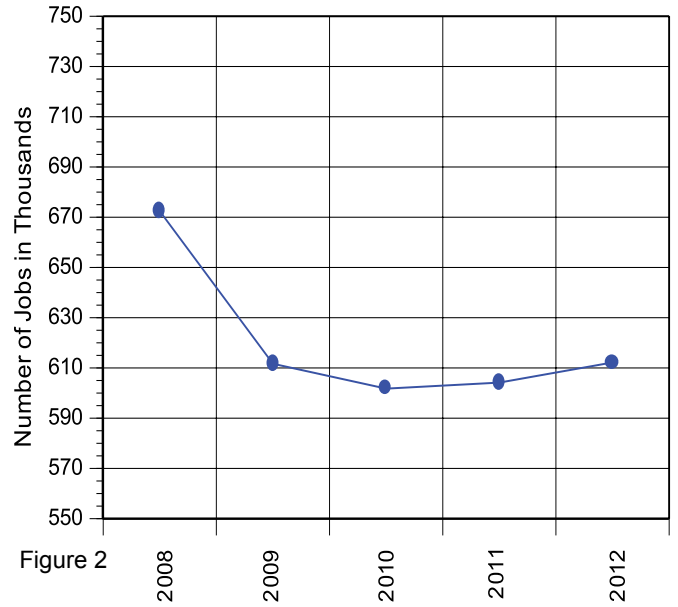


Figure 2

Oakland appears to be moving toward a slight recovery with forecasted job gains of 2,421 in 2011 and 7,937 in 2012. Unfortunately, this follows the loss of an additional 9,876 jobs in 2010. Figure 2 illustrates this trend.

In September 2010, Oakland's unemployment rate of 12.2% was slightly lower than the State of Michigan's 12.3%; however it exceeded the national average of 9.2%. Unemployment rates for the past decade are illustrated in Figure 3.

UNEMPLOYMENT RATES

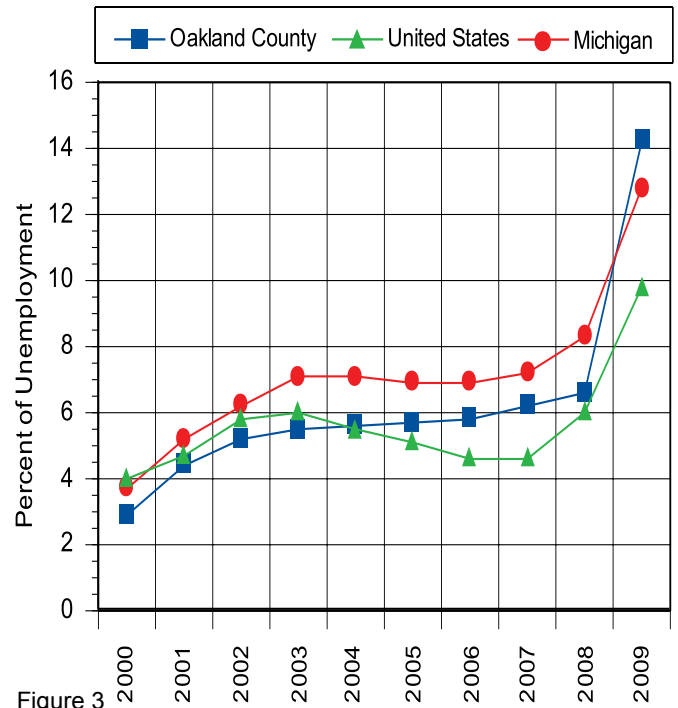


Figure 3

Throughout this turbulent time, the County has continued to introduce economic growth initiatives such as Automation Alley, Main Street, Emerging Sectors and Medical Main Street. Such initiatives are supporting the County's economic resiliency and proving its ability to embrace change. As a result, Oakland County remains a favorable location for businesses. There are 859 businesses representing 721 foreign-parent firms and nearly 57% of Fortune 500 companies have at least one business in Oakland County.

Oakland County's Tax Base

Michigan has not yet recovered from the recession and still faces record-setting numbers of home foreclosures and declining property values. During this period of declining values, the County maintained a prudent and conservative approach to tax revenues by controlling the millage rate levied on the tax base. The County millage rate for the July 1, 2010 property tax levy remained at 4.19 mills for operations. In fact, Oakland County's rate is among the lowest total county rates in the State of Michigan. Since 2008 property values have plummeted in response to the collapsed real estate market. The resulting decrease in taxable value and subsequent decline in tax levies are depicted in Figures 4 and 5.

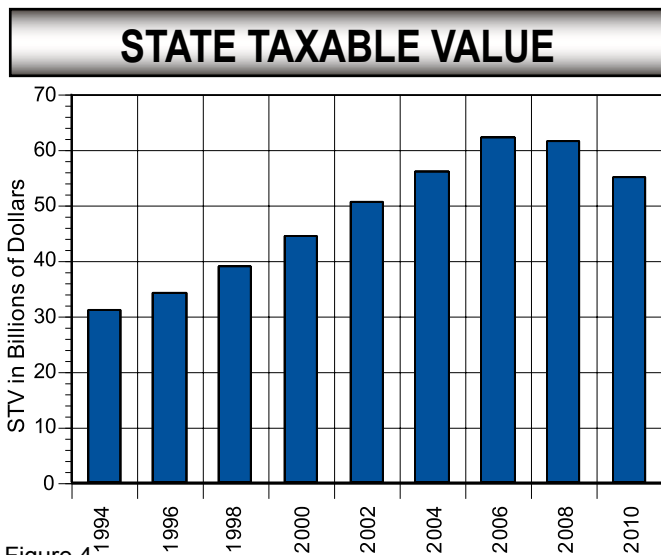


Figure 4

Oakland County's Financial Condition

The County's elected officials and staff have developed policies and procedures to ensure Oakland County government has the fiscal stability to maintain quality services, regardless of the local economic composition. It is County policy to fund ongoing operations with recurring revenues, rather than through the use of fund balance or issuance of debt. This prudent discipline ensures that structural budget difficulties do not develop. To further enhance long-term financial planning, the County has expanded its two-year budget to a three-year budget.

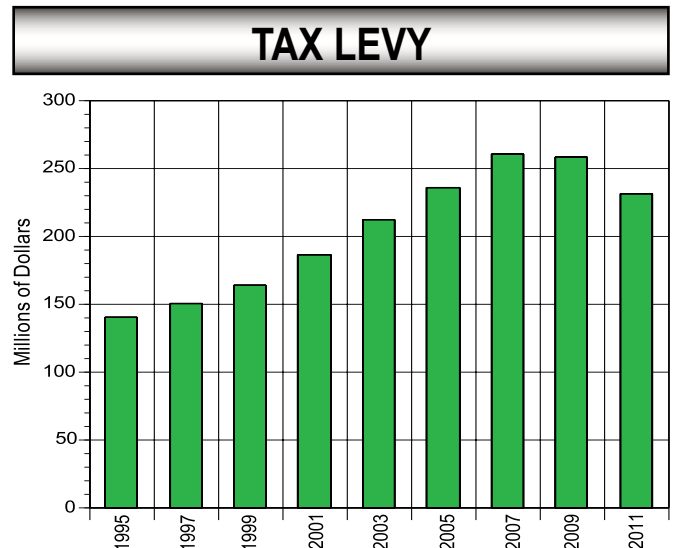


Figure 5

Additionally, fiscal stability is enhanced through the annual budget process which appropriates for full utilization of the County's 4,245 authorized positions. Should vacancies occur or positions be filled at a level lower than authorized, the resulting favorable variance falls to fund balance.

