



# FY 2013 - FY 2015 TRIENNIAL BUDGET & APPROPRIATIONS ACT

AS ADOPTED & AMENDED ON SEPTEMBER 20, 2012





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# WELCOME TO OAKLAND COUNTY, MICHIGAN

## A WORLD CLASS COMMUNITY

*Oakland County's reputation as a world-class community extends beyond its preeminence in business technology. Over 1,450 beautiful lakes, 89,000 acres of scenic parkland, miles of undeveloped open space, first-rate-educational institutions, internationally renowned entertainment venues and top-of-the-line medical facilities add a quality of life that enhances Oakland County's status as one of America's premier locations in which to live, work, recreate and raise a family.*

*"When you look up the word "excellence" in the dictionary ... there's a picture of Oakland County. Well, ok, there should be. My administration strives to put forth programs and initiatives that support my claim that Oakland County leads the State of Michigan in economic development, technology, fiscal management, and quality of life. My team and I have worked hard over the years to make you proud."*



A handwritten signature in black ink that reads "L. Brooks Patterson". The signature is fluid and cursive.

*L. Brooks Patterson,  
Oakland County Executive  
State of the County Address  
February 8, 2012*





**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, 2009**

President

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, 2009. 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



**L. BROOKS PATERSON**  
OAKLAND COUNTY EXECUTIVE



**GERALD POISSON**  
CHIEF DEPUTY COUNTY EXECUTIVE



**PHIL BERTOLINI**  
CIO / DEPUTY COUNTY EXECUTIVE



**ROBERT DADDOW**  
DEPUTY COUNTY EXECUTIVE



**KEN ROGERS**  
DEPUTY COUNTY EXECUTIVE



**MATTHEW GIBB**  
DEPUTY COUNTY EXECUTIVE

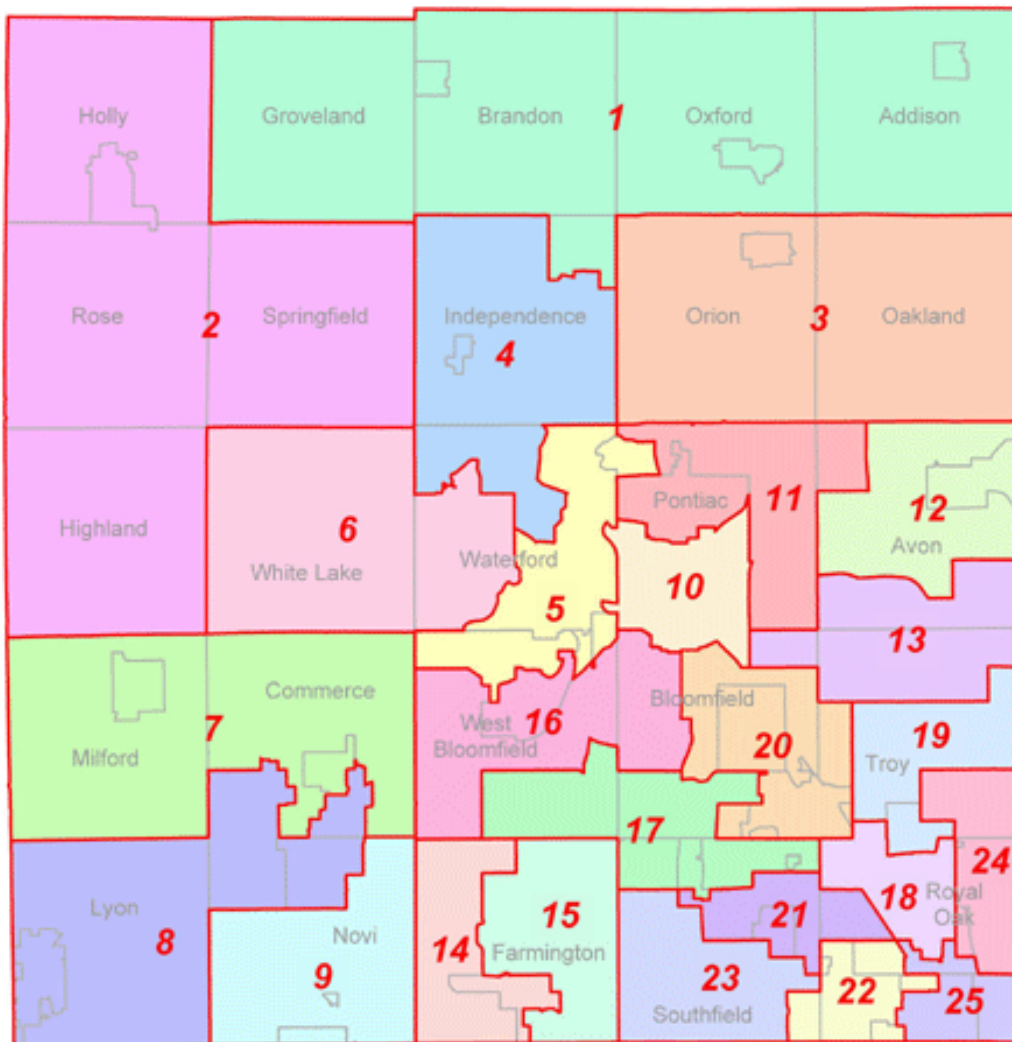


**LAURIE VAN PELT**  
DIRECTOR  
MANAGEMENT & BUDGET DEPT



**NANCY SCARLET**  
DIRECTOR  
HUMAN RESOURCES DEPT

District 1:	Beth Nuccio	District 14:	William Dwyer
District 2:	Robert Hoffman	District 15:	Jim Nash
District 3:	Michael J. Gingell, Chair	District 16:	Shelley G. Taub
District 4:	Thomas Middleton	District 17:	Marcia Gershenson
District 5:	John A. Scott	District 18:	Dave Woodward
District 6:	Jim Runestad	District 19:	Mike Bosnic
District 7:	Christine Long	District 20:	David W. Potts
District 8:	Philip J. Weipert	District 21:	Janet Jackson
District 9:	Kathy Crawford	District 22:	Helaine Zack
District 10:	Mattie M. Hatchett	District 23:	Nancy L. Quarles
District 11:	Angela N. River	District 24:	Gary R. McGillivray
District 12:	Jeff Matis, Vice-Chair	District 25:	Craig Covey
District 13:	Robert Gosselin		





# BOARD OF COMMISSIONERS

## COMMITTEE CHAIRPERSONS



**MICHAEL GINGELL**  
BOARD CHAIR



**JEFF MATIS**  
BOARD VICE CHAIR



**TOM MIDDLETON**  
FINANCE



**CHRISTINE LONG**  
GENERAL GOVERNMENT



**JIM RUNESTAD**  
PUBLIC SERVICE



**JOHN SCOTT**  
HUMAN RESOURCES



**DAVID POTTS**  
PLANNING & BUILDING



# INTRODUCTION

FY2013-FY2015 Triennial Budget & Appropriations Act  
AS ADOPTED & AMENDED ON SEPTEMBER 20, 2012

### 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, which puts the county second in the state. Projections put our population in the year 2040 at 1,246,863.

### OAKLAND COUNTY GOVERNMENT

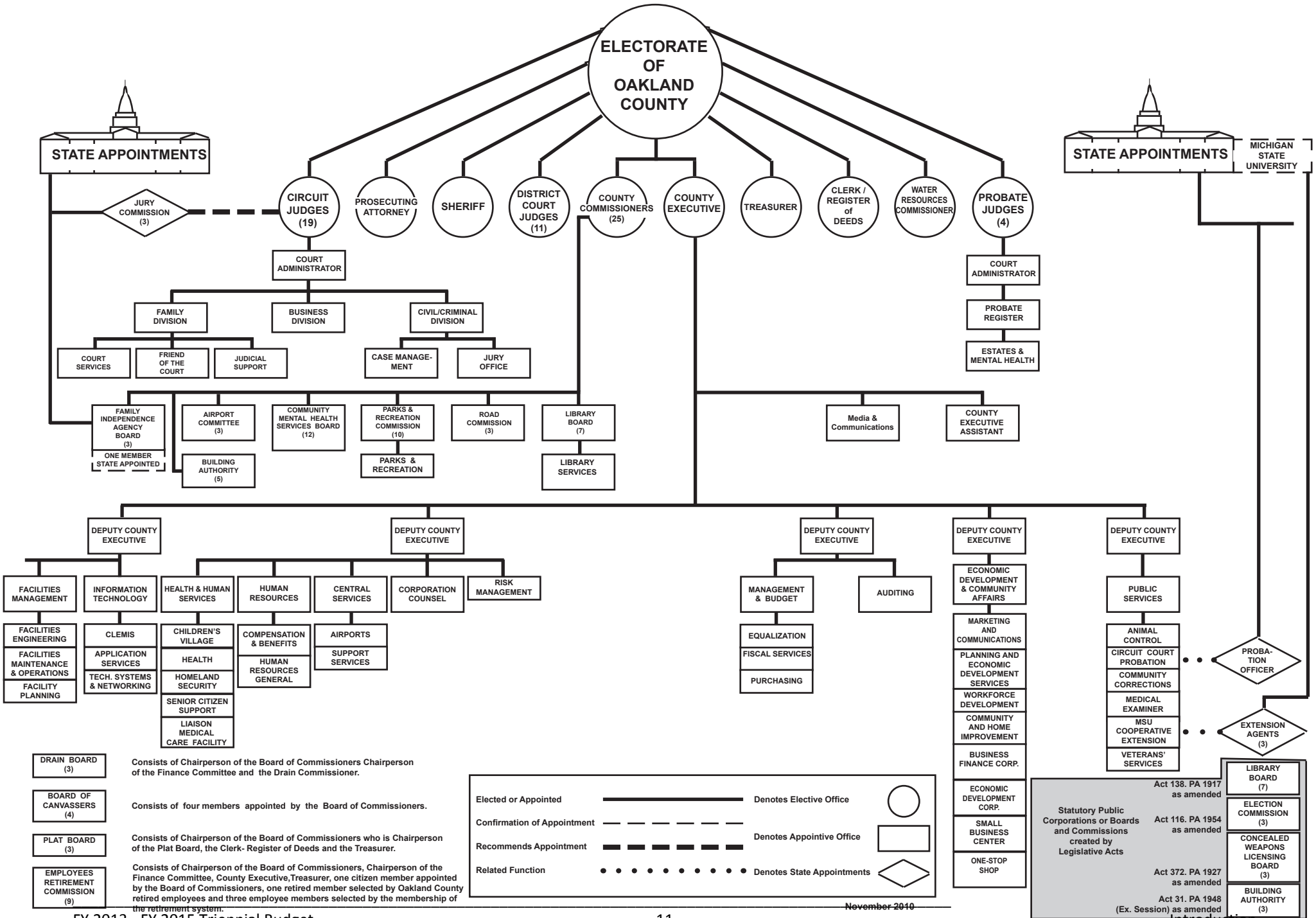
In August of 1974, Oakland’s citizens voted to create the first unified form of government in the State of Michigan. Less than 60 such governments exist across the nation. The government is headed by an elected County Executive, whose responsibilities are similar to those of a governor or the mayor of 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

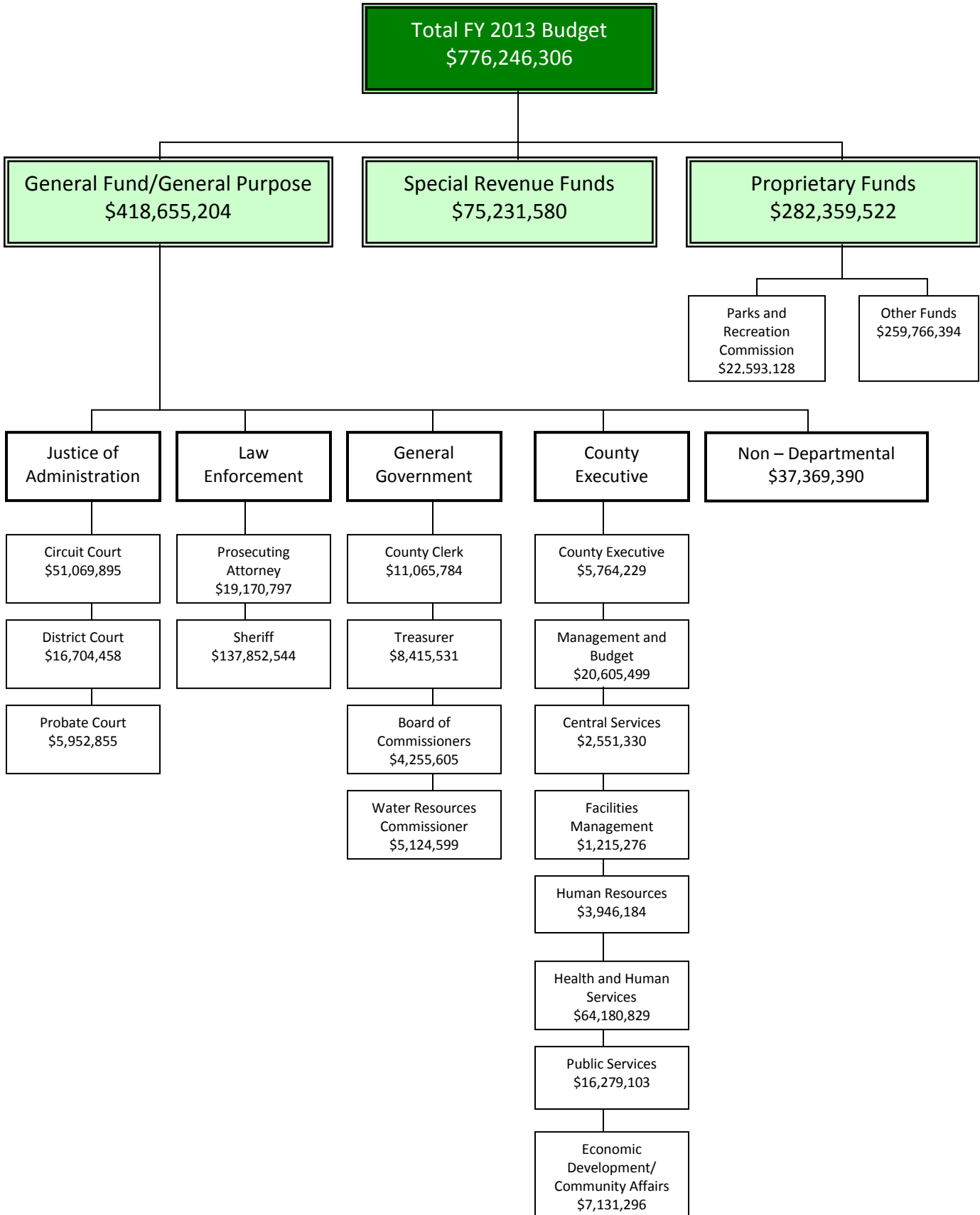


- DRAIN BOARD (3)** Consists of Chairperson of the Board of Commissioners Chairperson of the Finance Committee and the Drain Commissioner.
- BOARD OF CANVASSERS (4)** Consists of four members appointed by the Board of Commissioners.
- PLAT BOARD (3)** Consists of Chairperson of the Board of Commissioners 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.