The County's diverse economic base, strong financial operations and financial management, coupled with strong reserves and a moderate debt burden have allowed the County to maintain the highest bond rating achievable, AAA, from both Standard & Poor's and Moody's Investor Services, Incorporated. This rating allows the County to borrow at the lowest possible interest rate, saving the County millions of dollars in future borrowing costs. Local municipalities can also utilize the County's bond rating to borrow funds.

The General Fund is the County's principal operating fund, recording the operations of typical governmental functions. A favorable General Fund balance is an indicator of a healthy operating environment. Since 2001, Oakland County's general fund balance has increased by a total of \$40.2 million. The increase is primarily attributable to the County's effort to limit spending while maintaining services. This is accomplished by analyzing vacant positions for possible elimination or filling with part-time non-eligible employees, limiting contractual services and commodity expenditures as well as requiring internal service funds to absorb rate increases instead of relying on the General Fund. The issuance of debt is also limited. Debt is only issued after other sources of funding (operating budget, existing fund balance, etc.) have been explored. The County has the authority to issue up to \$5.8 billion in debt (10% of its State Equalized Value); however, the actual outstanding debt is \$809.99 million, 14.0% of the permissible amount. Figure 6 (on page 6) provides a historical view of the County's General Fund balance.

Many other types of funds are used in accordance with Generally Accepted Accounting Principles (GAAP) to record the programs and services provided by the County. Special

Revenue funds are used to record the activities that receive monies for restricted purposes such as Public Health, Friend of the Court and all grant-funded activities. Debt Service funds record the transactions related to the assessment of tax levies and payment of principal and interest of long-term debt, usually bonds. Capital Project funds account for the purchase or construction of major capital facilities, like buildings, drains and sewer projects. Enterprise funds account for functions that are financed primarily through user charges and operate similar to businesses, such as the airports, water and sewer operations and the parks.

The overall revenues and expenditures for County functions illustrated in Figure 7 (opposite page) are derived from Governmental and Proprietary Fund Statements presented in the Comprehensive Annual Financial Report (CAFR). The Revenue Trend graphs provide a 5-year history on County revenue sources. Please note that Intergovernmental Revenue includes federal and state grants as well as other intergovernmental revenue. The Expenditure Trend graphs show expenditures by major activities within the County. Internal Service fund revenues and expenditures have not been

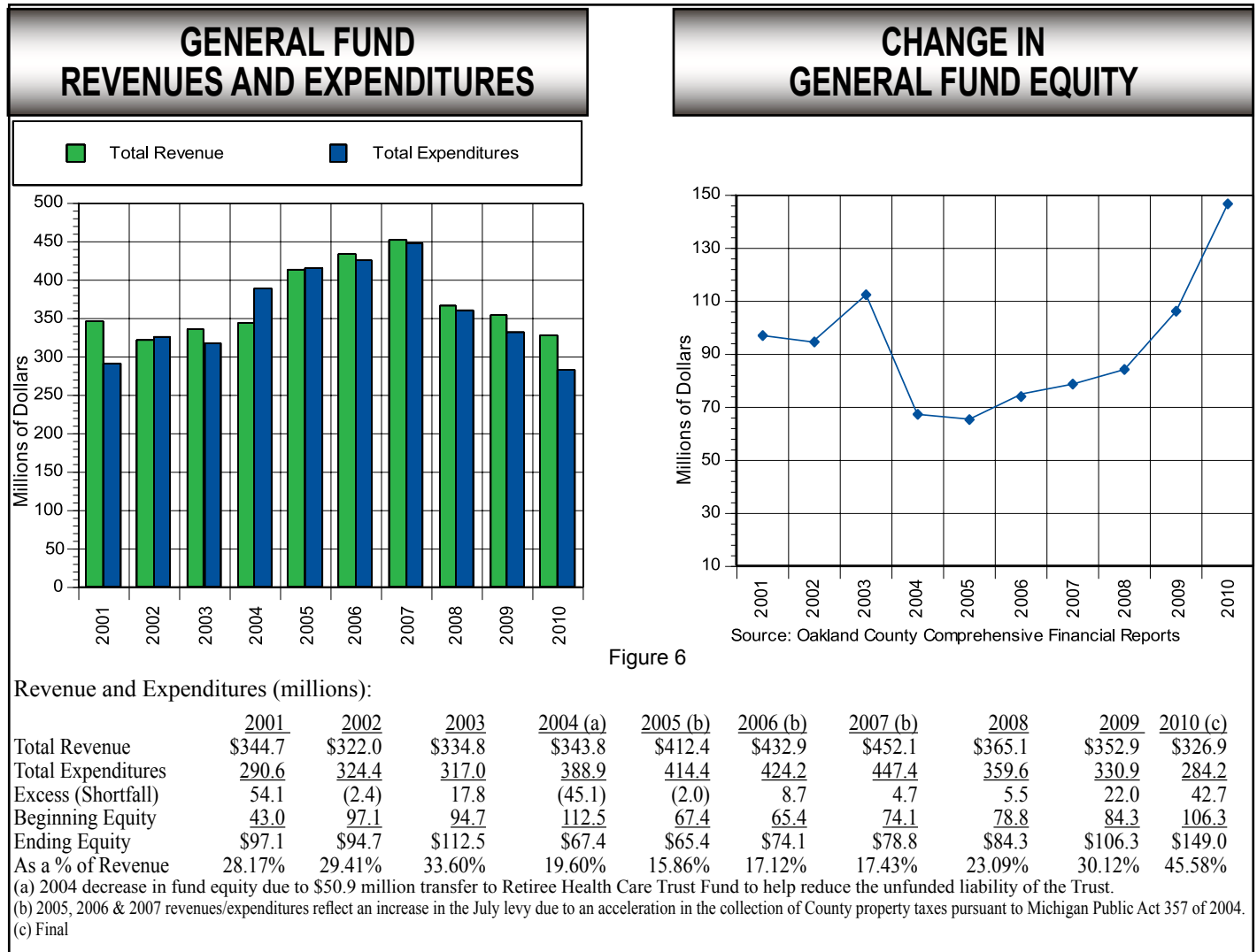
included in these totals. Also, the funds of the component units (Road Commission and Chapters 20 & 21 Drainage Districts) are not presented as these services are provided by other County entities. However, General Fund transfers to the Internal Service funds are included as expenditures to more accurately reflect the use of County tax revenues.

Revenues

The distribution of County revenues are illustrated in Figure 8 and defined as follows:

Taxes: The County's actual property tax for General Fund operations is based on a rate of 4.19 mills which is less than the maximum authorized millage rate of 4.2240 mills. Parks and Recreation is also supported by taxes of .2415 mills and is reported as an Enterprise fund.

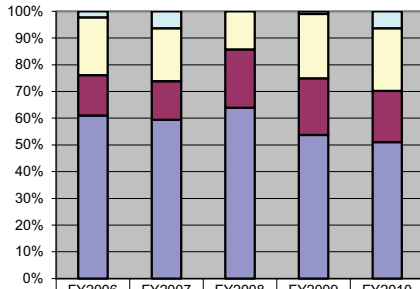
Special Assessments: Funds received from charges to parties benefiting from the County's drainage systems, lake level controls and lake improvements.



FIVE YEAR REVENUE AND EXPENDITURE TRENDS

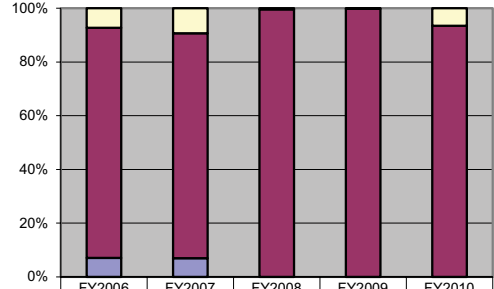
Governmental and Enterprise Revenues and Expenditures as a Percentage of Category
Data table values in millions of dollars

Revenues - Governmental Funds



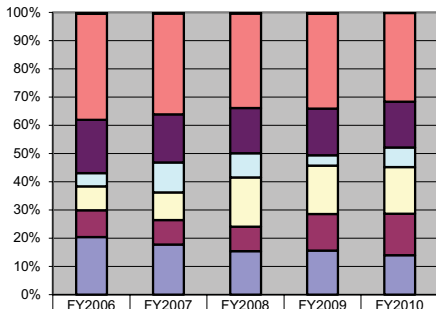
	FY2006	FY2007	FY2008	FY2009	FY2010
Investment Income & Other	\$12	\$37	\$-	\$5	\$30
Charges for Services	\$117	\$117	\$61	\$114	\$110
Intergovernmental	\$82	\$86	\$93	\$101	\$90
Taxes & Special Assessments	\$330	\$352	\$273	\$256	\$240

Revenues - Enterprise Funds



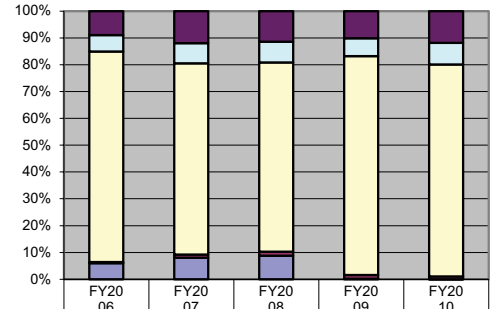
	FY2006	FY2007	FY2008	FY2009	FY2010
Investment Income & Other	\$15	\$20	\$1	\$0	\$14
Charges for Services	\$171	\$176	\$177	\$192	\$199
Taxes & Special Assessments	\$14	\$15	\$-	\$-	\$-

Expenditures - Governmental Funds



	FY2006	FY2007	FY2008	FY2009	FY2010
Recreation & Leisure	\$3	\$2	\$2	\$3	\$2
Public Safety	\$178	\$193	\$195	\$195	\$179
Justice Administration	\$90	\$92	\$93	\$96	\$93
Public Works	\$22	\$57	\$50	\$21	\$39
General Government	\$40	\$53	\$102	\$99	\$94
Commerce & Comm. Dev.	\$45	\$47	\$51	\$76	\$84
Direct Citizen Services	\$97	\$95	\$89	\$90	\$79

Expenditures - Enterprise Funds



	FY20 06	FY20 07	FY20 08	FY20 09	FY20 10
Recreation & Leisure	\$20	\$22	\$21	\$19	\$21
Public Safety	\$14	\$14	\$14	\$12	\$14
Public Works	\$180	\$129	\$129	\$152	\$141
General Government	\$1	\$2	\$3	\$3	\$2
Commerce & Comm. Dev.	\$14	\$14	\$16	\$0	\$0

Note: 2010 is unaudited.

Figure 7

REVENUES

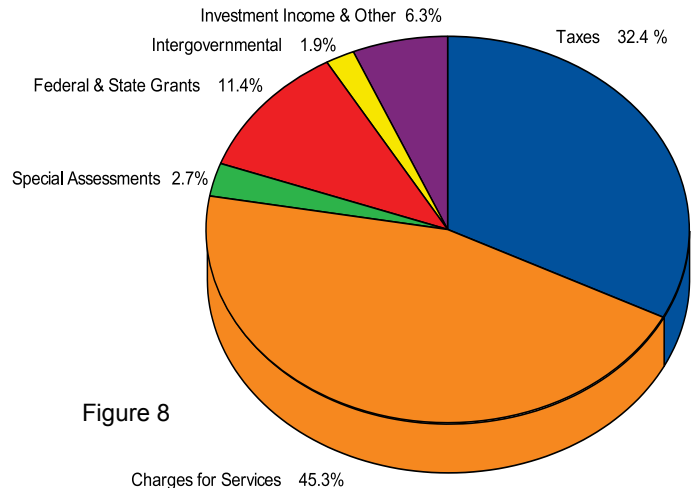


Figure 8

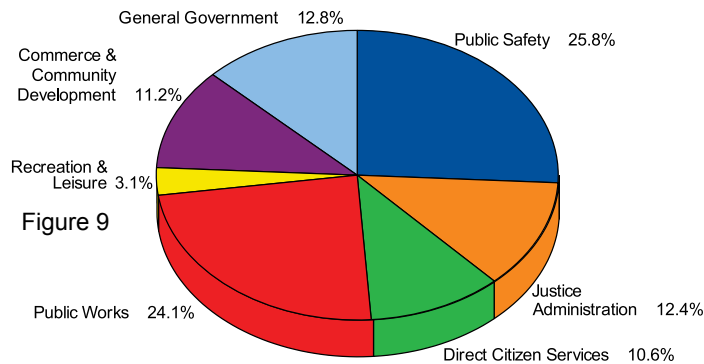
Federal and State Grants: Restricted funding provided by federal or state governments.

Other Intergovernmental: Revenue from state or local governments in the form of shared revenue or reimbursements.

Charges for Services: Revenue from fees received for purchased services.

Investment Income and Other: Interest on investments, revenue from rebates, refunds of prior year's expenditures, transfers in from other funds and miscellaneous sources.

MAJOR PROGRAM EXPENDITURES



For presentation purposes, County expenditures were broken into seven broad program areas: General Government, Public Safety, Justice Administration, Recreation and Leisure, Direct Citizen Services, Commerce and Community Development and Public Works.

General Government includes all areas of the County involved in the administration and financial aspects of County business. Included in this program are the County Executive, Board of Commissioners, Treasurer, Management and Budget, Human Resources and Central Services Departments. The Election Division, which oversees countywide elections and records Board of Commissioners' minutes, is also included.