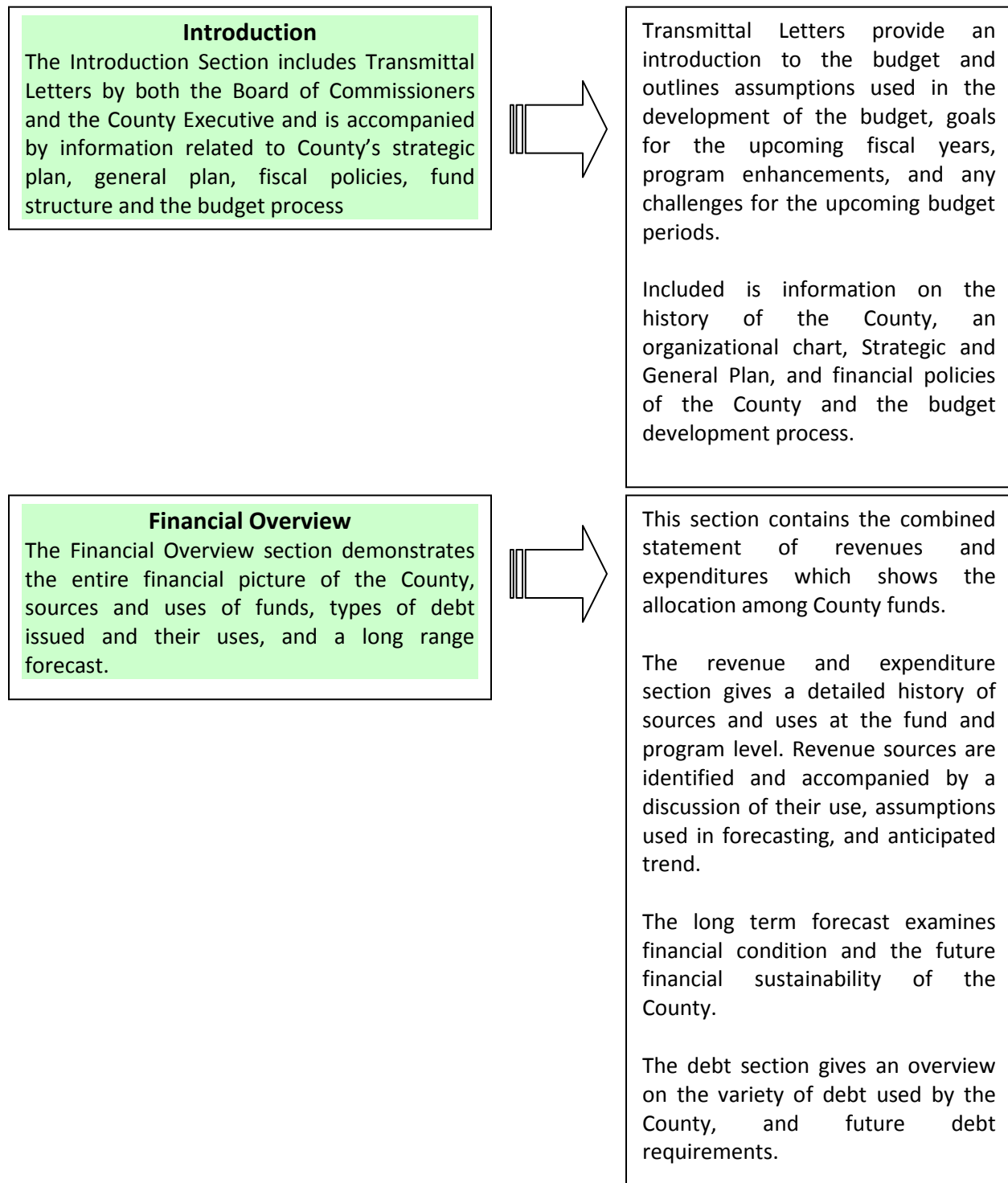
Elected or Appointed	—————	Denotes Elective Office	○
Confirmation of Appointment	- - - - -	Denotes Appointive Office	□
Recommends Appointment	- - - - -	Denotes State Appointments	◇
Related Function	• • • • •		

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)

Statutory Public Corporations or Boards and Commissions created by Legislative Acts



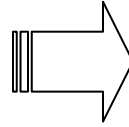
The budget document seeks to implement Oakland County’s Adopted Budget and Strategic Plan within the boundaries of available financial resources. This is accomplished by providing useful and concise information regarding the County’s financial plans and operations to residents, elected officials and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





### 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.

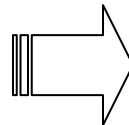


Each program budget section includes a mission or description of the department programs offered. Also included is the following information:

- 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.

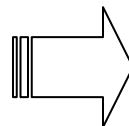


This section describes the five-year capital improvement plan which is developed to meet future facility and utility needs.

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

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To the Citizens of Oakland County, Michigan  
October 22, 2012

On September 20, 2012, the Oakland County Board of Commissioners adopted the 2013-14-15 Triennial Budget and General Appropriations Act under the authority of Section 45.556(d) of Public Act 139 of 1973, (as amended by Public Act 100 of 1980), entitled the *Optional Unified Form of County Government Act*, and in compliance with Public Act 621 of 1978 entitled the *Uniform Budgeting and Accounting Act*. Total appropriations in 2013 will be \$776,246,306, with \$418,655,204 of that amount for General Fund/General Purpose Funds. Approval of the 2013-14-15 Adopted Budget and General Appropriations Act represents the culmination of many months of effort on the part of a host of county officials and employees, particularly the Finance and Human Resources Committees, the Board of Commissioners and their staff, the County Executive and the Management & Budget and Human Resources Departments. By approving a Triennial Budget, both the Board of Commissioners and the County Administration are informing citizens of the measures Oakland County plans to take to keep the budget balanced for the next three years. Advising the public of our long-term budgeting plans eliminates fear of the unknown, thus providing some security for individuals and corporations as they plan their own budgets for the next few years. In addition, each county department or agency will know well in advance of any cuts that will be coming, enabling them to adjust their budgets and carryover any unspent allocations from prior years, should they foresee a need for more funds in 2014 or 2015.

Since 1993, the Oakland County Board of Commissioners has worked diligently to keep county expenditures from growing. The current consensus of the Board and Administration is that the days of 7.5% average annual revenue expansion are over. Instead, they see looming on the horizon negative or static revenue through 2015. In the budget, most line items are impacted by the rate of inflation or such market fluctuations as energy, health care and postage costs, and are hard to contain. This creates a budget gap and mandates that we find a way to use less of those resources. County elected officials have met and/or exceeded budget tasks the last three years to bridge that gap.

To be sure, the 2013-2015 Triennial Budget is balanced, as required by law. However, continued diligence and forward planning is essential to maintain balance after those three years. The continuing weakness in the State of Michigan's economy, declining property values, and consequent cutbacks in Lansing present Oakland County with recurring challenges to balancing our own budget. Several years ago we predicted that by 2010, the gap between revenues and expenses would be ten million dollars. We took steps to close that gap – not only in 2010, but also in the years immediately following. Failure to take proactive measures would have resulted in a revenue shortfall of more than \$50 million by 2014. As you can see, it will take continued leadership and continued vigilance to maintain services within a balanced budget.

Oakland County leadership has reacted swiftly and decisively to cope with revenue declines. For example, decreases in County property tax revenue have been offset by the adoption of sensible belt-tightening measures. Among them, the County continues its policy of not creating new positions unless new funding is provided to support them. Employees took a 2.5% pay cut in 2010 and a 1.5% pay cut in 2011. That 4% reduction continues in 2013. Employees will continue to make increased contributions to their health care. Elected officials refunded 2.5% of their salaries in 2010, and took a 1.5% pay cut in 2011 and 2012. They have indicated they will continue this practice. The Board of Commissioners has eliminated automobiles for all elected officials and their deputies. Those passing through the criminal justice system have been required to pay more in fees and court costs. As a result, all ongoing budget tasks for fiscal years 2013-15 have been met, and no new budget tasks have been imposed. These and other enterprising solutions have enabled Oakland County to weather current budget challenges without layoffs, while maintaining high levels of service to citizens, and preserving our AAA bond rating.



## Board of Commissioners – Transmittal Letter

The FY 2013-2015 budget holds the line, but addresses such major challenges as current employee health benefits and retiree health care. This fiscal obligation has seriously and adversely impacted major corporations as well as many local governments. Making the issue acute are changes required by the Government Accounting Standards Board (GASB) in Statements 43 and 45. These mandates require all governmental units to report actuarially estimated retiree costs on balance sheets as liabilities.

A simple “pay as you go” cash basis statement will no longer suffice. Oakland County has long addressed these legacy costs, but rising health care expenditures and, more recently, two actuarial reports have required we move more forcefully. We are also closely monitoring the new federal health care law, and how its rising premiums will adversely affect Oakland County. Retiree benefits, however, are taken care of.

In 2007, Oakland County issued Trust Certificates in the amount of \$557 million, at a low interest rate, and invested the funds in permissible long-term investments. Oakland County was able to secure the most favorable interest rates possible because of its AAA bond rating. Other post-employment benefits (OPEB) funding was implemented in a timely fashion, capping retiree health benefit costs, thus eliminating future budget difficulties due to retiree benefit expenses. Because of this forward thinking, the County’s retiree health care will be fully funded — an enviable situation few other governments can claim. Our commitment to our workers will be met, and the County will not experience a crisis while doing so.

The line has been held on new positions. Budget restrictions mean no new full time eligible General Fund/General Purpose positions will be authorized. One hundred fifty-two senior employees took advantage of the county’s retirement incentive package. These and subsequent retirees have been replaced by department reorganizations or part-time employees, or not at all.

A continuing challenge has been the uncertainty about funds from the state and federal governments. All manner of grants and state payments are at risk. The Board’s policy known as the “Gosling Amendment,” specifying that when grant money is accepted, the program or position funded by that grant will discontinue upon the grant’s termination, has been a vital tool in holding the budget line.

The following table identifies Oakland County’s unreserved fund equity since 2002

GENERAL FUND UNRESERVED FUND BALANCE**			
YEAR	DESIGNATED	UNDESIGNATED	TOTAL
2002*	53,853,000	207,000	54,060,000
2003*	46,816,000	82,000	46,898,000
2004	58,400,000	483,000	58,883,000
2005	64,412,000	450,000	64,862,000
2006	62,064,000	1,471,000	63,535,000
2007	72,092,000	766,000	72,858,000
2008	61,812,800	2,714,000	64,526,800
2009	105,916,000	351,000	106,267,000
2010	148,489,625	516,356	149,005,981
2011	199,661,882	1,500,000	201,161,883

\* Fund Balance numbers do not include funds designated for Property Tax which were designated for one quarter of the year.  
 \*\* Source: Prior Year End Report



## Board of Commissioners – Transmittal Letter

Oakland County has been able to maintain a sufficient fund balance while once again having one of the lowest general operating tax rates of any county in the State. The increase in designated funds represents savings by County Departments designated to prepare for future reductions in the taxable value of real property.

It is clear from the data in the following section that Oakland County has been guided by a rational, well-grounded fiscal policy, and is well positioned to keep navigating these turbulent waters. The Board of Commissioners will endeavor to uphold conservative fiscal policies that have produced such a healthy, viable financial condition; and will continue its commitment to provide responsive programs and services of the highest quality – a standard of excellence that has come to symbolize Oakland County government.

### 2013 BUDGET OVERVIEW

The 2013 Adopted Budget includes total appropriations of \$776,246,306 million. The 2012 tax levy will generate \$198.3 million in general fund revenue, and is based on a millage rate of 4.1900, unchanged since 1998. This current County tax rate is 0.034 mil below the maximum allowable tax levy. The budget was formulated with the determination to continue providing the same level of service as the previous year.

Property taxes account for 46.9% of the County’s General Fund/General Purpose budget, a percentage comparable to that of other counties in southeast Michigan, thus illustrating the County’s reliance upon property taxes to fund governmental operations.

Oakland County's millage rate has decreased over the past 30 years, from 5.2600 in 1972 to 4.19 in 1998 and remains unchanged again in 2013. A ten-year summary of the changes in State Equalized Value (SEV), Taxable Value, Millage Rates and Property Tax Revenues are identified in the table that follows. According to the 2012 Oakland County Equalization Report, the SEV decreased by 3.08% in 2012, resulting in a decrease in taxable value of 3.08%.

LEVY YEAR	SEV (STATE EQUALIZED VALUE)	TAXABLE VALUE	MILLAGE RATE	GROSS TAX LEVY*
2003	67,085,441,782	50,688,809,599	4.1900	212,386,112
2004	70,296,996,641	53,179,886,010	4.1900	222,823,722
2005	73,459,188,359	55,986,490,872	4.1900	234,583,397
2006	76,439,725,583	58,862,866,940	4.1900	246,635,412
2007	77,331,082,036	62,133,415,235	4.1900	260,339,010
2008	74,491,081,562	64,720,016,857	4.1900	271,176,872
2009	67,858,986,149	62,416,676,895	4.1900	261,525,877
2010	57,745,076,507	55,081,707,586	4.1900	230,792,357
2011	52,453,460,343	50,798,540,257	4.1900	212,845,883
2012	50,839,024,966	49,235,953,993	4.1900	206,298,647

\*Actual Tax Collections are less due to TIFA/DDA funds.

Until 2008, Oakland County experienced a decade of significant SEV growth. Proposal A, approved by the voters in 1994, capped “taxable value” of real property to the rate of inflation or 5%, whichever is less for each year. The difference between SEV and Taxable Value, as shown on the chart, historically represents significant savings to taxpayers, although in the last three years that gap has narrowed dramatically. Ever mindful of the tax burden of its constituents, the Board of Commissioners will continue to establish means by which to control the growth of expenditures.

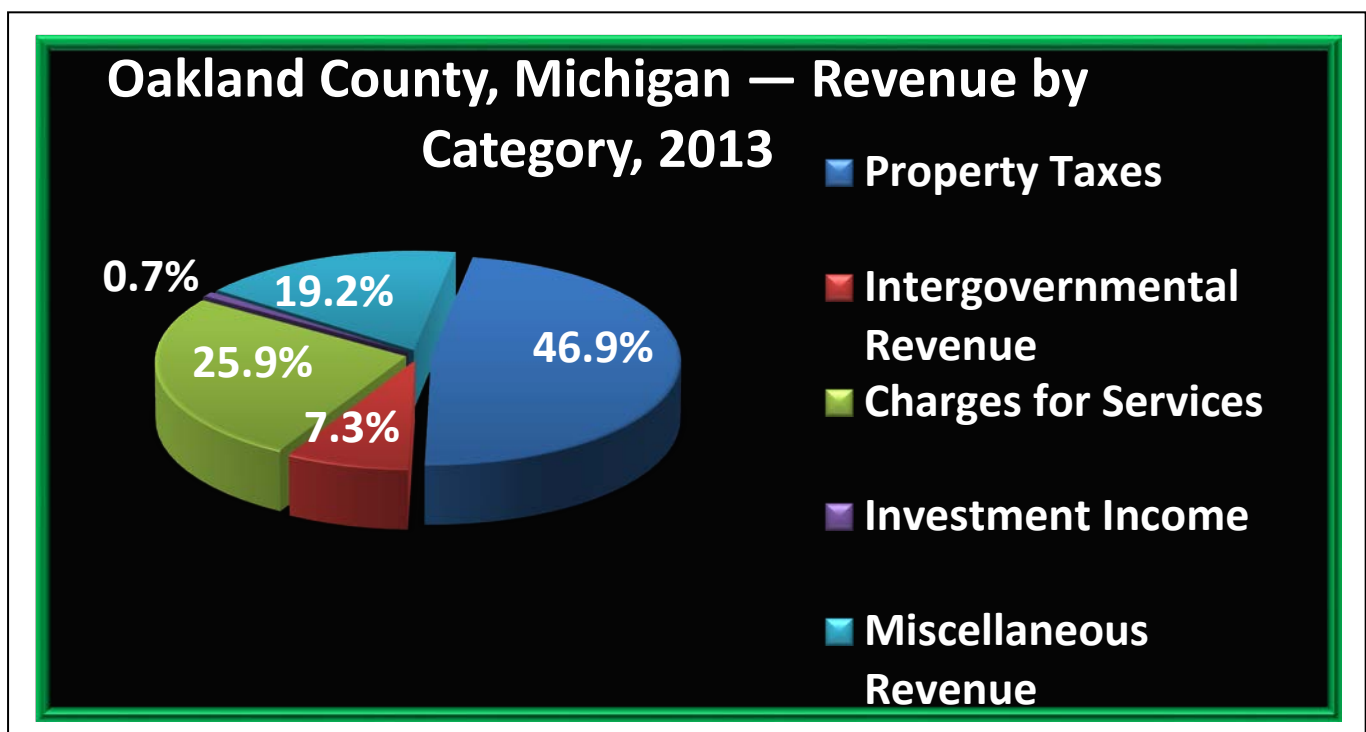
## REVENUES

Oakland County's financial resources are traditionally divided into two classifications, Governmental and Special Revenue & Proprietary Funds. Revenues are further categorized to facilitate planning, control and evaluation of governmental processes. The following table presents a summary of the Governmental revenue categories budgeted for 2013.

REVENUES	2013 ADOPTED	% OF TOTAL
PROPERTY TAXES	\$196,508,241	46.9%
INTERGOVERNMENTAL REV	30,372,464	7.3%
CHARGES FOR SERVICES	108,480,715	25.9%
INVESTMENT INCOME	2,849,000	0.7%
MISC REV/RES CRD FWRD	80,444,784	19.2%
<b>TOTAL REVENUES</b>	<b>\$418,655,204</b>	<b>100.0%</b>

The Headlee Amendment will impact future revenues, and removes the potential to modify millage rates without voter approval. However, the continuing weak Michigan economy has resulted in decreasing property values, which has led to a downturn in property tax revenues. This is a serious issue of which we must be wary. Also, while millages levied in the past few years have been well below the allowable maximum, that allowable maximum has been decreasing due to the mechanisms put in place by Headlee. In other words, if the need arises to fund a major project such as a jail or courthouse construction, the ability to provide funds for such a project may be severely constrained.

The Board of Commissioners must be alert to other revenue sources, preferably those that provide greater tax relief for Oakland County residents, and to vigorously re-examine County programs and services to determine their continued value and effectiveness.



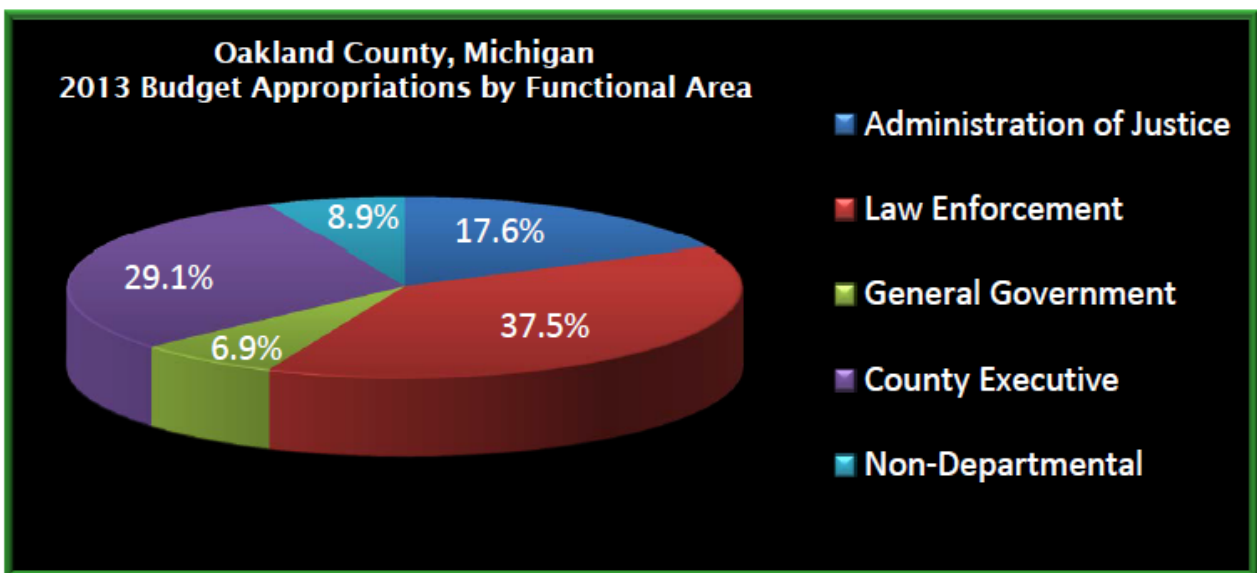


## APPROPRIATIONS

Oakland County has traditionally categorized its operations by functional area with respect to appropriations. These functional areas are: Administration of Justice, which includes the Circuit, District and Probate Courts; Law Enforcement, which is comprised of the Sheriff's Office and Prosecutor's Office; General Government, which consists of the Board of Commissioners, Treasurer, Clerk/Register, and the Water Resources Commissioner; County Executive, which includes a variety of administrative departments; and Non-Departmental, which includes remaining appropriations not budgeted to specific county departments.

FUNCTIONAL AREA	2013 ADOPTED	% OF TOTAL
ADMIN OF JUSTICE	\$ 73,727,208	17.6%
LAW ENFORCEMENT	157,023,341	37.5%
GENERAL GOVERNMENT	28,861,519	6.9%
COUNTY EXECUTIVE	121,673,746	29.1%
NON-DEPARTMENTAL	37,369,390	8.9%
<b>TOTAL APPROPRIATIONS</b>	<b>\$418,655,204</b>	<b>100.0%</b>

The chart below symbolizes the allocations of resources to functional areas in the 2013 Fiscal Year Budget.



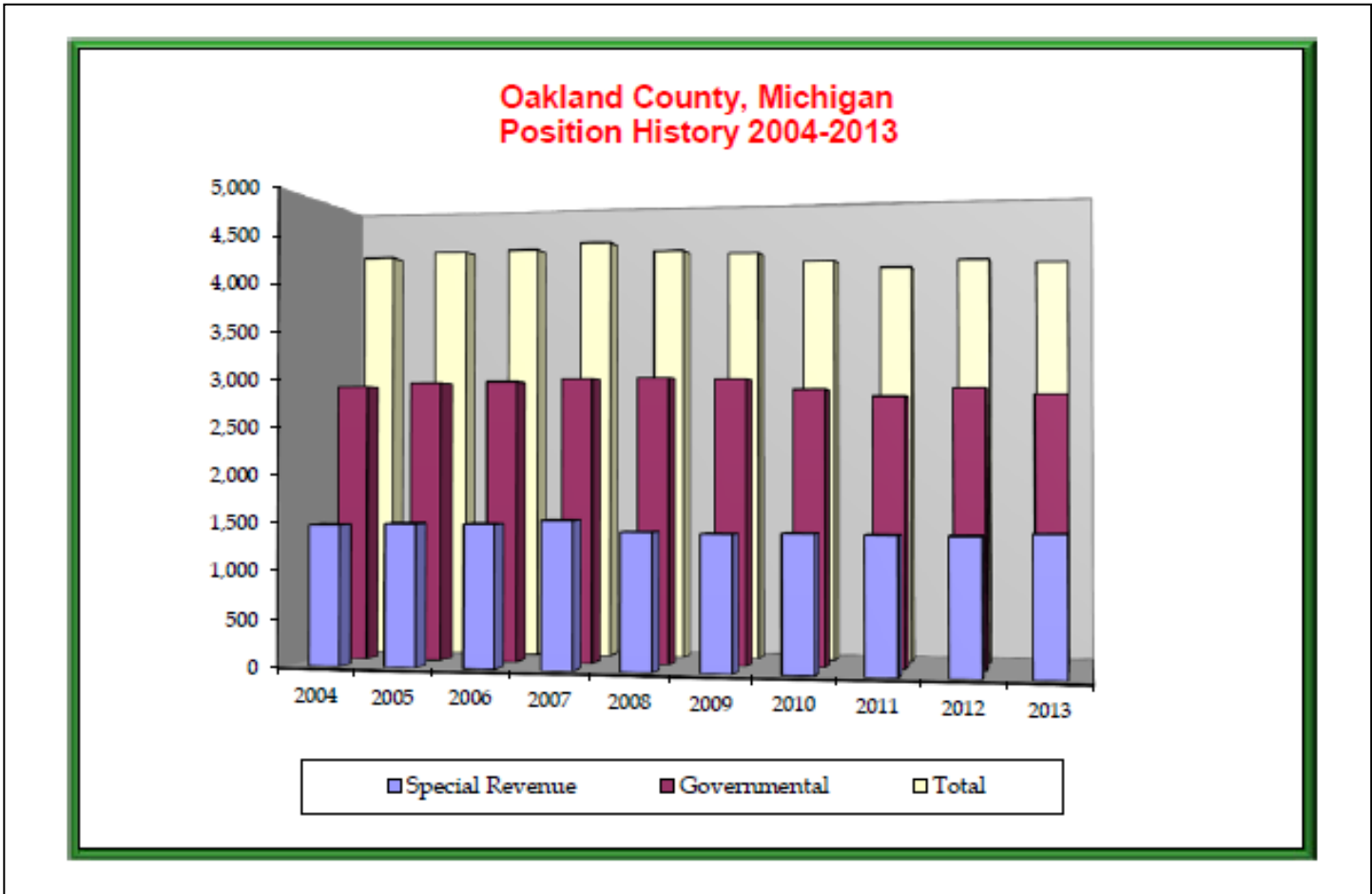
**HUMAN RESOURCES**

Incorporated into the 2013 Adopted Budget are gross salary and fringe benefit appropriations of more than \$364.7 million, or 47 percent of the total budget, to support a total work force of 4,268 employees. Oakland County Government remains one of the top employers in Oakland County.

Personnel costs remain the driver behind the County's budget. These costs, particularly fringe benefits and especially health care, have risen sharply in recent years and will continue to do so. Total personnel costs in the General Fund have been generally stable, but since 2007 have decreased each year. The number of workers supported by Special Revenue fluctuates as Grant Funding comes and goes. The number of employees actually increased in 2011, as the county contracted to provide police services to the City of Pontiac. Seventy-four police positions and six dispatchers were added, all paid for by Pontiac.

The Human Resources Committee closely studies staffing levels, salary changes and fringe benefits in an effort to further constrain rising personnel costs. This year, the only approved position requests were those where funding offsets exist to fully cover the cost of the position on an ongoing basis. In addition, the "Gosling Amendment" concerning grant positions (when grant funding goes away, the position goes away) is strictly adhered to.

The graph below illustrates the trend in County positions over the past ten years. The graph shows total positions, the percentage of Special Revenue/Proprietary positions and the percentage of Governmental positions.





## Board of Commissioners – Transmittal Letter

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### COUNTY INITIATIVES

Once again, the County was awarded the highest possible bond rating, AAA, by both major bond rating agencies, Standard & Poors and Moody's Investor Service. This benefit to the County taxpayers is a result of sound fiscal practices, as evidenced by the fund balance shown on an earlier page. The AAA bond rating allows the County to fund infrastructure and other capital improvements at the lowest interest rate available.

As an example, in real terms, of the significance of a AAA bond rating, the Oakland County Building Authority in 2010 issued bonds to refinance the debt on two municipal buildings in the City of Keego Harbor. Because of the AAA rating, Keego Harbor will save \$60,000 per year — **enough money to save one job.**

The 4% pay cuts of 2010/2011 remain in effect – and employees continue contributing to their own health benefits. These contributions enable the County to continue offering first-rate health care insurance to employees at the lowest possible cost.

Oakland County has issued Trust Certificates totaling \$557 million, at a low interest rate. County officials in turn invested that money in secure, permissible higher paying long-term investments. Oakland's AAA bond rating is what enabled the County to get the lowest interest rate available. The dividends from this arrangement are being used to fund post-employment benefits. This reliable unearned income, along with capped retiree health benefit costs, eliminates future budget difficulties due to retiree benefit expenses.

The new E-File system enables attorneys to file court documents from their own office computers for a small fee. This is a win-win for everybody. Attorneys no longer have to make a trip to the Courthouse to file necessary documents, and the County now has another source of revenue. The clerk's office is continuing to expand its online services. The entire county is reducing paper and postage costs by relying more heavily on electronic transmission of documents.

In 2012, the county initiated a new payment plan system for homeowners delinquent in their property taxes. This new payment plan system brought in \$11 million to the county that otherwise would have been lost, while allowing homeowners to avoid foreclosure and stay in their homes. The county also began promoting its auctions of foreclosed properties, which brought in more buyers who paid higher prices and put more vacant homes back on the property tax rolls. The county also stepped up its initiative to prevent foreclosures by holding a mortgage foreclosure prevention forum in 2012, with another scheduled for 2013.

New contracts for the successful Fire Records Management program continue to be approved. Plans to offer the program to municipalities outside of Oakland County are still being considered.

In the past 36 months, six new communities have contracted with the Oakland County Equalization Department for assessing and equalization services. These communities benefit by not having to support Assessing Departments. The County was able to absorb the six new communities without increasing staff. The total number of communities now served by Oakland County's Equalization Department for commercial and/or personal property assessing is 37.

The banking, mortgage, insurance and real estate sectors of Oakland County's economy benefit from Board approval of new rate structures for @CCESS Oakland, making this service even more useful and affordable to those enterprises, while generating revenue for the County.

A new institution – another first for Oakland County – can be found on the Oakland University campus: In 2011, Oakland University opened the first medical school in the County, and in 2012 admitted its second class of 50 future doctors who began their studies in the fall.

Finally, the Board of Commissioners reaffirmed its decision in fiscal year 2010 to adopt a triennial budget. The advantages of a three-year budget plan are significant. By continuing to use a three year fiscal plan through 2015, the various county departments are able to adopt budget tasks that allow for cash flow variations created by abrupt changes in the economic environment. These budget tasks have been met and often exceeded. No new budget tasks were assigned for 2013, 2014 or 2015.



## Board of Commissioners – Transmittal Letter

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### PENDING PROJECTS AND ISSUES

County government, including the environment within which it functions, is not static, but is ever changing and emerging to meet the challenges and opportunities that present themselves. With this in mind, the Board of Commissioners, in conjunction with the County Executive, has identified several significant projects and issues that will be continued, considered or implemented in 2013.

Continuing into 2013, for example, Oakland County will initiate and support clean water and other green projects. The issue of water and sewer rates is an ongoing concern of many Oakland County communities, and continues to be a high priority for the coming year.

Job growth and new, diverse businesses must be priority number one if Oakland County is to continue to be the economic engine of the State of Michigan. The Emerging Sectors Unit, in the Department of Economic Development and Community Affairs, was created to make that happen. The ESU has more than proved its worth. Since it was established in 2009, through FY 2012, the ESU has brought to Oakland County 218 new companies that have invested almost \$2 Billion, created 26,634 new jobs and retained 12,400 jobs. In 2012, the Emerging Sectors Unit brought Oakland County 28 new and diverse emerging sector companies, which invested \$45,899,680, created 1,091 new jobs, and retained 1,591 jobs. In the traditional category, 10 companies were brought in, or kept from leaving Oakland County, by the Emerging Sectors Unit. These companies invested \$79,172,680, created 1,813 jobs, and retained 5,818. These are accurate numbers, provided by the businesses themselves.

Traditionally, the Board of Commissioners, in conjunction with other County officials, has been responsive to the needs of Oakland County residents, and has been aggressive in developing and maintaining programs and services that provide the greatest possible benefits and affords the highest possible quality of life. An example is the addition of Bushman Lake to Independence Oaks Park.

The State of Michigan's long-term financial problems continue to impact the Oakland County Budget, requiring constant planning for revenue decreases and budget adjustments: the tax acceleration and revenue sharing loss that began in 2009 – and is projected to continue – illustrates the uncertain nature of Lansing's funding support, while debate over Community Development Block Grants (CDBG) does the same for Federal funds. We must remain ready to react swiftly to changes in our financial picture during Fiscal Years 2013-2015 and beyond, and are prepared to do so.

Oakland County is well into a period of constant dynamic change and uncertainty requiring full effort and cooperation between the Board, County-wide elected officials, and the Executive. So far, such cooperation and coordination have occurred. Everyone involved considers the welfare of Oakland County citizens to be their highest priority.

In addition, our County has avoided the deficits and layoffs plaguing our neighbors. While our employees have had to accept lower pay and assume more cost-sharing with health care co-pays, we have preserved their jobs and retiree benefits. That's a deal that laid-off workers would envy. The storm is still swirling about, but we're riding it out, and we intend to maintain the highest standards of financial responsibility that our citizens have come to expect.

Accordingly, on behalf of the Oakland County Board of Commissioners, I present the FY 2013-2014-

2015 Oakland County 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  
Commissioner, District #4





**OAKLAND COUNTY, MICHIGAN  
COUNTY EXECUTIVE  
BUDGET MESSAGE  
FISCAL YEARS 2013, 2014, AND 2015 TRIENNIAL  
OPERATING AND CAPITAL BUDGETS**

To the Board of Commissioners and Citizens of Oakland County:

I am pleased to present the Fiscal Year 2013-2015 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 \$417,894,807 for Fiscal Year 2013, \$424,271,405 for Fiscal Year 2014, and \$428,639,468 for Fiscal Year 2015. The total budget for all funds amounts to \$775,464,839 for Fiscal Year 2013, \$782,091,068 for Fiscal Year 2014, and \$786,148,971 for Fiscal Year 2015.

For several decades, Oakland County was one of the few governments in America to operate on a biennial budget. Three years ago we expanded our biennial planning efforts and established a triennial approach, adopting a three-year line item budget. Continuing that effort, this budget recommendation presents a balanced triennial budget for FY 2013 through FY 2015. If I had to identify the primary factors responsible for our financial management successes, they would be our committed adherence to long range planning and budgeting practices. It is forward planning coupled with action that separates Oakland County from the other counties in Michigan and the nation. Our forward planning coupled with action is why we are recognized by Moody's Investors Service and Standard & Poor's as the very best at maintaining fiscal stability, even in turbulent economic 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 33 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 11<sup>th</sup> 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 that time, 27 years' recognition of excellence. Oakland County's continuing commitment to budgeting excellence is further demonstrated by the County's support of the GFOA national program for improved budget development practices as evidenced by the involvement of the Department of Management & Budget staff as Budget Review Panel members.

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 2014 and FY 2015 for this Recommended Triennial Budget) will simply "roll" forward and the third year will be added (e.g. FY 2016).