Public Safety consists of all aspects of law enforcement including the Sheriff's Office, Community Corrections, Probation, Children's Village, Homeland Security and some Circuit Court programs. It also includes Animal Control, which has investigative and enforcement responsibilities, and Information Technology programs that support local community law enforcement.

Justice Administration includes the Circuit, 52nd District and Probate Courts as well as the Prosecuting Attorney's Office. The County Clerk, the official recorder of County records and Clerk to the Circuit Court, is also included.

Recreation and Leisure includes services that promote recreational, leisure and cultural activities for County citizens which are provided by Parks and Recreation, the Libraries and the Office of Arts, Culture & Film.

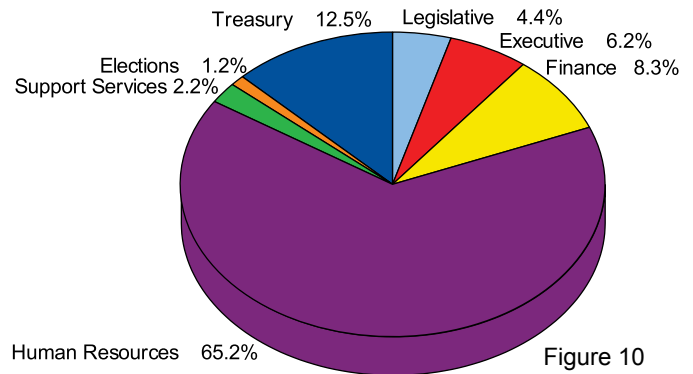
Direct Citizen Services represents all areas which provide direct services to individual citizens. Included in this program are Health and Human Services and Public Services Departments and various County Clerk, Prosecutor, Board of Commissioners and Circuit Court services.

Commerce and Community Development reflects all efforts to promote and sustain a strong business and economic climate, a healthy environment and vibrant communities. The Department of Economic Development and Community

Affairs, Water Resources Commissioner, Register of Deeds and Equalization provide services in this area.

The final program, Public Works refers to all operating systems that form the infrastructure of basic County functions. Included are Facilities Management, Airport, Water Resources Commissioner, Information Technology, the majority of capital projects and all debt service expenditures associated with each program.

GENERAL GOVERNMENT



Executive / Legislative / Finance / Human Resources: Oakland County's strong financial position reflects strict adherence to policies and practices that insure a balanced budget, healthy fund balances and low debt. Much of its success is a result of a focus on long-term financial planning. These practices have ensured a balanced County budget during this time of extraordinary budget challenges and allowed the County to maintain its AAA bond rating. In recent years, a significant enhancement to this planning process was made by expanding the biennial budget to a triennial budget. This forward-looking focus enables the County to anticipate problems and take action in advance of major budgetary fluctuations.

This long-term focus has become even more crucial as governments locally and nationally struggle to survive given the current economic environment. Oakland County has been proactively addressing these issues for several years by restructuring and downsizing through business process reengineering, retirement incentives, hiring freezes, fringe benefit changes, privatization of some programs, as well as reducing or closing some programs.

In 2010, more than 200 public officials attended the second annual Oakland County Budget Symposium. The event encouraged local municipal and school officials to engage in long-term financial planning thus ensuring sustainable and viable services for Oakland County residents in the future.

PUBLIC SAFETY

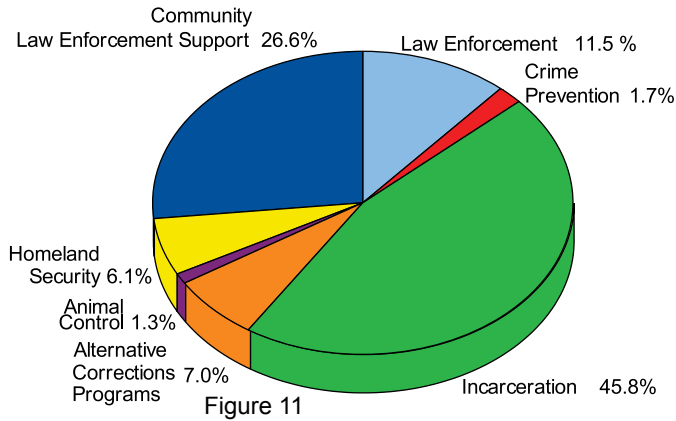


Figure 11

A major goal for the County is to insure a safe environment for residents. As a result of this focus, many initiatives have been implemented to protect citizens and their communities.

Community Law Enforcement Support: The Courts and Law Enforcement Management Information System (CLEMIS) allows area law enforcement agencies to share data such as fingerprints, booking photos and biological identification of suspects under investigation or in custody. The computer system connects more than 100 law enforcement agencies in five counties in southeast Michigan including Oakland, Macomb, Washtenaw, Genesee and Wayne. In 2010, the United States Immigration & Customs Enforcement (ICE) office in Detroit and U.S. Customs and Border Protection (CBP) joined CLEMIS providing the opportunity for data sharing on the local, state, and federal levels. When local police agencies arrest or detain a suspect, they will be able to access information shared by ICE and CBP to determine whether a person is in the United States illegally. ICE and CBP will also access CLEMIS to determine whether any of their detainees have committed crimes while in the U.S. illegally.

After several years of planning, coordination and implementation, local public safety agencies are realizing the benefits of Oakland County's 800 megahertz interoperable communications system. For the first time they are able to communicate real-time information directly with another department during critical situations resulting in seamless operations. The CLEMIS Public Safety Radio Communication System, called OakWIN, was designed to enhance citizen and officer safety by transitioning Oakland County public safety voice, data, and paging communications from separate incompatible systems into a cohesive, interoperable system. The majority of police and fire departments in Oakland County are now able to utilize this state-of-the-art system. With the completion of the OakWIN Radio System in 2010, approximately six thousand law enforcement, fire service, and emergency medical service mobile and portable radios now utilize the system, as well as the dispatch centers and hospitals within Oakland County.

Also in 2010, CLEMIS staff developed a number of additional software programs to increase efficiency and accuracy for local law enforcement agencies. The programs include electronic Citation, electronic Crash Report, Officer Activity system along with a Property Room and Evidence system. The applications are fully integrated; avoiding redundant data entry and allowing officers functionality of other associated software. Results of a time study analysis indicate a savings of 4,373,952 hours or an equivalent of 2,398 full time officers through the use of all the CLEMIS software applications. With the current financial climate in southeastern Michigan, most police agencies have been forced to reduce their budgets and downsize their force so these applications have proven to be invaluable.



In 2010, the Sheriff's Office expanded Operation Medicine Cabinet™, an award-winning program designed to address the problem of prescription drug abuse. The program is run at no cost to taxpayers and encourages citizens to properly dispose of unused or expired prescription drugs to prevent illegal use, theft, accidental ingestion by children and pets or identity theft from labels. The program also strives to educate people of the possible danger of improper disposal which can lead to a contaminated water supply. The medications may now be dropped off at fourteen locations throughout Oakland County. For hours and questions on the collection process, please visit www.oaklandsheriff.com.