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 seven units of government in the entire state to receive all three awards. All three Oakland County GFOA award-winning reports can be viewed on the internet at [http://www.oakgov.com/fiscal/info\\_pub/](http://www.oakgov.com/fiscal/info_pub/).

Additional budgetary and financial information can be obtained by visiting Oakland County's dashboard which can be accessed at <http://www.oakgov.com/dashboard/>.



## County Executive – Transmittal Letter

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### FINANCIAL OUTLOOK

#### OAKLAND COUNTY'S ECONOMY

##### ***Overview***

Incorporated in 1820, Oakland County covers an area of approximately 910 square miles with a population of 1.2 million. The County's reputation as a world class community is due not only to its renowned business environment, but is 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. Over half of the County's residents have a college degree with about 42% having attained a bachelor's degree and nearly 18% have post-graduate degrees. In comparing Oakland County with

35 other prosperous counties of similar population throughout the nation, economists rank Oakland County twelfth overall with respect to number of residents with higher education, lower occurrence of child poverty, higher income levels, and number of residents working in professional and managerial occupations.

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 88,000 acres of park land, over 1,400 fresh-water lakes and the headwaters of five major rivers, 76 public and private golf courses, as well as miles of trails and pathways 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. Multiple 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.

##### ***The Beginning of an Economic Recovery in Oakland County***

The decade which ushered in the new millennium was painfully challenging for the entire state of Michigan. It was one of the longest and most severe economic recessions in our state's history. From 2000 through 2010, the number of employed people in Michigan decreased by over 760,000. Oakland County lost more than 147,000 jobs during that period. The largest annual job loss in the County's history occurred in 2009 when 9% of the workforce countywide was affected with nearly 60,000 jobs lost.

The prolonged Michigan economic downturn eventually resulted in our state having the highest annual unemployment rate in the nation from

2006 through 2009. The history of annual unemployment rates for the period 2000 through 2011 for Oakland County, Michigan, and the United States are provided in Chart 1, which is located within the appendix to this budget message. As can be seen in that chart, unemployment peaked in 2009 when the annual rate was 12.9% for Oakland County, 13.4% for Michigan, and 9.3% nationally. Since then, the unemployment rate has been decreasing (improving) at a faster rate proportionally for Oakland County and Michigan when compared to the national rate. The latest unemployment data available from the U.S. Bureau of Labor Statistics for Oakland County is for May 2012, which reports the unemployment rate for Oakland County is now 8.6%, a significant improvement from the 2011 annual rate of 10.0%.

Oakland County's per capita personal income (PCI) rose by 3.28% from 2009 to 2010 while total personal income rose by 3.4% compared to an increase of 3.3% for the State of Michigan and 3.7% for the nation. Nevertheless, over the past five years, Oakland County's PCI decreased by 4.64%; yet at \$49,917, Oakland County's PCI remains the highest in the State of Michigan and 11th highest nationally among counties with more than 1 million residents.

While data indicates that the U.S. economy is now in recovery and that we are seeing evidence of a local recovery, most economists would agree that it will be a slow and long rebound until full recovery. While unemployment rates are now declining, there are many people who are still unemployed or underemployed and many people who have left the workforce and, thus, are not included in the calculation of the unemployment rate. The international economic turbulence, particularly in the Eurozone with several countries in financial crisis, has resulted in an unstable and volatile stock market. Here in the U.S., there is uncertainty regarding how the government will resolve the federal deficit - whether it will be resolved through tax increases, deep budget cuts, or some combination thereof. The effect is a drag on the economic recovery since many companies which might otherwise expand and create jobs are instead preserving available cash reserves just in case there is another looming worldwide recession or until stability and certainty can be restored through governmental reforms around the world.

In 2011, Oakland County experienced the beginning of an economic recovery locally, experiencing our second best year for job growth since 1994. The 23,426 new jobs created last year in Oakland County – more than double the number that economists had projected – exceeded expectations and constituted almost one-third of all new jobs created in Michigan in 2011. As illustrated in Chart 2 located within the appendix to this budget message, economists George A. Fulton and Donald R. Grimes from the University of Michigan are projecting that more than 33,700 new jobs will be added in Oakland County over the next three-year period from 2012 through 2014. The Economic Outlook Report can be viewed on the internet at <http://www.advantageoakland.com/ResearchPortal/Documents/econoutlookreport.pdf>.

“Full employment” is a Herculean effort but we believe it is within Oakland County’s reach. What is 18,174? That’s the number of jobs that need to be created in Oakland County to get its unemployment rate down to 5%, a rate which economists call “full employment.” We have printed that number on posters hanging throughout the Department of Economic Development & Community Affairs and other County departments to remind employees tasked with attracting companies that the goal of “full employment” is our objective, a goal within reach utilizing the County’s multiple job creation and economic diversification initiatives such as Emerging Sectors and Medical Main Street.

Since I began as County Executive in 1993, the focus of my administration has been to diversify Oakland County’s economic base to hedge against downturns in single sectors, such as what occurred in the automotive sector. While it is unrealistic to believe that our local economy will ever be recession-proof, our goal is to become more recession-resistant. Clearly, our future is tied to the knowledge based economy. Aided by the commitment and support of the Board of Commissioners, this focus has resulted in the establishment and execution in Oakland County of programs that address the transformational change occurring in Michigan’s private employment sector, economic development programs we believe will pay dividends well into the future.

Perhaps the primary forward-looking economic development program is Oakland County’s Emerging Sectors initiative. Looking out 10, 20, and in some cases 30 years, our researchers endeavored to identify those areas that promised to be at the core of the 21<sup>st</sup> Century’s thriving economic growth. The top emerging sectors were identified and chosen to be the targets of our program, which include:

- Advanced Electronics & Controls
- Advanced Materials & Chemicals
- Aerospace
- Alternative Energy & Power Generation
- Communications & Information Technology
- Defense & Homeland Security
- Film & Digital Media
- Medical Main Street (Life Sciences)
- Robotics & Automation
- Water Technologies

Oakland’s Emerging Sectors initiative is proving to be an unqualified success. Since the inception of Emerging Sectors, nearly \$2 billion in private investment has created 26,000 jobs and retained more than 11,000 jobs. Out of the 10 emerging sectors, Alternative Energy, Life Sciences and Information Technology are our fastest growing sectors. For example, 87 technology companies located in Oakland County during the past 5 years, a period that includes the worst years of the national recession.



Medical Main Street brings together a unique alliance of world-class hospitals, universities, medical device and biopharmaceutical companies as well as some of the country's top medical professionals. These diverse sectors have joined to create a global center of innovation in health care, research and development, education and commercialization in the life sciences industry. Oakland County's health care and life science companies and organizations employ more individuals than the Mayo and Cleveland Clinic regions combined. Additional information about Medical Main Street and Emerging Sectors can be obtained by visiting [www.advantageoakland.com](http://www.advantageoakland.com).

Since its inception nearly three years ago, Medical Main Street has seen 26 life sciences companies locate/expand in Oakland County, investing over \$240 million and creating over 1,900 new jobs in our community. That development, coupled with the new Oakland University William Beaumont School of Medicine, will soon place Oakland County, Michigan in top 10 of the nation's most vibrant life sciences clusters.

Automation Alley is another award-winning economic development initiative which was envisioned by the Oakland County administration in 1997 as part of the effort to preserve and grow our economic base. The Alley was recognized in 2008 by President George W. Bush with the Presidential E Award for Excellence in Exporting. The E Award, established in 1961 by President John F. Kennedy to recognize the achievements of individuals and organizations in promoting and increasing American exports, is the highest honor the Federal government bestows in that particular area.

Automation Alley began with 44 members located in Oakland County. The Alley is a high-tech branding initiative designed to assist businesses in retaining and attracting the skilled workforce required by the region's technology companies. It is a partnership between business, government, and education. Since its inception, the Alley has evolved to become regional in focus and membership. Having established its headquarters in the City of Troy, an Oakland County community, the Alley works to promote, support and develop high tech industries throughout southeastern Michigan. Since its beginning in 1997, Automation Alley has grown to over 1,000 members spanning an eight county area. It has attained national and global recognition as a technology consortium capable of competing with the world's best and brightest. The Alley has conducted 14 trade missions around the world, creating more than 900 new jobs and garnering more than \$166 million in contracts for the participating companies. For more information, visit their website at [automationalley.com](http://automationalley.com).

Oakland County's economic development initiatives are bound together by the common denominator of high-tech, high-quality, and high-paying jobs. These jobs naturally fit with Oakland County demographics of highly skilled, educated professionals. And while the domestic automotive industry went through an unprecedented restructuring which resulted in fewer manufacturing jobs locally over the past several years, much of the automotive research and development remains because of the education, talent, and experience that reside locally. On January 11, 2012, the Detroit Free Press published a story with the following headline: "**Oakland County Leads in Job Growth.**" The first paragraph of the article reads: "From June 2010 to June 2011, Oakland County had the ninth largest increase in employment of the nation's 322 largest counties, according to data released Tuesday by the U.S. Bureau of Labor Statistics." The impact of our successful economic development initiatives on our local economy and for the State of Michigan is clear.

### ***Oakland County's Tax Base***

Oakland County has not escaped the adverse impact which the negative real estate market has had on our state and nation. The real estate downturn has proven to be a severe problem nationally, causing record-setting numbers of property foreclosures and declining property values. In comparison with the rest of the country, the real estate market began trending downward earlier in southeast Michigan because of the magnitude of job losses in the region.

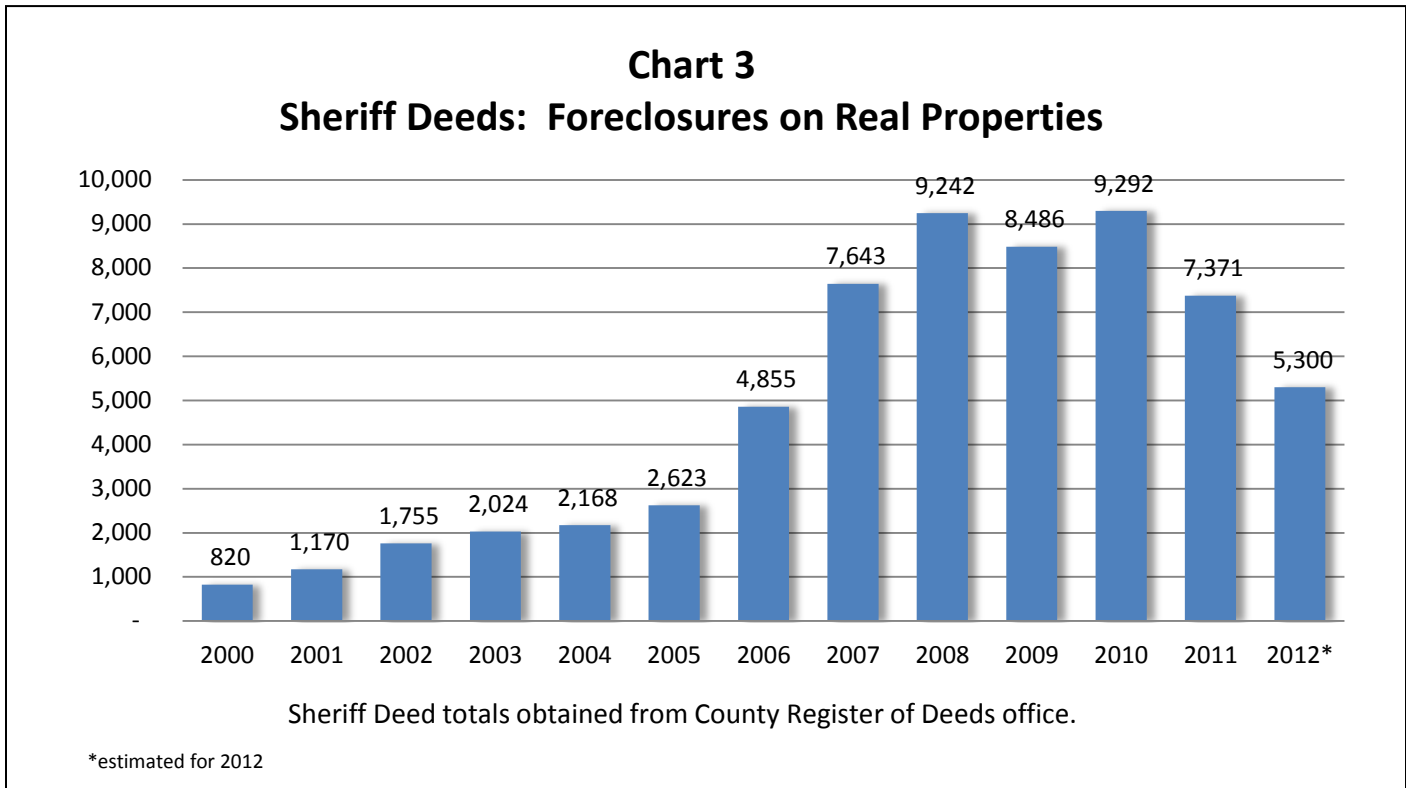
Oakland County's centralized land record system, maintained on behalf of its cities, villages and townships, has allowed County managers to recognize the negative impact on Oakland County's tax base caused by declining property values well before almost any other governmental entity in Michigan. In 2006, we realized that the trend, if it continued, would create downward pressure on the real estate market, particularly in the residential segment. Recognizing that foreclosures are one of the leading indicators of changes in the housing market, the County began closely monitoring foreclosure rates on a monthly basis at that

time. Such data is very important to monitor since declining real estate values negatively impact the County’s budget, which is discussed in more detail subsequently within this budget message.

As can be seen in Chart 3 located within the appendix section of the budget message, the number of property foreclosures in Oakland County increased dramatically in the latter half of the past decade. More than 42,000 Sheriff deeds were issued for property foreclosures during the peak five-year period from 2007 through 2011.

A chain of events started with the increase in foreclosed properties in 2006. The foreclosures created a large inventory of homes for sale - an increase in supply. The situation became worse with the sudden decrease in the demand for real estate due to rising unemployment. It became difficult for employed potential homebuyers to obtain mortgage loans after the credit freeze following the panic caused by the 2008 financial market crash and, consequentially, tighter mortgage regulations. With the supply of homes on the market vastly exceeding demand, there was a dramatic drop in real estate values. As real estate values fell and as distressed property sales increasingly dominated the already- weak housing market, it became difficult for homebuyers to obtain a sufficiently valued home appraisal to satisfy the lender, putting further downward pressure on the market.

The following graph illustrates the declining trend in the number of Sheriff deed foreclosures thus far in 2012. If this trend continues, there could be an estimated 5,300 total foreclosures for 2012 or lower. Although close to the level of foreclosure activity experienced in 2006 before the foreclosures peaked in the subsequent 5-year period, it is still significantly higher than the typical amount of foreclosure activity historically experienced in Oakland County prior to the Great Recession.





## County Executive – Transmittal Letter

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Total assessed property values in Oakland County began a decline beginning in 2008 (see chart 4 in the appendix). In Michigan, assessed value approximates 50% of market value. It is important to note that values for governmental assessing purposes lag real estate sales by up to two years, meaning that the real estate market value decline began before being recognized in 2008 for assessment purposes. Based on the most recent values published in the 2012 Oakland County Equalization Report, total assessed value in the County has fallen by more than 34% since 2007. However, the rate of decline is now slowing with the decrease in the 2012 valuation being -3.08% countywide. There were a few communities within Oakland County that experienced a small increase but the majority of communities still had decreases. (Equalization Reports are available on the County's website at [http://www.oakgov.com/equal/info\\_pub/equal\\_equal\\_rpt.html](http://www.oakgov.com/equal/info_pub/equal_equal_rpt.html).)

Despite the impact of the weak economy, Oakland County's home ownership rate of 75.5% is higher than both the State's 74.6% and the U.S. average of 66.9%. Oakland County's property values remain the highest value of all 83 counties in Michigan, and represents 14.5% of the state's total value (even though Oakland County's population represents only approximately 10% of Michigan's total). The majority of Oakland County's taxable value is within the residential class of property, which is approximately 69.2% of the total property tax base. The average price in 2011 for a home in Oakland County was \$190,324.

The County reduced its millage rate from a high of 4.4805 mills (authorized in 1993) to 4.1900 and has maintained that low rate even during recent years of budget challenges and even though it is below the authorized rate allowed by law. The property tax "returned" to the County's taxpayers as a result of millage reductions is approximately \$61.8 million over the past 15 years as a result of the difference between the county's 4.1900 millage rate and the authorized rate allowed to be charged – the current authorized rate is 4.2240. (See chart 5 in the appendix for historical taxable values and millage rates). Maintenance of this low operating millage continues to demonstrate to residents and businesses that Oakland County is an attractive place to live or locate a business.

There are several leading indicators which offer some encouraging signs that perhaps we are beginning an impending recovery in the real estate market in Oakland County: a decline in the foreclosure activity as previously mentioned; improved employment data; building permit activity in some communities, which was almost nonexistent over the past several years; financial institutions now seem motivated to participate in short-sale negotiations; the average number of days on the market has decreased for listed homes; the clearing of the back-log of assessment challenges in the Michigan Tax Tribunal; and a decreasing inventory of foreclosed or distressed homes for sale.

### **THE FINANCIAL CONDITION OF OAKLAND COUNTY GOVERNMENT**

Oakland County employs policies and practices designed to ensure its continuing ability to provide quality services despite economic or budgetary challenges. Oakland County government's strong financial position is primarily a reflection of its adherence to policies and practices that result in strong long-term financial planning, low debt obligations, and maintaining responsible fund balance amounts in conformance with GFOA Recommended Practices.

Under Michigan law, the maximum amount of debt that could have been issued by Oakland County in 2011 was \$5.25 billion or 10% of its State Equalized Value. However, operating under the fiscally conservative policies of the County Executive, County Treasurer, and Board of Commissioners, as of the close of Fiscal Year 2011 Oakland County had incurred outstanding debt of \$798.6 million, only 15.2% of the permissible level. Of the total amount of debt issued, \$641.4 million was issued by the County as the primary governmental unit. In addition to the County's primary debt, the County pledged its full faith and credit as secondary obligor in the amount of \$157.2 million for Drainage District component unit debt.

With the exception of the annual issuance of limited taxing authority notes related to delinquent tax receivables, Oakland County's practice is to issue debt only for the purchase and/or construction of 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.



## County Executive – Transmittal Letter

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The majority of Oakland’s pledged debt, approximately \$185.1 million, was issued to finance water, sewer, lake level, and drainage district projects. That debt will be repaid from special assessments levied by the local communities against the users of those systems. Another \$50 million of the total debt represents short-term tax notes issued to purchase delinquent tax receivables from governments within Oakland County. That debt is repaid from the interest and penalties associated with those delinquent taxes. Of approximately \$79.8 million debt outstanding through the Building Authority, \$3.4 million was issued on behalf of the City of Rochester Hills for the Sheriff Substation, \$19.2 million was issued on behalf of the City of Pontiac to refinance debt outstanding and complete the Phoenix Center, and \$5.5 million was issued to assist the Oakland County Community Mental Health Authority (OCCMHA) to purchase homes to support developmentally disabled individuals. The remainder of the debt issued through the Building Authority was for facilities utilized directly for daily County operations. The Building Authority debt for County-specific facilities will be repaid from either resources set aside in the County’s Delinquent Tax Revolving Fund (see further discussion below) or from the Airport Fund for construction of the new LEED certified terminal.

In addition to the pledged debt, in 2007 Oakland County issued \$557 million in Trust Certificates of Participation (COPs) which is taxable no-pledge debt. Taking advantage of the County’s low amount of debt and its AAA credit rating, in July 2007 the COPs were issued to fully fund the remaining amount of unfunded accrued liability for “other post-employment benefits” (OPEB) which is primarily retiree health care. As a result of this action, Oakland County is the first county in the nation to fully fund its long-term retiree health care obligation. Conservatively, it is estimated that net present value savings in the range of \$100 million to \$150 million will be realized over the 30-year amortization of the OPEB liability. The anticipated savings result from the projected investment income that will be earned over the long-term from the COPs proceeds which exceed the locked-in interest rate paid on the debt for the COPs. As of September 30, 2011, the remaining balance on this debt was \$483.7 million.

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. For the past two decades, the County has gone beyond the requirement of adopting an annual budget by operating under a two-year “rolling budget.” Three years ago, the effort was expanded to a three-year line item budget. This practice requires continuous financial planning that looks at least three fiscal years into the future. That 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 and position budgeting system, and follows the practice of budgeting for full employment. Should vacancies occur or positions become filled at a level lower than the maximum authorized, the resulting favorable budget variance falls to fund balance.

Maintenance of a favorable fund balance is an indicator of a healthy operating environment. Favorable variances falling to fund balance are created as part of an intentional financial management strategy (for example, budgeting for full employment) and are relied upon to ensure that adequate fund equities are maintained to pay employees and vendors throughout the year, particularly in the General Fund.

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 the fiscal year ended on September 30, 2011, the total fund balance in Oakland County’s General Fund was \$201.2 million, of which all but \$1.5 million is restricted, non-spendable, or otherwise assigned for specific purposes. The total fund balance in the General Fund represents approximately 48.3% of the General Fund/General Purpose (GF/GP) Adopted Budget for Fiscal Year 2012. 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, after reaching this peak point in fund balance, surplus savings which were generated over the past several years as a result of accelerated budget reductions will be used during the current and subsequent three fiscal years (from current FY 2012 through FY 2015). The long-term financial plan is to maintain a sustainable long-term General Fund equity target of \$85 million (target is 20% of GF/GP expenditures). This will be discussed subsequently within this budget message in further detail.





## County Executive – Transmittal Letter

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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. At the close of Fiscal Year 2011, the total DTRF fund balance reported was \$218.7 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. Accordingly, \$130 million of the fund balance was restricted to provide the cash flow necessary for the purchase of delinquent tax receivables and note repayment.

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. As of September 30, 2011, approximately \$56.5 million of the DTRF fund balance has been restricted to fund debt service payments on bonds issued for Board-approved major capital projects. 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.

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 fiscal year 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 programs would otherwise be required. Thus, for a limited period of time over the past several years, the County has judiciously used the DTRF operating surplus to fund certain General Fund and other 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 is the last year in the long-term plan for an elevated amount of operating transfer. The Recommended Budget includes a \$10.8 million operating transfer from the DTRF to the General Fund for each of the next three years, FY 2013 through FY 2015. With this planned use of DTRF equity to support General Fund operations over the next three years, equity for this fund is projected to be \$204.3 million at September 30, 2015, which is above the long-term target amount of \$200 million.

Oakland County's strong economic base, 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 for certain projects as well (such as water and sewer projects and Community Mental Health Authority program needs).

### APPROACH TO BALANCING THE BUDGET

Much of Oakland County's financial success results from its focus on long-term financial planning – again, emphasizing thoughtful strategic management vs. crisis management. Budgeting on an annual basis and year-after-year of short-term or one-time fixes are not only fatiguing, but can become an impediment to restructuring for long-term sustainability. Restructuring should consider how to get the most out of the limited available resources. As a result of the budgetary challenges imposed by unfavorable economic conditions that were beyond our control, we accelerated our proactive financial planning efforts. Three years ago we enhanced our budgetary planning efforts and expanded our two-year budget to a three-year budget. The triennial budget proved to be an essential asset in our successful effort to sustain the County's fiscal strength during the most difficult time.

The development of the budget recommendation begins with a detailed analysis contained in a report entitled "Framework: Summary of Future Operating Issues and Related Resolution" (aka, the Framework). The analysis contains a thorough assessment of: 1) the closed accounting records as of September 30, 2011; 2) a discussion of economic issues that may impact future operating budgets; 3) projected operating needs for FY 2012 through FY 2015; and 4) details regarding how budget and fund equity targets will be met through FY 2015. The full Framework report can be obtained on the County's web site at <http://www.oakgov.com/exec/budget>.

Throughout most of the past decade, since the onset of the previous national recession in the early 2000's, Oakland County's elected officials, department heads and managers have been diligently adjusting the budget so that spending does not exceed the constrained revenues. We have been able to do this using various initiatives: technology enhancements; restructuring and downsizing; retirement incentives; hiring freezes; fringe benefit changes; privatization of some programs; as well as reducing or closing some programs. Because the County has been continually focused on budget reductions for the past decade, it has become an embedded part of the County's culture throughout all organization levels to continuously search for service and process enhancements. Beyond simply reducing the workforce, alternative service delivery options are explored which include 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. Long-term budgeting may not totally prevent the need for difficult budget cuts, but it can serve to minimize the severity of cuts and help protect essential core government services. In the design and execution of an effective long term budget, it is also essential to have the commitment and cooperation of all elected officials. Oakland County government enjoys that commitment and cooperation.

Oakland County's methodical budget process has mitigated the impacts of the fiscal turmoil caused by events outside its control (i.e., unemployment, property value declines, automobile industry restructuring, and budget turmoil at all levels of government – Federal, State, and local). To date, Oakland County has successfully balanced its budget while mindful of the following goals and practices:

- Avoid increasing taxes and fees which burden County residents and businesses.
- Retain stable and essential services while minimizing involuntary employee separations.



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- Grant programs are restructured and/or reduced as needed consistent with reductions in special revenue grant funds, which prevents assuming new program obligations within the General Fund and potential “crowding out” of general resources.
- Retain the County’s financial strength in stable fund equity and cash positions, provide adequate cash flows throughout the year, and maintain low outstanding debt.
- Restrict the use and reliance on equity and other ‘one-time’ budget “sources” in solving structural operating shortfalls.
- Rely heavily on strong accounting, budgeting and other business practices in achieving long-range planning efforts.
- All new major capital and technology projects undergo a rigorous return on investment process before they are launched. Projects are funded out of current operations to the extent feasible.
- Provide continuous communication with County-wide elected officials concerning the status of the operating budget with emphasis on obtaining commitment from the County-wide elected officials to solve their share of budget task and avoid unnecessary interference in their respective programs by the County Administration and Board of Commissioners.
- Building and maintaining strong relationships as well as unique personal respect between the County Executive and the other elected officials.

### **CURRENT BUDGET ISSUES AND RECOMMENDATIONS**

#### ***Property Tax Revenue***

Certainly, the real estate market collapse experienced around the country also severely impacted Oakland County. As with many governments across the country, our single largest revenue source, property tax revenue, experienced a significant decrease. In the five-year period from 2007-2012, property values in Oakland County fell by more than 34%. Taxable values also fell. (Note: in Michigan, taxable value is calculated differently than assessed value; for more information regarding how these values are determined, refer to the County’s Equalization website at <http://www.oakgov.com/equal/assets/doc/PropAinfo/ProposalAGuide12-14-10.pdf>.)

Taxable value is the base upon which property taxes are calculated. Even with the recent decline in taxable value, property tax is the primary source of revenue for the County’s GF/GP operations. Currently, property tax revenue represents 46.5% of the total amended FY 2012

GF/GP budget; in comparison, 60% of total GF/GP revenues in 2008 came from property taxes. The effect of the declining real estate market has been a total reduction of over 26% in the County-wide taxable value since 2007. Chart 4 illustrates historical and projected annual percentage changes for both assessed and taxable values.

Even while property tax revenues continue to decline, they are not declining at the same precipitous pace experienced over the past several years. County-wide real property values are projected to be near bottom and any future decline will be much smaller than experienced over the past five years. In developing this budget recommendation, county-wide real property taxable value is conservatively estimated to further decline slightly by 1.0% in 2013, remain flat in 2014, and then increase by 1% in 2015.

In an effort to entice businesses to locate in Michigan and to encourage existing businesses to expand, the Governor and State Legislature have developed a plan designed to eliminate commercial and industrial personal property tax (PPT). The PPT is paid by business owners and is an ad valorem tax on personal property such as equipment, tools, furnishings, etc. Legislation has already been passed in the House of

Representatives, and it is likely that the Senate will approve the proposed legislation in the latter part of 2012 before the legislative session ends. The plan is to retain the PPT on utility equipment but phase out commercial and industrial PPT by 2023.

If the legislation that has already been approved by the House passes through the Senate without any changes, the first phase of the PPT plan will take effect next year. Beginning in 2013, businesses owners would be exempted from paying the PPT if their personal property has a combined total taxable value of less than \$40,000. The impact from this initial exemption will result in reduced tax revenue for Oakland County in the amount of approximately \$1.3 million annually, which has been included in this budget recommendation beginning with FY 2013 and all subsequent years.

The second part of the PPT phase-out applies to new manufacturing equipment placed into service on or after January 1, 2012. That property will become exempt from the PPT beginning in 2016. The third part of the phase-out applies to any remaining commercial and industrial personal property that was not previously exempt during the first two parts of the phase-out – the PPT on the remaining property will be phased out over a seven year period beginning in 2016. The exception is that manufacturing equipment will be phased out over a six year period since new equipment placed into service from January 1, 2012, and forward will already be exempt - after equipment is 10 years old, it is no longer taxable - in 2016 the only manufacturing equipment that will still be taxable would have been purchased sometime during 2006-2011. Currently, commercial and industrial personal property represents 5.86% of total taxable value in Oakland County and generates approximately \$12 million of tax revenue.

Since elimination of the PPT results in a loss of revenue for local governments, a State reimbursement fund will be established beginning in 2016 to offset some of the revenue loss. It will be formula based, and the threshold to qualify for reimbursement will be based on 2% of the local unit's General Fund budget; the threshold will be lower at 1% for financially distressed communities. So, as a theoretical example, if the reimbursement were to be applied next year (rather than 2016 as reflected in the current House-passed bill), based on the County Executive's recommended FY 2013 General Fund budget amount of \$417.9 million, the 2% threshold amount would be almost \$8.4 million. Translated, that means that Oakland County would not be reimbursed for any portion of the first \$8.4 million of lost PPT revenue. The amount of reimbursement that our County would be eligible to receive for the remainder of PPT loss above that threshold amount is unknown at this time since the reimbursement formula is yet to be determined.

### ***Long-Term Sustainability: Balancing Revenues and Expenditures While Maintaining a Healthy Fund Balance***

Oakland County sees long-term fiscal stability as a process which is not simply based upon balancing annual appropriations with available revenues, but a process designed to maintain a healthy balance sheet.

Over the past several years, in developing the "rolling" Triennial Budget, elected officials were allocated an apportioned budget reduction task amount targeted for each of the subsequent three fiscal year periods. The task amounts were assigned to each elected official based on their portion of the GF/GP budget. An incentive was also provided: as elected officials reduced their budget by an amount which exceeded their task for any given year, the "surplus" savings were assigned in the General Fund's fund balance and earmarked for each elected official based upon their effort. They were promised that the amounts could be used as an offset against future budget tasks. The fund balance "credits" are designed to be a one-time source of budget transition funds, permitting the County's leaders with sufficient time to plan and implement permanent, structural budget reductions. Once these budget transition credits are exhausted, structural permanent reductions are expected to be implemented for long-term sustainability.



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Efforts as described above enabled our General Fund balance to increase from \$43 million as of fiscal year-end 2000 to \$201.2 million by fiscal year-end 2011, which is remarkable considering that the past decade has been most challenging financially as discussed throughout this budget message. This growth in fund balance was deliberate and planned as part of Oakland County's approach to sustainability and balancing the budget for the long term. The County Executive Administration's benchmark for a "healthy balance sheet" in the long-term includes a General Fund balance that equals at least 20% of expenditures - thus, ideally, our long-term sustained fund balance target is \$85 million. The 20% figure is slightly above the best practice recommendation by the Government Finance Officers Association (GFOA) to maintain a minimum two months of revenues in fund balance (approximately 17%). It is prudent for Michigan counties to maintain a level of fund balance above the minimum amount recommended by GFOA due to fact that counties must collect property taxes in arrears (i.e. expenditures are paid months ahead of the related property tax collections), pursuant to Public Act 357 of 2004. 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 while programs are further restructured for ongoing permanent savings. (See Chart 6 in the appendix for fund balance projections through FY 2015.) The projected fund balance for fiscal year- end (FYE) 2015 is \$81.1 million which is very near our \$85 million long-term target. I have no doubt that as we continue with our "rolling" triennial budget planning process, there will be no problem meeting our long-term target. Thus, for the FY 2013 – FY 2015 Recommended Triennial Budget, no new budget tasks were allocated (other than what has already been committed in the current adopted budget for FY 2012 – FY 2014).

There are some minor budget adjustments that were requested by departments or elected officials and included in this budget recommendation. Such adjustments may include swapping an employee position scheduled for deletion with some other position or making other adjustments to stay within total budget task amounts if an earlier program initiative did not materialize. For example, when the FY 2012 – FY 2014 Triennial Budget was adopted last year, the Sheriff was negotiating with the State Department of Corrections to house short-term medium security State prisoners in an existing available County facility. This contractual arrangement would have resulted in an estimated net financial benefit for the County in the amount of \$1 million which was included in the budget recommendation last year and credited against the Sheriff's budget task allocation. At that time, the Sheriff made the commitment that if for some reason a contract was not executed with the State, then he would propose alternative reductions in his budget. Ultimately, the State chose not to lease the beds, and the Sheriff honored his commitment by offering other budgetary adjustments. Every County elected official has cooperated and met all budget task amounts that have been allocated annually over the past several years.