Oakland County Children's Village provides residential services for youth who have been removed from the community for reasons of neglect, abuse or criminal behavior. Children's Village provides residential treatment, secure detention, and shelter care services to over 1,300 youth annually. In 2010, they were awarded a grant for the development of a program called the Juvenile Reentry Initiative designed to decrease recidivism among its residents. From the moment they are removed from their homes and admitted to a residential treatment program, at-risk youth are provided with necessary services including

substance abuse counseling, therapeutic services and job skills training to prepare them for successful reentry into the community. The ultimate goal of this program is to reduce recidivism by 50% over 5 years by increasing positive outcomes for youth and their families.

Alternatives to Incarceration: Community Corrections Specialists are responsible for supervising defendants charged with crimes before their cases are adjudicated. Each month, approximately 400 pretrial defendants report via telephone to one of these specialists who verify their compliance with court-ordered conditions and document their progress for the court. In 2009, an Automated Telephone Reporting System (ATR) was implemented with grant funding to assist in tracking defendants reporting compliance. The ATR is an internet-based monitoring system designed to improve workflow efficiencies which allows staff the ability to focus on defendants with greater needs or who pose a higher risk to the community. The ATR allows the flexibility for clients to call 24 hours a day, 7 days a week eliminating any telephone scheduling difficulties that could result in a violation for non-reporting. In 2010 the system was expanded to provide defendants with court reminder calls. Defendants receive automated telephone calls advising them of the date, time and place of their court date prior to any court appearances.

Department of Corrections (MDOC), launched a video conferencing program to provide for court appearances involving prison inmates. No longer does the Sheriff need to transport inmates between MDOC facilities and the Oakland County Courthouse for arraignments, hearings, trials and sentencing, nor do we need to house these inmates at the Oakland County Jail while they await their scheduled court appearances.



The 52-1 District Court implemented a Veteran’s Court in 2010. The one-of-a-kind court in Oakland County aims to help veterans who have broken the law and may be suffering from addictions or post traumatic stress disorder as a result of their military service. The Court has partnered with the U.S. Department of Veterans Affairs and has agreements with the VA hospitals in Detroit and Ann Arbor where court participants are required to get physicals and expedited treatment. This program, like other therapeutic courts, strives to address and treat underlying issues driving the offender’s behavior in an effort to avoid future trouble with the law.

JUSTICE ADMINISTRATION

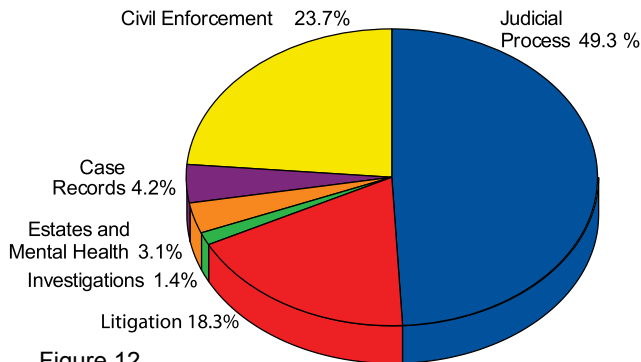


Figure 12

Oakland County’s justice administration services have undergone numerous changes in recent years to address the ever changing issues facing the criminal justice system.

Judicial Process: In 2010, the County’s eFiling program was expanded to the Circuit Court’s Family Division. The program, implemented in 2007, requires parties to file Circuit Court documents electronically. The system, provided by Wiznet, allows documents to be both filed and served on opposing parties electronically with the goal of creating “paperless” courtrooms. To date, nearly 100,000 documents, averaging four pages each, have been filed electronically. More than 3,200 law firms including 8,300 attorneys and their staff members are trained to use the eFiling system.

The Circuit Court, in collaboration with the Sheriff’s Office, Prosecutor, Information Technology and Michigan

RECREATION & LEISURE

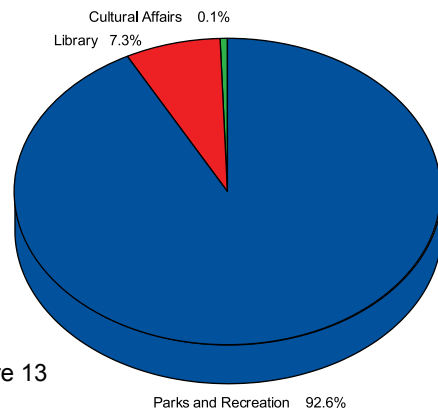


Figure 13

Oakland County has both abundant and diverse recreational resources, including an expansive network of trails, parks and open space that provide a unique recreational experience for its residents and visitors. In many areas of the county, residents are connected by local community sidewalks to

larger regional trails such as the Paint Creek, Huron Valley, West Bloomfield, Polly Ann and Clinton River Trails. Many of these trails provide access to surrounding counties, links to historic downtowns, business districts, and safe routes to school and work.

The Oakland County Trails Advisory Council continues to assist local trail groups and communities with the advancement and improvement of the trail network in the county. In 2010, assistance was provided to the Clinton River Trail on the Look and Feel Project, an initiative that will create guidelines to establish a consistent look along the trail as it passes through five communities. The guidelines suggest adding amenities such as interpretive kiosks, wayfinding signs, road crossing signs, gateway entrances, benches, shade shelters, and mile markers to make the trail easier and safer to navigate.

Many annual special events are beginning to take place on the trails including the Brookside Way Half Marathon, Great Michigan Race, Clinton River Trail Fall Classic, Ride the Rose, Paddlepalooza, Rural Pearl of a Ride and National Trails Day. These events help to get hundreds of participants outside and active on these extraordinary linear parks.

To date, 114 miles of the primary system are completed, 13 miles are in the planning and development stage and another 134 miles are under consideration. Overall, the network of trails promotes a healthy lifestyle by providing users an opportunity to bike, walk, run, horseback ride and cross-country ski.

Parks and Recreation: In August 2010, the Oakland County Parks and Recreation Commission's millage renewal passed at its highest level ever - 76.5%, a clear sign that residents value the 13 Oakland County Parks' facilities, programs and special events. The parks commission also acquired 186 acres located adjacent to Independence Oaks County Park, making it the largest of the 13 parks. Now called Independence Oaks – North, the land is considered one of the most significant high quality green spaces in Oakland County.

In 2010, Parks and Recreation opened its third dog park at Red Oaks County Park in Madison Heights. The 5.2 acre off-leash dog park features three dog enclosures, a picnic shelter and drinking water for dogs. The other dog parks are located at Lyon Oaks and Orion Oaks, which celebrated its 10-year anniversary in 2010. During the past 10 years, Orion Oaks Dog Park has hosted more than 500,000 visitors and expanded to 24 acres, including a fenced enclosure with small dog area, two trails, a field-training area and lake access for dog-only swimming.

The universally accessible Paradise Peninsula Playscape opened at Waterford Oaks County Park where children can learn about the Great Lakes State through the simulated rock, water and fossil features contained in the nearly 13,000-square foot structure. The playscape also includes

an "Up North Woods" cabin, simulated tree fort, sand dunes area, marsh challenge course with simulated cattails, raised sand play area and multiple climbing areas. In addition, colorful rubberized surfacing depicts Michigan's Lakes and rivers.