This is the first time since FY 2006 that new additional budget tasks have not been required. However, based on Oakland County's culture of continuous scrutiny for savings opportunities, it is expected that while no budget reductions are required, reductions will continue to occur naturally. Thus, we believe that the fund balance projections illustrated in Chart 6 are conservative and are likely to improve in the future beyond current projections as has been already demonstrated when comparing past projections with actual results. For example, two years ago in 2010 when the FY 2011 – FY 2013 budget was adopted, we were concerned about the longer-term fund balance projection for FYE 2014 which was four years away – it was forecasted that the General Fund balance by FYE 2014 *could* fall to \$49 million at that time. That could have been the case if the County team had decided to take a "wait and see" approach and stopped budget restructuring efforts. That obviously did not happen. As a result of continued budget reduction efforts, last year the projected FYE 2014 fund balance estimate improved to \$79.9 million, and this year the projected fund balance estimate for FYE 2014 has further improved to \$125.3 million as noted in Chart 6 of the appendix. Projections are expected to further improve in the future particularly because there are many employees eligible to retire now and over the next several years, which will create further opportunities to reorganize and restructure operations through natural attrition, which is anticipated to accelerate based on retirement eligibility projections. The future improvements will be needed to balance a projected shortfall in FY 2016 of approximately \$50.5 million. In fact, many County departments now are focused not only on reorganization opportunities but also on succession planning efforts to smoothly transition leadership responsibilities to potential future successor employees.



Instead of a 5-year capital plan, this budget includes an expanded 10-year capital plan for Facilities and Information Technology needs. The capital plan will be funded through a combination of available fund balances within the specific internal service funds and the issuance of 10-year bonds. Normally, the County funds capital projects out of General Fund operations. With interest rates as low as they have been over the past few years, the County has funded the last few major capital projects through the issuance of bonds. The County plans to take further advantage of the continued low interest rates by issuing approximately \$19 million of bonds to be repaid over a 10-year period to fund the longer-term 10-year capital plan for building improvements, infrastructure, and technology projects. In addition to the low interest rates, construction costs are favorable due to economic conditions and are expected to increase if the economy rebounds more aggressively in the future. Thus, timing is optimal to issue bonds as a financing mechanism for capital projects. A significant portion of the annual debt service payments would be provided by equity available in the DTRF, which is above the minimum targeted DTRF fund balance amount of \$200 million as previously discussed. The recent analysis of the DTRF indicates that \$1.7 million is available for use in FY 2013 through FY 2015 (in addition to the \$9.1 million DTRF transfer for General Fund operations). The additional \$1.7 million from the DTRF would be earmarked to partially fund an estimated \$2.2 million of annual debt service payments for the CIP and technology capital needs.

### ***Employee Compensation***

Oakland County attributes much of its budgetary success to long-term financial planning. This includes proactive employee benefit reforms. Such benefit reforms were implemented incrementally over the past several decades (see chart 8 in the appendix). Earlier efforts are now yielding big dividends and more recent changes promise to yield significant additional savings in the future. Salary and fringe benefit costs comprise over 65% of General Fund expenditures.

Employee healthcare is one benefit that has received much attention over the past several years. As can be seen in Chart 9 of the appendix, employee healthcare costs had been steadily rising in the early part of the decade and then increased substantially in 2007. Since that time, there have been many changes that were implemented to control costs. Costs have remained flat over the last five years with the help of the following contributors:

- The OakFit employee wellness program was introduced in 2007.
- During 2008-2011, 300+ full-time positions eligible for benefits were deleted (with only about a dozen lay-offs).
- During 2009-2011, the administrative fee was waived by Blue Cross/Blue Shield as part of a settlement agreement.
- Employee healthcare contributions increased in 2008 and 2009.
- Prescription drug formulary changes were implemented in 2009.
- Competitive bids were issued coupled with aggressive negotiations with vendors in 2009, 2010, and 2011.

After several years of keeping expenditures flat for employee healthcare, it would be unrealistic to assume no increase in costs going forward for these expenditures. In fact, healthcare costs typically rise at a rate greater than general inflation. The County self-insures its employee healthcare plan. Last year during the budget process, the budget conservatively included an increase of approximately \$10 million for employee medical costs in FY 2012 based on illustrative rates recommended by the plan's third-party administrator. Actual experience over the past year, however, resulted in costs that are less than the recommended illustrative rates. Thus, the County adjusted the rates downward by 10% in January 2012. These reduced illustrative rates are continued in the recommended budget for FY 2013 and thereafter have been increased by 6% annually for FY 2014 and FY 2015. These cost assumptions do not include any potential financial impacts from the future implementation of the Federal Patient Protection and Affordable Care Act. As of the date this message was written, the Supreme Court has not issued a ruling regarding the Act's validity, so it is unknown if and how the Act will be applied going forward.

Most recently in June 2012, the County Executive Administration proposed to make minor modifications to the healthcare plan, which will increase the prescription drug co-pay from the current levels of \$5 (generic)/\$10 (brand)/\$25 (non-preferred brand) to \$5/\$20/\$40. In addition, an emergency room co-pay of \$100 would be implemented for non-emergency conditions. These

changes are designed to encourage the use of generic prescription drugs and the use of physician office visits and/or urgent care centers for non-emergency related care. These changes would apply to all non-represented employees, retirees, and represented employees whose bargaining agreements provide for these changes effective January 1, 2013. The savings are estimated to be \$850,000 annually but have not been incorporated into this recommended budget; the savings will be recognized in future budget recommendations after verification through actual experience.

During the past 10 years, Oakland County's general salary increase has clearly been conservative and since 2008 it has lagged behind both market increases and the consumer price index (see Chart 10 in the appendix section). Despite this fact, we have experienced tremendous, lock-step support from employees, most labor organizations, and elected officials in holding the line on wages in an effort to avoid layoffs. However, prudent long-term planning requires that we contemplate a bigger picture, namely, the need to recruit and retain a quality workforce in the future. Public sector economic recovery will lag behind private sector. When the market begins to recover, our ability to react in an effort to compete for labor will be limited by our revenue. With the anticipated need to recruit (due to retirements) and retain (due to competition in the labor market), it is imperative that our "total compensation" package be competitively positioned. Based on our history of cuts in wages and benefits, our package will not "lead" the market but it must remain within striking range. As the traditional lure of public sector employment, namely employee benefits, begins to look more and more like private sector (e.g., defined contribution pension plans, no retiree health care, higher health care contributions, etc.), the benefit package distinction diminishes and competitive salary becomes a more critical component of total compensation. With this in mind, included in this budget recommendation is a one-time \$500 lump-sum payment

for full-time employees for FY 2013. This \$500 payment would not be recurring and would not be included in the base pay structure. The impact on the General Fund is approximately \$1.4 million for FY 2013 only. Since it is a one-time payment, there is no impact on FY 2014 and FY 2015 operating budgets. A separate resolution will be subsequently presented to the Board of Commissioners for approval and authorization of the one-time payment. There is no general salary increase being recommended for FY 2013, however, a general salary increase of 1% is recommended in both FY 2014 and FY 2015.

Since 1997, the County's defined benefit (DB) pension plan has been fully funded and, until recently, required no annual required contribution (ARC) payment. As can be seen in Chart 8 in the appendix, there have been many incremental reforms over time to the County's pension plan which included closing the DB plan to new hires in 1994 and replacing with a defined contribution (DC) plan and allowing existing employees to voluntarily convert from the DB plan to the DC plan. Currently, approximately 17.5% of active eligible employees are in the DB plan while the remaining eligible employees are in the DC plan. However, similar to the majority of pension systems, the County's projected DB pension liability now exceeds the actuarial valuation of the assets. This is primarily the result of intermittent investment losses over the past several years as a result of a volatile market, which began with the sudden and severe world-wide financial market collapse in October 2008. As a result, an ARC payment of \$5.4 million will be required in FY 2013 and is attributed solely to the liabilities for the Deputies and Command Staff employee groups, with no ARC payment required for the General Employees group. Approximately \$1.3 million of the ARC will be recovered through reimbursements for road patrol services provided by the Sheriff's Department to local units of government.

Most recently in May 2012, the Center for State & Local Government Excellence issued a brief titled "The Funding of State and Local Pensions: 2011-2015" which reports that ". . . *the funded status of state and local pensions has once again slipped.*" However, the report also includes a projection that the funding status will gradually improve by 2015 and ". . . *if financial markets do not collapse again, the public pension landscape will look better.*" At this time, given the uncertainty of the financial market, particularly the volatility in the Eurozone, it is difficult to project the amount of ARC payments that may be required beyond FY 2013. Thus, the budget includes an ARC payment of \$5.4 million for FY 2014 and FY 2015 as well. When the accounting records are closed after September 30, 2012, a revised projection of the ARC payment for FY 2014 and beyond will be calculated and a budget amendment will be recommended if required.

Many of the changes discussed above, which are incorporated within this budget recommendation, have already been deliberated and previously approved over the past several months through separate resolutions adopted by the Board of Commissioners.

### **FUTURE BUDGET OUTLOOK AND CONSIDERATIONS**

Oakland County goes beyond the legal requirement of adopting an annual budget as evidenced by our three-year budget plan. Beyond developing the three-year budget plan, Oakland County looks for potential future budgetary issues by projecting future revenue and expenditure trends. The budget for Fiscal Years 2013, 2014, and 2015 has been balanced through the acceleration of cost reduction efforts proposed and implemented by the County's elected officials and by the short-term use of surplus made available as a result of accelerated efforts. Unfortunately, due to the permanently lowered threshold of property tax revenue resulting from the economic decline, reduced state revenue sharing, and limited ability to use available fund balance, structural budget shortfalls are projected for FY 2016 and FY 2017 as noted

in Table 1 within the appendix section. Given our existing revenue structure and current programs, it is clear that *if* preemptive action were not taken, Oakland County would have serious budget shortfalls in the long-term as illustrated in Chart 7 (contained within the appendix) which compares historical and projected GF/GP revenues to expenditures. This preemptive action will be quantified at that time and then remedial steps will commence starting directly after the close of the September 30, 2012, accounting records in October 2012.

The five-year forecast through FY 2017 does not include some expenditure savings that are expected to accrue going forward. For example, as already mentioned, there are many employees who are currently eligible to retire or will soon be eligible. The majority of those employees earn 10% service increment (longevity) pay in addition to their base pay. Based on the recent increasing trend in the number of retirements, it is estimated that longevity pay attrition as a result of pending retirements should result in a cumulative savings of \$900,000 over the next three years between FY 2013 – FY 2015. Those savings will not be recognized, however, until the retirements actually occur and, thus, are not included in the current budget recommendation nor reflected in the five-year forecast. Furthermore, reorganizations are already under consideration for some known pending retirements, which will also yield annual savings but are not yet included in the budget.

As evidenced through previous budgetary actions throughout most of this past decade, Oakland County has and will continue to operate within its limited resources. This will be accomplished by continuation of our successful financial planning practices which include long-term financial forecasting, monitoring of the economic conditions and their impact on the budget, identifying opportunities for increased efficiencies, and continuous efforts toward reducing expenditures.

### ***Governmental Budgets in Michigan and Intergovernmental Cooperative Efforts***

One significant change in the estimated revenue for FY 2015 and beyond is an assumed one-third reduction in State revenue sharing payments (\$8.2 million reduction). As historical background information on this issue, State revenue sharing payments to counties were eliminated with the passage of the State's FY 2005 budget. As a temporary replacement for these state payments, the legislature imposed a summer county tax across the state, which transitioned over a three-year period beginning in July 2005. The end result after the three years was a permanent date shift in the county tax collection period from winter to summer. The intentional result by the State was an additional year of property tax collections over the three years. In essence, four years of property taxes were levied within three fiscal periods. The accelerated one year's worth of additional property tax revenue was required by State law to be placed in a restricted Revenue Sharing Reserve Fund (RSRF). The RSRF dollars are used to replace the State suspended revenue sharing payments to counties – in Oakland County's case, over eleven (11) years into 2015. The RSRF will be depleted in FY 2015 as planned and intended by the State. At that time, it is expected that the State will honor its promise to once again provide revenue sharing payments to the County as it already has to the other counties that have depleted their RSRF dollars. However, because the State budget now includes a one-third reduction for revenue sharing payments, we are assuming that our funding will be reduced likewise when State revenue sharing is restored to Oakland County in FY 2015; the FY 2015 operating budget reflects this reduction.



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In developing prior years' budgets, from FY 2004 through FY 2011, the State of Michigan struggled with severe budget shortfalls which created much uncertainty for its subordinate local governments, including Oakland County. There is much more certainty now with respect to State funding which began with the passage of the State's budget for FY 2012 and its many accompanying reforms that targeted tax revisions, sharing incentive payments, which Oakland County is not scheduled to receive until FY 2015. Regardless, we monitor our fringe benefit costs closely to ensure that we are in compliance with the State-imposed limitations, and we will continue to make incremental changes going forward as needed to ensure that the County remains in compliance when we become eligible to begin receiving revenue sharing in 2015.

Beginning in FY 2012, the State also established funding incentives to encourage collaboration and shared service agreements between independent governmental entities within Michigan. A portion of the allocated revenue sharing payment requires cooperation, collaboration and consolidation efforts between governmental jurisdictions. The goal is to attain cost savings through economies of scale and reducing duplication of efforts.

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. Automation Alley is a highly successful collaborative initiative highlighted previously in this document while discussing our economic development initiatives. A premiere 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 36 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 200 public safety agencies across five Southeastern Michigan counties: Oakland, Macomb, Washtenaw, Wayne and Genesee. 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 of our CVTs contract with Oakland County for services, such as road patrol, animal control services, real property assessing and personal property appraisal services, Information Technology services, water and sewer services, and collection of delinquent taxes, just to name a few. Most recently the City of Pontiac, which is operating under an Emergency Manager, entered into a contract with the County last year for the Sheriff's Department to provide police and dispatch services on behalf of the City. This contract provides approximately \$2.2 million in annual cost savings for Pontiac and was a major component of the city's deficit-elimination plan. Pontiac citizens have benefitted from an increased number of police officers (increasing from 51 to 74) and enhanced dispatch services. Oakland County also provides free support to its local communities such as community planning services, support of the Main Street program which includes 11 downtown areas, and free internet to local units of government in the County. For further information regarding Oakland County's commitment to intergovernmental cooperation, visit its web site: [http://www.oakgov.com/services\\_index/government/cvt\\_services.html](http://www.oakgov.com/services_index/government/cvt_services.html).

The current Federal budget situation creates uncertainty for all levels of government, including Oakland County. The situation is widely characterized as a Federal "fiscal cliff" that will manifest on January 1, 2013 - the deadline when the Federal leaders must reach agreement on a long-term plan to resolve the national deficit. It is likely that there will be no agreement until after the November elections, when the discussion will focus on whether the deficit should be resolved through tax revisions or entitlement program or a combination of taxes and cuts. County programs which are funded by Federal grants could be affected. Oakland County adheres to a long-standing grant acceptance policy which requires corresponding expenditure reductions when grant funding is reduced. As it becomes known which grants will be affected by Federal budget cuts, then the corresponding County programs funded by those Federal grants likewise will be directly affected.

### **CONCLUSION**

We in Oakland County have much to be proud of. While tough decisions have been and will continue to be made, because we are planning ahead we are able to make those decisions in a manner that will ensure long-term financial sustainability for the services that we provide to our citizens. Our history of diligent financial planning and demonstrated ability to manage our budget over the difficult past decade demonstrates the talent and leadership of Oakland County's elected officials and the ability to work as a team - something that we can and should be proud of.

This budget recommendation embodies the principles that are important to Oakland County and have long been voiced by those of us who are elected to serve its citizens. This budget was balanced without a tax increase and ensures delivery of needed services to the Oakland County citizens for the next three years. And, it was accomplished through a partnership of all Oakland County elected officials who have embraced the prospect of reshaping our County government to become stronger and even more efficient in the long run. 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. Wall Street shares this confidence, having affirmed the County's AAA bond rating for the past 15 years.

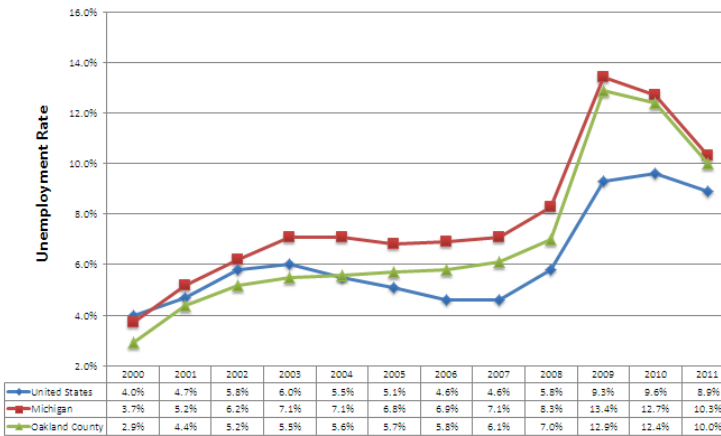


**L. Brooks Patterson**  
**Oakland County Executive**



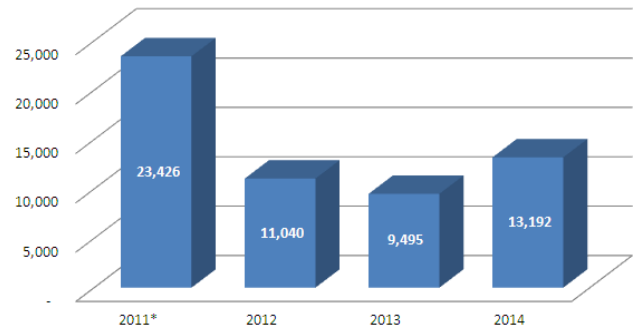
## APPENDIX TO BUDGET MESSAGE SUPPLEMENTAL REFERENCED DATA

**Chart 1**  
**Annual Unemployment Rates**



Source: US Department of Labor, Bureau of Labor Statistics

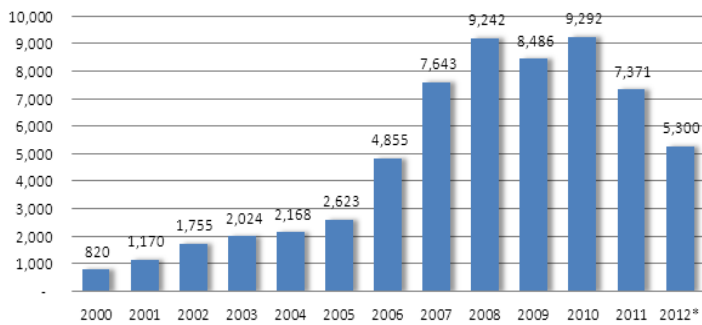
**Chart 2**  
**Projected Job Growth in Oakland County**



Source: George Fulton and Donald Grimes, Institute for Research on Labor, Employment, and the Economy, University of Michigan

\*Estimate

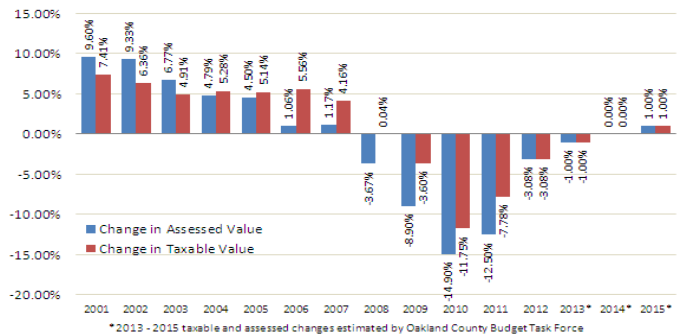
**Chart 3**  
**Sheriff Deeds: Foreclosures on Real Properties**



Sheriff Deed totals obtained from County Register of Deeds office.

\*estimated for 2012

**Chart 4**  
**Oakland County, MI**  
**Percentage Change in Assessed and Taxable Values**



\*2013 - 2015 taxable and assessed changes estimated by Oakland County Budget Task Force

**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	4.1900	.2730	\$10,650,257
1999	41,756,021,276	4.4188	4.1900	.2288	9,553,778
2000	44,370,760,909	4.3688	4.1900	.1788	7,933,492
2001	47,656,729,878	4.3259	4.1900	.1359	6,476,550
2002	50,688,809,599	4.2886	4.1900	.0986	4,997,917
2003	53,179,886,010	4.2602	4.1900	.0702	3,733,228
2004	55,986,490,872	4.2359	4.1900	.0459	2,569,780
2005	58,864,093,550	4.2240	4.1900	.0340	2,001,379
2006	62,133,415,235	4.2240	4.1900	.0340	2,112,536
2007	64,720,016,857	4.2240	4.1900	.0340	2,200,481
2008	64,745,976,336	4.2240	4.1900	.0340	2,201,363
2009	62,416,676,895	4.2240	4.1900	.0340	2,122,167
2010	55,081,707,586	4.2240	4.1900	.0340	1,872,778
2011	50,798,540,257	4.2240	4.1900	.0340	1,727,150
2012	49,235,953,993	4.2240	4.1900	.0340	1,674,022
					<u>\$61,826,878</u>

**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 “roll-back” in the maximum authorized rate. Without a vote of the people that rate can never be “rolled up.” Thus, if property values decline, the result is merely a temporary halt of the roll-back. Due to the cumulative impact of the Headlee Amendment, the differential between the County’s current levy of 4.19 mills and the maximum allowable rate is diminishing, as illustrated in Chart 5.

Translated into property tax dollars that otherwise could have been levied during the 15- year period displayed, Chart 5 shows that **Oakland County taxpayers were spared in tax collection more than \$61.8 million** because County government opted to levy a reduced rate instead of the maximum millage rate allowed by law. However, despite our past ability to levy a rate well within the Maximum Allowable Tax Rate, the County is not immune to millage rollbacks in the future. The calculation of the rollback 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

Real estate sales have been suppressed as a result of the recent economic downturn and historic number of property foreclosures. Thus, there has been very little uncapping of taxable value for the past few years on existing properties for ownership transfers, and no rollback has been require since 2005. However, when property sales eventually normalize, the Headlee Amendment will require the County, at some time in the future, to roll back the Maximum Allowable Tax Rate to an amount below the current mileage rate levied by Oakland County. Then, the only growth in the property tax revenue base beyond the rate of inflation (limited to a maximum of 5%) would come from the new construction, which is entered onto the tax rolls at its current market value.

Chart 6 represents the estimated level of General Fund balance on the County Executive Recommended Budget for FY 2013 – FY 2015. These estimates reflect planned use of fund balance, assumed personnel turnover savings of \$7.5 million annually, and estimated savings in service increment (longevity) pay resulting from anticipated employee retirements over the next several years. As can be seen, the current General Fund balance projection based on the FY 2013- FY 2015 Recommended Budget (top line in the chart) demonstrates an improvement in financial position in comparison to last year’s projection which was presented with the FY 2012 – FY 2014 Recommended Budget. As the County continues its ongoing efforts to reduce the budget for long-term sustainability, it will continue to have a positive impact on future General Fund balance projections.

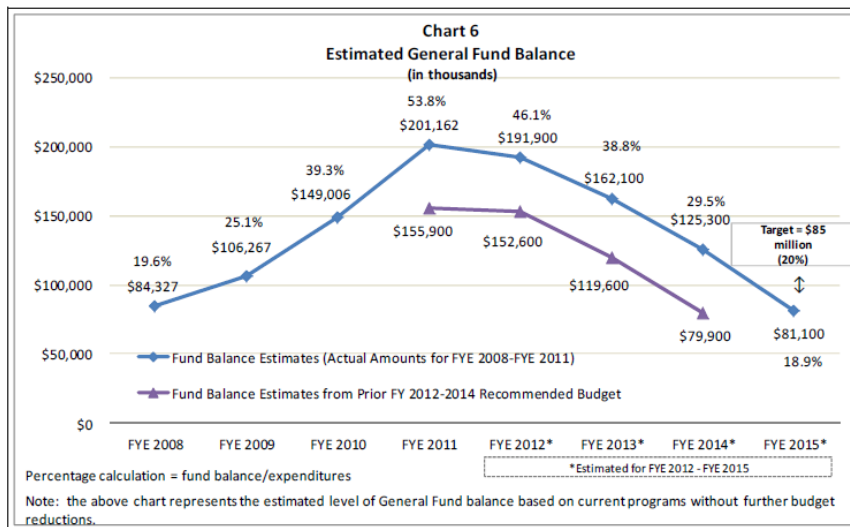
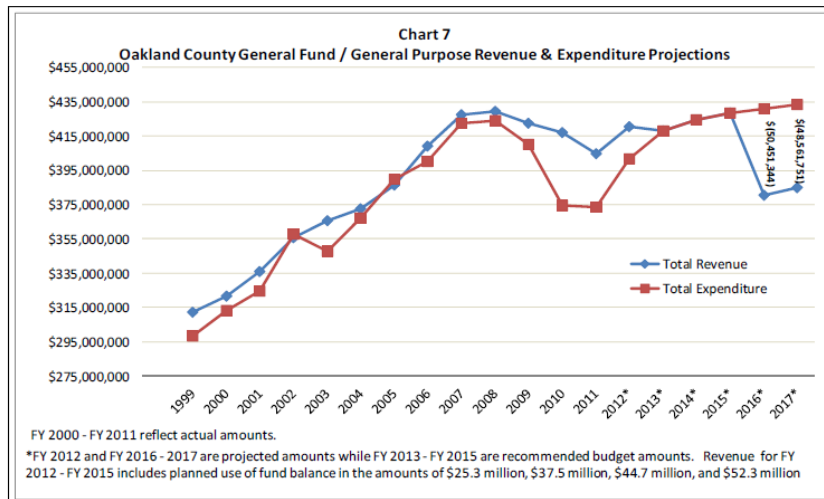
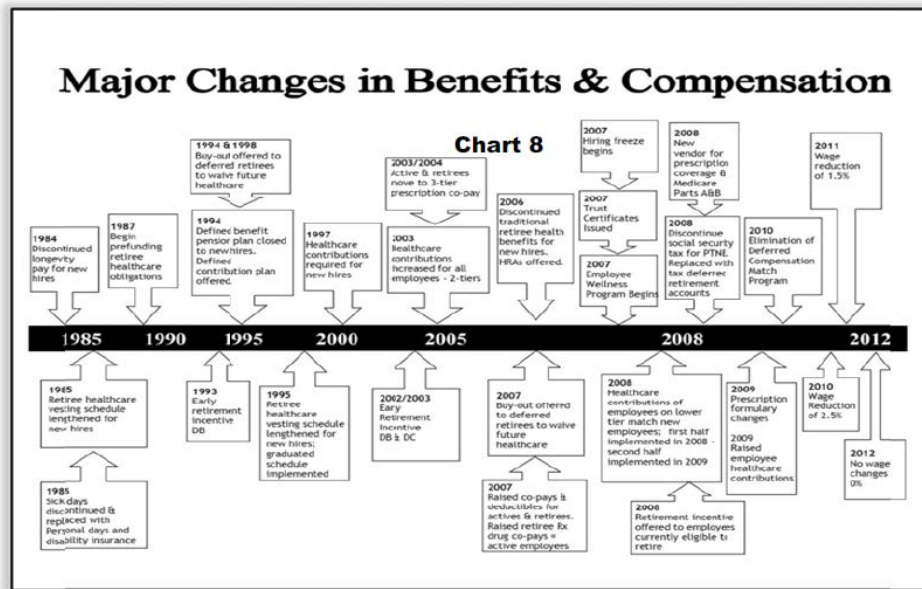


Chart 7, illustrates that there is diminished ability to rely on the General Fund balance beyond FY 2015. Hypothetically, if the County stopped its ongoing practice of continually seeking budget reductions and there were no future budget reductions beyond those already planned for in this Recommended Budget, then potentially there would be a substantial budget gap of \$50.5 million for FY 2016 and \$48.6 million for FY 2017. The FY 2013 – FY 2015 Recommended Budget is balanced for the next three years. As demonstrated by the County’s elected officials over the past decade, we must continue our efforts and remain vigilant as opportunities exist for budgetary reductions to ensure continued fiscal strength in FY 2016 and beyond.

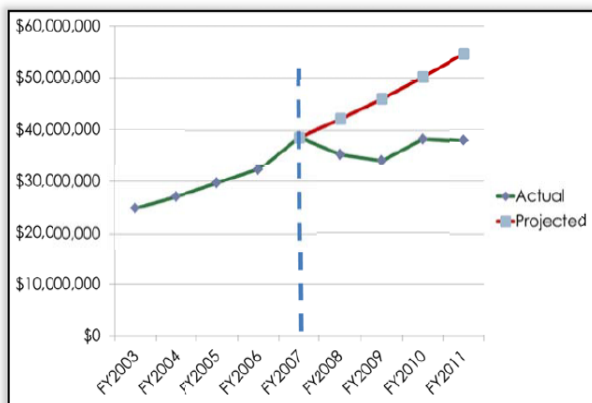




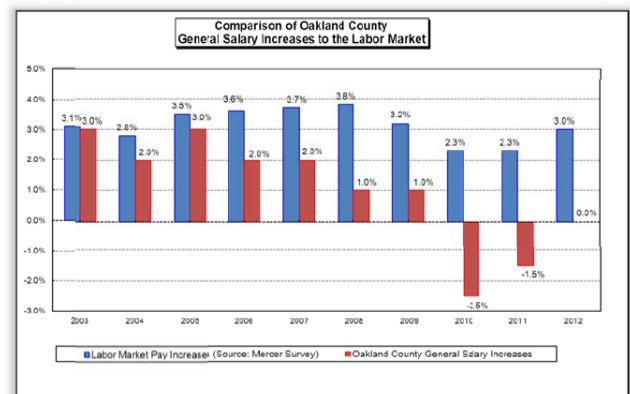
Oakland County controls fringe benefit cost over the long term by making incremental changes that when sustained over time produce significant savings. As a result, the fringe benefit rate for new hires has been greatly reduced. The fringe benefit rate for an employee hired after January 2006 is 34% lower than an employee hired prior to this date.

Employee healthcare reforms which began back in 2007 include: implementation of the OakFit wellness program; adjustments to employee contribution amounts, co-pays, and deductibles; prescription formulary changes; and competitive vendor bids for plan administration. The result is an estimated annual savings of \$19 million in avoided costs.

**Chart 9 - History of Active Employee Health Care Costs**



**Chart 10 - History of General Salary Changes**





# FINANCIAL OVERVIEW

FY2013-FY2015 Triennial Budget & Appropriations Act  
AS ADOPTED & AMENDED ON SEPTEMBER 20, 2012





### FY 2013 - FY 2015 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-five 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  
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-Dept. 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 several separate grants budgeted in FY 2013 - FY 2015. Obviously, such a large number precludes listing and describing all the applicable funds. Below please find the list of grants and the number of each in a 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.
- Law Enforcement Block Grant, which provides funds for projects to reduce crimes and improve public safety.
- 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. Also included are CDBG-R and the Neighborhood Stabilization Program.

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/Re monumentation 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, Domestic Preparedness Equipment, Homeland Security grants and Friend of the Court Access, Visitation grants, and Energy Efficiency Conservation Grants.

The COPS (Community Oriented Policing Services) More Grant Fund - accounts for federal and state funding to help police departments become more efficient by providing funds for technology, equipment and the support resources that will allow officers to spend more time engaged in community policing activities.



## Financial Structure

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The Judicial Grants Fund - accounts for drug court programs through Oakland County Circuit and 52<sup>nd</sup> 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.

The MI Child Fund – accounts for monies received from the state (based on the number of participants in the program) to be used for Oakland County’s MI Child Program.

### **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 Social Welfare Fund - is used to account for payments made to General Assistance recipients through the Oakland County Office of the Michigan Family Independence Agency. The State of Michigan, in turn, reimburses Oakland County for the disbursements. This fund is not included in the County’s budget.

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.

Building Authority External Projects Fund – is used to account for transactions associated with bond issues sold through the Oakland County Building Authority as a means of lending the County’s bond rating to benefit municipalities or agencies within Oakland County under a lease arrangement. This fund is not included in the County’s budget.

The Water and Sewer Act 342 Fund - is used to account for the construction, under contractual arrangement, of water and sewer systems (currently 5) 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 (currently 30) created under Public Act 146 of 1961. This fund is not included in the County’s budget.

The Drains Act 40 Chapter 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 (currently 304 drains). Revenues are 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 special assessment revenues collected to oversee the improvement (i.e., weed control) of various lakes in Oakland County. Efforts are in progress whereby the lake improvement board will name the treasurer of the local municipality (as opposed to the former arrangement with the Oakland County Treasurer) as treasurer of the respective improvement board. This will remove accounting and reporting responsibility from Oakland County (3 remaining as of 9/30/2010). This fund is not included in the County’s budget.