More than 400 volunteers support the parks system in varied capacities, from greenhouse growers and golf ranger/starters to nest box monitors, special event workers and Social Media assistants. In the greenhouse operations at Waterford Oaks County Park alone, nearly 100 new volunteers offered their time and talents in the last year.

Oakland County Parks and Recreation hosts more than 1.5 million local and regional visitors annually at its facilities including 68 miles of trails, three dog parks, two waterparks, five golf courses, two campgrounds and a nature center. The parks system offers a wide variety of year-round recreation opportunities including camping, swimming, boating, golfing, cross-country skiing, snowshoeing and ice fishing. For more information, visit DestinationOakland.com or find the parks system on Facebook.



Arts, Culture and Film: Due to aggressive tax incentives available in Michigan since 2008, Oakland County has remained a popular location to film movies and television shows. Numerous productions were filmed throughout Oakland County in 2010, including HBO's television series

“Hung” and the Dreamworks’ film “Real Steel” starring Hugh Jackman. The Oakland County Film Office promotes the County as a premier filming location, provides location assistance and facilitates community introductions. They also provide support and advice to local communities trying to navigate film and television production in their area. For more information regarding the film industry in Oakland County, visit OaklandCountyFilm.com.

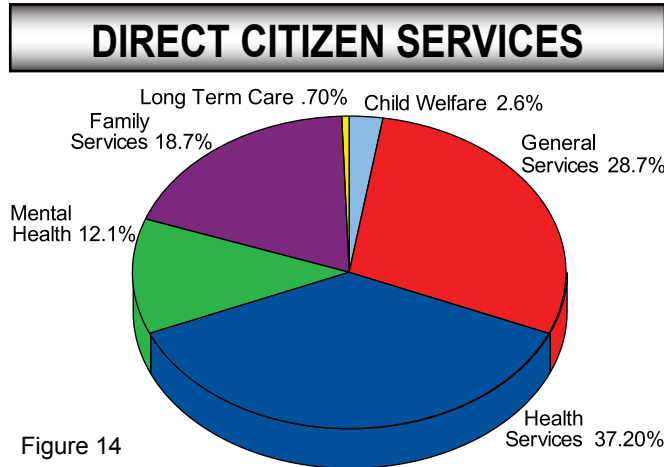


Figure 14

County Clerk/Register of Deeds: A Mobile Office program was established in 2009 as an effort to reach out to the community. The program operates at no extra cost to taxpayers through redeployment of existing resources and offers convenient one-day stops throughout the county. Mobile Office employees set up in borrowed spaces in local libraries and are equipped with computers and printers to provide copies of documents at the time of service. Some of the services available through this program include certified birth, death and marriage records, marriage license applications, military discharge forms, notary public applications, passport photos and applications, copies of property records and deeds, voter registration and absentee ballot application forms.

The Oakland County Clerk/Register of Deeds website was redesigned in 2010 and now offers an online genealogy search in addition to tools that make it easier to order public records. Since 2005, the clerk has tripled the number of online offerings, adding such services as online marriage license applications, access to campaign contribution records for local candidates and political committees, a business name database and an email-based election reminder service. One of the most popular online services is Court Explorer which allows users to access and order legal records. The new genealogy search service allows users to search marriage and death records by name, dating back to 1941, to find out whether a record exists in the Oakland County archives. Marriage records will show the name of the bride and groom and the marriage date. Death records can be searched by name and year of death. For more information, the full records can be ordered online; however birth records are not public records and may only be obtained by the parents or individual named in the record.

Public Health: In 2010, the Oakland County Health Division (OCHD) received a “Model Practice Award” for using cutting-edge technology to improve the reporting of communicable diseases such as flu, chicken pox, mumps and measles, among others. The Health and Human Services Communication Portal (HHSCP) utilizes web-based technology to bring communication and communicable disease reporting features together in a one-stop-shop system for community partners such as schools, hospitals and some healthcare providers. Through the portal, the Health Division offers enhanced disease surveillance capabilities for schools. To date over 75% of Oakland County schools have begun utilizing the system. With a student population of more than 220,000, school reporting provides an important opportunity for communicable disease surveillance in Oakland County. The portal is a source to retrieve credible, up-to-date information on communicable disease activity in schools, which may reflect illness patterns in the community as they occur.

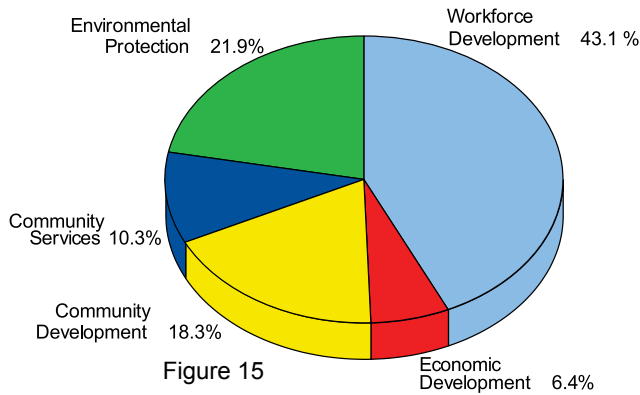
As food costs, job losses and other economic hardships mount, many Oakland County residents are relying on the Women, Infants and Children, WIC, supplemental food program to help meet their daily needs. This federal public health and nutrition program helps pregnant women, new mothers, infants and young children up to age five receive healthy foods, nutrition education and referrals to important services such as Medicaid, Food Stamps and routine health care. Each month, participation in WIC places \$50-\$150 back in the pockets of those that need it most. Since 2007, participation in the County’s WIC program has increased 18% and a historical 16,000 individuals per month are now being helped.

Oakland County Health Division strives to improve the lives of Oakland County families with children through two prevention grants, the Nurse Family Partnership and Nurturing Parent Program. Both are abuse prevention programs. Beginning in 2003, Nurse Family Partnership (NFP) helps first time parents in the City of Pontiac and has served more than 300 families to date. The program gives new parents invaluable life skills such as good parenting, goals setting, education and employment. In addition, NFP can be attributed to higher immunization rates and school readiness for children. The Nurturing Parenting Program assists families with children 18 and under in the Pontiac, Keego Harbor, and Sylvan Lake communities. The foundation of the NPP is to reduce incidence of child abuse and neglect in at risk homes. These families are partnered with a public health nurse to aid in enhancing parenting skills and foster child development tailored to their unique needs. This much needed program helps families to develop plans for success and provides links to crucial community resources.

General Services: The mission of the Oakland Pet Adoption Center is to provide a temporary haven for animals until a permanent, loving home can be found. The shelter, which is the largest in Oakland County, takes in approximately 10,000 animals each year. In 2010, several adoption outreach centers

were established in an effort to help more pets find homes and make adoptions more convenient. These centers provide temporary care for cats and kittens awaiting adoption. The number and types of cats available, center hours, adoption fees, and terms of adoption vary by location; however they all have access to a central database of available cats. Each center is focused on adoptions only and is not equipped to take in pets for which owners can no longer provide care.

COMMERCE AND COMMUNITY DEVELOPMENT



The Commerce and Community Development function contributes significantly to the quality of life for County residents and creates an environment beneficial to business and industry.

Economic Development: The County Executive’s Emerging Sectors program identifies the top growth sectors and targets the top companies within each sector, prioritized by companies most likely to consider expanding their business in Oakland County. Since the program’s inception in 2004, Oakland County has recognized over \$1.6 billion in new investment and assisted 162 companies with their expansion plans. The most active sectors are Communications, IT, Alternative Energy and Health Care/Life Sciences.

Oakland County’s Medical Main Street life science initiative generated new investment of \$26 million while creating and retaining over 900 jobs in its first two years. The initiative, which focuses on growing the life science industry in Oakland County and southeast Michigan, helped 11 life science companies expand their footprints. Medical Main Street was created to capitalize on the county’s burgeoning life science industry which includes 93,000 health care and life science jobs and more than 4,300 life science and medical facilities. In addition to assisting companies to locate or expand in Oakland, Medical Main Street helps entrepreneurs commercialize their life science technologies, assists life science companies grow their markets globally and works with state government to ensure Michigan is legislatively a top state for life science companies.



Automation Alley, Michigan’s largest technology business association, is comprised of more than 1,000 members from technology companies, government entities and educational institutions. The eight-county, technology-driven association founded by the County Executive drives growth and economic development through a collaborative culture that focuses on workforce and business development initiatives. Automation Alley has conducted trade missions to Mexico, China, Germany, India, Central and Eastern Europe resulting in over \$151 million in contracts for the participants and the region.

The Oakland County One Stop Shop is a central resource center providing citizens, businesses and local governments with access to planning and economic development information. One Stop Shop representatives have access to a wealth of information and experts to assist in making accurate, informed decisions about living, working and doing business in Oakland County. In addition, their geographic information database includes current parcel maps, aerial photography (dating back to 1963) and the most current and targeted demographic information.

Workforce Development: In 2010, Oakland County received grant funding from the U.S. Department of Labor, Employment and Training Administration to assist displaced automotive engineers. Through a partnership with Lawrence Technological University, tuition for a graduate certificate in defense manufacturing will be paid for up to 25 engineers living in Oakland County. The graduate certificate program in defense manufacturing engineering focuses on the specific skills needed to succeed in the defense industry and is considered a boost to both the Emerging Sectors and Automation Alley initiatives.

As Oakland County’s economy becomes increasingly knowledge-based, high-paying, low-skill jobs are being replaced with career opportunities that require technical skills and a good education. Not all of these jobs require a four or even a two-year college degree. Another option, apprenticeships, can prepare employees for good paying jobs that provide excellent benefits. An apprentice, for example, can qualify for jobs in the skilled trades, culinary arts, health care or social service sector while working, earning wages, receiving on-the-job training and attending

classes at a community college or an apprenticeship school. A booklet entitled “Apprenticeships in Oakland County and Southeastern Michigan” provides information about many occupations for which apprenticeships are available. The 2010 edition of the booklet is available on the Workforce Development website at <http://www.oakgov.com/globaloakland/assets/docs/ApprenticeshipsBook2010.pdf>.

Community Development: For more than 35 years, the Community and Home Improvement Division has delivered federally funded programs to meet the housing and community needs of low-income residents in Oakland County. The Community Development Block Grant Program allocates funds to 51 communities to improve infrastructures, public facilities and neighborhoods, as well as provide basic human services. The Division also funds emergency shelter operations and services to help the homeless and is a U.S. Department of Housing and Urban Development (HUD) certified Housing Counseling agency. Housing Counseling services include home buyer education, mortgage delinquency and foreclosure assistance, reverse mortgage counseling for seniors, landlord/tenant responsibility information, subsidized housing referrals, home improvement and rehabilitation resources, fair housing information as well as displacement and relocation resources.



The Oakland County Home Buyer Program is aimed at helping low and moderate income families take ownership of vacant, foreclosed single family homes and condominiums as their primary residence. Home buyers with incomes at or below 50% of Area Median Income (AMI) are eligible for assistance. They must also have a credit score of 660 or better, have a sustained income with a two year history, be lawfully in the United States, and have no history of bankruptcy or foreclosure within the last 36 months. Through this program, Oakland County provides no-interest loans for down payment assistance, closing costs, home improvements or other financing. The home buyer must prequalify for a fixed rate mortgage loan from a lending institution. This loan represents 51% of the purchase price. Oakland County finances the remaining 49% of the purchase and rehabilitation costs up to \$100,000. The home buyer must provide \$1,000

to initiate the purchase and only pays on the conventional mortgage obtained from their lender. Payment on the down payment and home improvement loans is deferred until the property changes ownership. The program is funded through the HUD Neighborhood Stabilization Program (NSP) and covers select Oakland County communities who do not receive funds directly from HUD.

The Home Improvement Program provides home improvement loans to low-income homeowners and is designed to improve the condition of existing housing. To qualify, the homeowner must meet income guidelines and live in one of 51 participating communities. Depending on household size and income, the interest rate for the loan will range from a 0% deferred loan to a 3% installment loan or combination of the two. Loans up to \$18,000 can be used for a wide variety of home improvements including repairs for purposes of health and safety, energy conservation and structural preservation. Call (248) 858-0493 to obtain additional information.

The Main Street Oakland County (MSOC) program celebrated its 10th anniversary in 2010. MSOC provides technical assistance to communities in establishing and maintaining successful downtown revitalization programs and was the first countywide Main Street program in the United States. The economic return on investment generated by the program continues to build. To date, downtown areas in the Main Street program have generated nearly \$560 million in public and private investment, established 509 new businesses and created more than 4,350 jobs. Currently, eleven communities (Farmington, Ferndale, Franklin, Highland, Holly, Lake Orion, Ortonville, Oxford, Pontiac, Rochester and Walled Lake) are participating in this economic development and downtown revitalization program. In addition, MSOC’s innovative Design Assistance 2.0 program received a National Association of Counties (NACo) award.



Environmental Protection: Oakland County is rich in natural resources. Abundant water resources and pristine natural areas are essential components of Oakland County's natural heritage, and make a strong contribution to the County's quality of life and economic vitality. A comprehensive Green Infrastructure Vision was completed in the fall of 2009. The Green Infrastructure initiative compliments the County's extensive trail and recreation network by working to preserve and connect the remaining natural areas that exist within the County. In 2010, communities were awarded \$22,500 in Michigan Natural Resources Trust Fund grant monies for acquisition of new parkland within the Oakland County Green Infrastructure network.



In 2010, the Environmental Stewardship Program began assisting local land conservancies with a Conservation Priority Parcel Assessment project. This project aims to assist groups with identifying and prioritizing open space, as identified in the Green Infrastructure Vision, for conservation planning, natural resource preservation, and creating dialog among stakeholders. This type of community assessment is a critical step in implementing the Green Infrastructure Vision.

With the assistance of MSU Extension-Oakland County, Oakland County Planning created a Local Food Resources map. This graphic provides information on the location of farmers markets, orchards, dairy, and local retailers that offer local food. Promotion of these resources helps to create local jobs, preserves rural community character, and supports local farms.

OakGreen is an initiative that aims to share information, encourage collaboration and connect Oakland County residents, businesses and communities to resources that can advance environmental stewardship, economic growth and strong communities. The mission of OakGreen is to provide businesses, communities and residents the knowledge and

tools to be more sustainable, reduce expenses, and embrace the "Triple Bottom Line". Sustainability refers to actions that meet our present needs without compromising the ability of future generations to meet their own needs. Many businesses and governments have adopted the Triple Bottom Line approach which evaluates economic, environmental, and community factors.

In 2010, the County Executive issued an "OakGreen Challenge" to decrease energy consumption in homes, businesses and government facilities by 10% within the next two years. Making a commitment to reducing energy consumption in homes, businesses, municipal facilities or school facilities by 10% by the end of 2012, benefits the environment, communities, and the financial bottom line. Home owners can visit www.oakgov.com/oakgreen to sign up for the Challenge, find tips and tools for reducing utility bills and find out how they can have their home utility bills paid for an entire year.

Public Works

Dependable public works systems and a solid infrastructure are necessary to support a growing economy and community. Oakland County has been at the forefront of implementing systems to meet these needs.

County Facilities: Oakland County Facilities Management Department began taking steps to reduce Oakland County's energy consumption more than five years ago through simple adjustments such as reducing lighting in non-essential areas; changing thermostats a few degrees; and using moisture sensors to prevent sprinklers from turning on when the ground has enough water and renovating the Executive Office Building (EOB) with more state-of-the-art energy efficient systems. Since 2005, these efforts have reduced the county's energy consumption on the government campus 10%, saving Oakland County taxpayers \$4 million in reduced utility bills.

The results of these efforts were realized in 2010 when the EOB was identified as one of the most energy efficient buildings in the nation and was given the prestigious ENERGY STAR rating from the Environmental Protection Agency (EPA).

In 2009, Oakland County received a \$4.8 million grant from the U.S. Department of Energy (DOE) for the purpose of improving energy efficiency over a three year period. Grant projects included an energy audit to identify savings opportunities for the County's 40-plus buildings. The audit was performed in 2010 and identified more than \$3.5 million worth of energy retrofit projects, of which \$2.5 million will be paid for with grant funding. The retrofit projects include replacing weather stripping on windows and doors, replacing windows and lighting and replacing older, inefficient heating, ventilating and cooling systems. It is estimated an additional \$400,000 to \$500,000 per year will be saved in utility bills for county buildings upon completion of these projects.

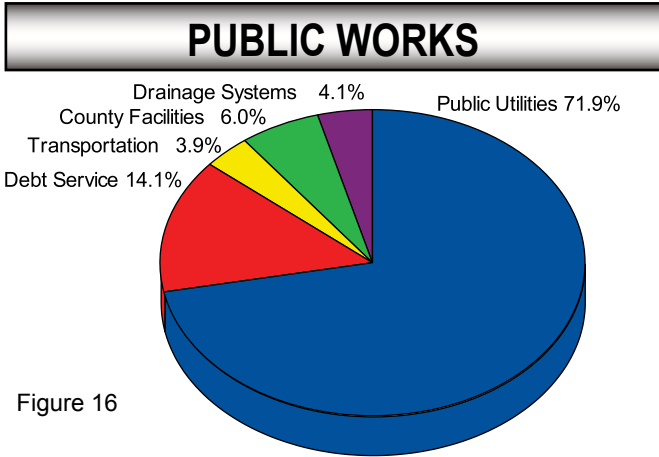


Figure 16

Oakland County will open its first LEED (Leadership in Energy and Environmental Design) certified building in 2011 when it completes Michigan’s first green airport terminal. The new terminal at Oakland County International Airport in Waterford will feature sustainable options such as wind power generating technology, geothermal and landscaping that uses rain water irrigation. It will also be built with a number of recycled materials. The new terminal will be smaller than the former building but the space will be used more efficiently. It will include airport offices, a U.S. Customs Service office and a high-tech telecommuting meeting room to reduce travel time and costs. A portion of this project is also funded through the DOE grant.

Advanced Technology: Oakland County continues to focus on the development of its eGovernment initiative using state-of-the-art technology to bring government together with citizens, businesses and educational communities. In 2010, the County launched Property Gateway, a free and fee-based web application that allows users to obtain public information about parcels of land via a map-based web application. Located on the Access Oakland web portal, Property Gateway will enable those seeking details about residential, commercial or industrial lots to interact with a map to obtain property characteristics, present and historical tax information, and sales transactions. It combines records from the county, cities, villages and townships with Geographic Information System (GIS) software. Oakland County’s Department of Information Technology (IT) created Access Oakland in the 1990s to provide real estate professionals, government employees and the public access to property records. IT developed Property Gateway to improve the versatility and accessibility of Access Oakland to meet the needs of today’s tech-savvy user.

In 2010, the County received an award for its online personal property filing system. The system, a collaboration between the Equalization Division and Department of Information Technology, allows those who pay taxes on machinery and equipment to file online rather than fill out and mail forms to the county. It is a user-friendly system that makes it easy for taxpayers to file or amend their personal property statements from year to year. It also improves the efficiency

of Equalization Division employees who do not have to open envelopes, sort and file thousands of tax filings. This online personal property filing system will serve as a model for future online property tax filing improvements in future years.

A growing number of web users now depend on mobile phones, smartphones and similar devices to access information and services online. Oakland County enhanced its mobile access service for touch-screen navigation and browsing in 2010. There is nothing to download or install. The Mobile Touch interface is automatically displayed for mobile users visiting Oakland County’s website. It presents the option to toggle between three versions of the site: touch screen, text only, and full site. Mobile Touch features include maps & directions to County parks, golf courses, and offices, one-touch direct phone dialing to County offices on enabled devices, news and recreation information, videos and podcasts, as well as popular County social network feeds.

Also during 2010, the Department of Information Technology established a server virtualization and consolidation program. This program’s primary goal is to reduce operating costs through a reduction in the number of physical servers required to deliver the applications and services of the County. A reduction in physical servers have a corresponding reduction in operating cost for server acquisition and maintenance, software licensing, power and cooling, and labor. Server virtualization and consolidation is accomplished by combining the resource demands of multiple servers into fewer physical and logical servers.

Oakland County Website

A wealth of information on County services is available on the website at www.oakgov.com. Copies of this document as well as the County’s Line Item Budget, Program Budget and Comprehensive Annual Financial Report are also available in pdf format on the website.

Comprehensive Annual Financial Report

Complete financial statements of Oakland County, with additional demographic and economic information, are provided in the County’s Comprehensive Annual Financial Report. The document is available in pdf format on the County website. A printed version of this report can be viewed at the following location:

**Oakland County Research Library
1200 North Telegraph
Building 14 East
Pontiac, MI 48341-0453**

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