The Pollution Control Grants Fund - is used to account for awards of various pollution control program grants received from federal, state, and local sources. 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.

### 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 will be 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 as a clearing 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 Interim Retiree Medical Benefits Trust effective with Fiscal Year 2008.

#### 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 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 City of Detroit and Wayne County 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. There are currently 22 municipal water systems and 16 municipal sewer systems that are operated under these contractual agreements. The water and sewer systems are operated and maintained by the 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 terminals 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.

With the recent economic downturn and the need to plan further into the future, the County will continue with the “triennial budget”, projecting out to three fiscal years (FY 2013, FY 2014, and FY 2015). 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 develop 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 few 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 2013, FY 2014, or FY 2015.

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

The initial activity during this phase is the analysis of the Elected Officials' plans to meet the Budget Task. 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.

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 at their last meeting in 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 newspapers 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 final 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.



## Financial Structure

### VII. CALENDAR FOR PREPARATION OF THE BUDGET DOCUMENT

#### BUDGET CALENDAR FOR FISCAL YEAR 2012 (some dates are subject to change)

<u>Date</u>	<u>Activity/Action</u>	<u>Area(s) Responsible</u>
January 2012	Verify Human Resources information regarding Positions and classifications	Human Resources Fiscal Services
Jan - Feb 2012	Prepare FY 2013 – FY 2015 General Fund/General Purpose Preliminary Revenue Estimates and Quarterly Forecast	Fiscal Services/ Departments
February 2012	Submit FY 2013 – FY 2015 Preliminary Revenue Estimates to County Executive	Fiscal Services
March 15, 2012	Submit Preliminary FY 2013 – FY 2015 General Fund/General Purpose Revenue Estimates to Finance Committee	Fiscal Services
April 2012	Run <u>Draft</u> of Salary and Fringe Benefit Forecast Report	Fiscal Services
April 12, 2012	Submit FY 2012 1 <sup>st</sup> Quarter Financial Forecast and Related Budget Amendment to the Finance Committee	Fiscal Services
April 17 & 18, 2012	FY 2013 – FY 2015 Budget Overview Sessions with County Executive Elected Officials, Department Directors and Division Managers	Fiscal Services Human Resources
April 12, 2012	Submit 2012 Equalization Report to Finance Committee	Equalization Division
May 4, 2012	Departments to submit proposed Budget Adjustments to Fiscal Services	Departments and Human Resources
May 7, 2012	Enter updated parameters for fringe benefits into Salary and Fringe Benefit Forecast Report	Fiscal Services
May 10, 2012	Download Salary & Fringe Benefit Forecast	Fiscal Services
June 14, 2012	Submit FY 2012 2 <sup>nd</sup> Quarter Financial Forecast and Related Budget Amendments to the Finance Committee	Fiscal Services
May 31, 2012	Finalize preliminary County Executive Recommendation	Fiscal Services Human Resources
June 21, 2012	Complete County Executive’s Budget Message, General Appropriations Act, and Budget Reports for budget document and submit to Printing	Fiscal Services
June 28, 2012	Complete “Categorical/Variance” document and submit to Printing	Fiscal Services
July 01, 2012	Submit County Executive’s FY 2013 - FY 2015 Recommended Budget to the Board of Commissioners and Clerk’s Office - Administration	Fiscal Services



## Financial Structure

July 18, 2012	County Executive – Budget Presentation to the Board of Commissioners	County Executive
July 25, 2012	Human Resources Committee Meeting - Budget Hearing for Affected Operating Departments General Salary Recommendation for FY 2013 Additional Hearing Dates to be scheduled as needed	Human Resources
July 26, 2012	Finance Committee Meeting – Present County Executive’s Recommended Budget and Overview of Revenue and Non-Departmental budgets	Fiscal Services
July 26, 2012	Finance Committee Meeting Budget Hearing for Affected Operating Departments – Additional Hearing Dates to be scheduled as needed	Fiscal Services
Aug 30, 2012	Finance Committee Meeting 1. Complete Budget Hearing and 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, 2012	Set Public Hearing on FY 2013 Budget and General Appropriations Act	Board of Comm.
Sept 7, 2012	Submit Finance Committee Recommended Budget Document to Printing	Fiscal Services
Sept 13, 2012	Submit FY 2012 3rd Quarter Financial Forecast and Related Budget Amendments to Finance Committee	Fiscal Services
Sept 13, 2012	Issue Public Notice for both FY 2013 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 13, 2012	Finance Committee Recommended Budget available in Clerk’s Office – Administration	Fiscal Services
Sept 20, 2012	Hold Public Hearing - Adopt FY 2013 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, 2012	Update FY 2013 – FY 2015 Budgets to include adjustments from Finance Committee Recommendation and other budget adjustments approved at the Sept. 20, 2012 Board meeting	Fiscal Services
Nov 2, 2012	Submit Board of Commissioners FY 2013 – FY 2015 and General Appropriations Act document to Printing	Fiscal Services
Nov 14, 2012	Delivery Board of Commissioners FY 2013 – FY 2015 and General Appropriations Act document to the Board of Commissioners	Fiscal Services
Dec 6, 2012	Submit FY 2012 Year End Resolution to Finance Committee	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. The Chief Fiscal Officer is required to report the Finance Committee when such transfers are made.

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.

The General Fund balance also includes \$134.8 million assigned for "Budget Transition". A portion of this balance will be used to support County General Fund / General Purpose operations for FY 2013 (\$37.6 million), FY 2014 (\$44.8 million), and FY 2015 (\$52.4 million). These funds will be used for short-term, limited relief to allow the County to thoughtfully and prudently plan for major budget reductions.

### 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.

### 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 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 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.

Adopted: January 15, 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.

### 3.0 STANDARDS OF CARE

3.1 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.

3.2 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.

### 4.0 OBJECTIVE

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

**4.1 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.

**4.2 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.

### 5.0 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.

5.1 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 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.

### 7.0 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.



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.

### 8.0 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 a way to provide reasonable assurance that these objectives are being met. The cost of control should not outweigh 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. Accordingly, the benchmark used to measure portfolio performance shall be the 30 and 90 day US Treasury bill. Performance measurement shall occur at least every quarter.

### 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.

Adopted: July 19, 2001



## FY 2011 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
<b>Beginning Balance</b>	\$169,962,245	\$121,714,250	\$305,797	\$27,602,649	\$82,300,840	\$647,551,529	\$1,049,437,310
<b>Revenues:</b>							
Taxes	209,290,437	894,166	6,974,709	46,980		15,824,332	233,030,624
Intergovernmental Revenue	16,699,352	96,398,144				198,198	113,295,694
Charges for Services	97,954,220	10,484,751	8,941	250,797	205,335,192	209,791,493	523,825,394
Gain on Exchange of Asset					331,629	265,481	597,110
Investment Income	3,598,799	161,505	13,675	56,250	1,041,259	3,009,345	7,880,833
Other Revenue	1,370,763	141,192		400	2,447,060	1,214,699	5,174,114
<b>Total Revenues</b>	<b>\$328,913,571</b>	<b>\$108,079,758</b>	<b>\$6,997,325</b>	<b>\$354,427</b>	<b>\$209,155,140</b>	<b>\$230,303,548</b>	<b>\$883,803,769</b>
<b>Expenditures:</b>							
Justice of Administration	53,054,248	25,650,548					78,704,796
Law Enforcement	139,981,071	6,940,244					146,921,315
General Government	27,219,606	4,739,543	3,928,197	204,909	37,059,171	181,641,315	254,792,741
County Executive	87,190,555	95,491,338	9,739,118	8,652,630	38,138,477	22,587,680	261,799,798
Non-Departmental	16,628,569	46,025		2,375,006	129,492,486		148,542,086
Capital Outlay	367,870						367,870
<b>Total Expenditures</b>	<b>\$324,441,919</b>	<b>\$132,867,698</b>	<b>\$13,667,315</b>	<b>\$11,232,545</b>	<b>\$204,690,134</b>	<b>\$204,228,995</b>	<b>\$891,128,606</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>\$4,471,652</b>	<b>-\$24,787,940</b>	<b>-\$6,669,990</b>	<b>-\$10,878,118</b>	<b>\$4,465,006</b>	<b>\$26,074,553</b>	<b>-\$7,324,837</b>
<b>Other Financing Sources (Uses)</b>							
Capital Contributions					688,155	11,665,390	12,353,545
Transfers-In	57,260,076	23,788,070	6,500,423	4,032,839	7,441,556	2,470,778	101,493,742
Transfers-Out	-30,532,090	-25,416,331	-157	-2,953,856	-5,288,153	-37,371,842	-101,562,429
Payment to Bond Escrow Agent			-29,840,000				-29,840,000
Discount on Bonds Sold		-17,993					-17,993
Premiums on Bonds Sold			1,488,907				1,488,907
Proceeds from Issuance of Debt		1,200,000	28,485,000				29,685,000
<b>Total Ending Balance</b>	<b>\$201,161,883</b>	<b>\$96,480,056</b>	<b>\$269,980</b>	<b>\$17,803,514</b>	<b>\$89,607,404</b>	<b>\$650,390,408</b>	<b>\$1,055,713,245</b>
<b>Nonspendable</b>	<b>\$292,698</b>	<b>\$0</b>	<b>\$0</b>	<b>\$445,125</b>	<b>\$0</b>	<b>\$0</b>	<b>\$737,823</b>
<b>Restricted</b>	<b>\$5,287,071</b>	<b>\$96,519,375</b>	<b>\$269,980</b>	<b>\$1,131,589</b>	<b>\$16,331,243</b>	<b>\$325,822,947</b>	<b>\$445,362,205</b>
<b>Committed</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,530,640</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,530,640</b>
<b>Assigned</b>	<b>\$194,082,114</b>	<b>\$17,254</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$194,099,368</b>
<b>Unassigned</b>	<b>\$1,500,000</b>	<b>-\$56,573</b>	<b>\$0</b>	<b>-\$303,840</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,139,587</b>
<b>Unrestricted Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$73,276,161</b>	<b>\$324,567,461</b>	<b>\$397,843,622</b>



## FY 2012 (est.) 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
<b>Beginning Balance</b>	\$201,161,883	\$96,480,056	\$269,980	\$17,803,514	\$89,607,404	\$650,390,408	\$1,055,713,245
<b>Revenues:</b>							
Taxes	200,943,790	914,497	7,923,611			11,664,549	221,446,447
Intergovernmental Revenue	18,332,490	92,896,808		35,856		407,045	111,672,199
Charges for Services	110,963,156	10,129,582	7,720	79,291	225,637,575	222,925,267	569,742,591
Gain on Exchange of Asset					213,451		213,451
Investment Income	1,642,006	561,879	11,922	1,919	732,430	2,050,903	5,001,059
Other Revenue	3,520,301	3,546,469		16,876	149,108	16,140,500	23,373,254
<b>Total Revenues</b>	<b>\$335,401,743</b>	<b>\$108,049,235</b>	<b>\$7,943,253</b>	<b>\$133,942</b>	<b>\$226,732,564</b>	<b>\$253,188,264</b>	<b>\$931,449,001</b>
<b>Expenditures:</b>							
Justice of Administration	52,317,839	26,125,770					78,443,609
Law Enforcement	152,958,301	7,270,254					160,228,555
General Government	28,139,485	7,454,897	6,735,739	60,453	22,191,963	195,629,859	260,212,396
County Executive	86,438,368	93,034,196	19,867,991	2,808,926	64,787,013	26,152,971	293,089,465
Non-Departmental	17,096,029	68,622		509,028	136,122,561		153,796,240
Intergovernmental	135,379						135,379
Capital Outlay							0
<b>Total Expenditures</b>	<b>\$337,085,401</b>	<b>\$133,953,739</b>	<b>\$26,603,730</b>	<b>\$3,378,407</b>	<b>\$223,101,537</b>	<b>\$221,782,830</b>	<b>\$945,905,644</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>-\$1,683,658</b>	<b>-\$25,904,504</b>	<b>-\$18,660,477</b>	<b>-\$3,244,465</b>	<b>\$3,631,027</b>	<b>\$31,405,434</b>	<b>-\$14,456,643</b>
<b>Other Financing Sources (Uses)</b>							
Capital Contributions					495,657	17,761,026	18,256,683
Transfers-In	55,843,567	25,828,573	4,902,238	6,885,796	1,208,348	2,769,816	97,438,338
Transfers-Out	-31,892,352	-24,737,529	-5	-2,780,967	-2,117,926	-35,909,558	-97,438,337
Premiums on Bonds Sold		-76,269	203,846				127,577
Discounts on Bonds Sold						-14,262	-14,262
Proceeds from Issuance of Debt		9,300,000	13,620,000				22,920,000
<b>Total Ending Balance</b>	<b>\$223,429,440</b>	<b>\$80,890,327</b>	<b>\$335,582</b>	<b>\$18,663,878</b>	<b>\$92,824,510</b>	<b>\$666,402,864</b>	<b>\$1,082,546,601</b>
<b>Nonspendable</b>	<b>\$1,100,141</b>	<b>\$0</b>	<b>\$0</b>	<b>\$547,459</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,647,600</b>
<b>Restricted</b>	<b>\$11,555,148</b>	<b>\$81,019,688</b>	<b>\$335,582</b>	<b>\$0</b>	<b>\$15,987,821</b>	<b>\$328,930,042</b>	<b>\$437,828,281</b>
<b>Committed</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,116,419</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,116,419</b>
<b>Assigned</b>	<b>\$209,683,648</b>	<b>\$7,732</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$209,691,380</b>
<b>Unassigned</b>	<b>\$1,090,503</b>	<b>-\$137,093</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$953,410</b>
<b>Unrestricted Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$76,836,689</b>	<b>\$337,472,822</b>	<b>\$414,309,511</b>



## FY 2013 (est.) 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
<b>Beginning Balance</b>	\$223,429,440	\$80,890,327	\$335,582	\$18,663,878	\$92,824,510	\$666,402,864	\$1,082,546,601
<b>Revenues:</b>							
Taxes	196,508,241	1,494,708		27,751		11,250,000	209,280,700
Intergovernmental Revenue	15,502,931	79,827,674				102,347	95,432,952
Charges for Services	104,393,219	8,786,340			236,933,056	227,261,625	577,374,240
Planned Use of Fund Balance	37,621,540	24,704,070			6,007,076	6,989,504	75,322,190
Gain on Exchange of Asset					203,000		203,000
Investment Income	2,849,000	7,500			1,345,400	4,396,586	8,598,486
Other Revenue	831,251	23,587			5,000	44,150	903,988
<b>Total Revenues</b>	<b>\$357,706,182</b>	<b>\$114,843,879</b>	<b>\$0</b>	<b>\$27,751</b>	<b>\$244,493,532</b>	<b>\$250,044,212</b>	<b>\$967,115,556</b>
<b>Expenditures:</b>							
Justice of Administration	55,816,295	28,157,399					83,973,694
Law Enforcement	155,814,252	7,138,058					162,952,310
General Government	28,685,354	3,922,983		27,751	28,254,135	206,202,563	267,092,786
County Executive	92,957,379	79,034,409			74,445,573	26,157,502	272,594,863
Non-Departmental	30,238,529				141,105,500		171,344,029
<b>Total Expenditures</b>	<b>\$363,511,809</b>	<b>\$118,252,849</b>	<b>\$0</b>	<b>\$27,751</b>	<b>\$243,805,208</b>	<b>\$232,360,065</b>	<b>\$957,957,682</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>-\$5,805,627</b>	<b>-\$3,408,970</b>	<b>\$0</b>	<b>\$0</b>	<b>\$688,324</b>	<b>\$17,684,147</b>	<b>\$9,157,874</b>
<b>Other Financing Sources (Uses)</b>							
Capital Contributions						1,586,804	1,586,804
Transfers-In	41,991,993	28,113,040			2,406,676	2,474,371	74,986,080
Transfers-Out	-36,186,366	-24,704,070			-3,095,000	-21,745,322	-85,730,758
Planned Use of Fund Balance	-37,621,540	-24,704,070			-6,007,076	-6,989,504	-75,322,190
<b>Total Ending Balance</b>	<b>\$185,807,900</b>	<b>\$56,186,257</b>	<b>\$335,582</b>	<b>\$18,663,878</b>	<b>\$86,817,434</b>	<b>\$659,413,360</b>	<b>\$1,007,224,411</b>
<b>Nonspendable</b>	<b>\$910,459</b>	<b>\$0</b>	<b>\$0</b>	<b>\$546,852</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,457,311</b>
<b>Restricted</b>	<b>\$9,606,268</b>	<b>\$56,180,638</b>	<b>\$335,582</b>	<b>\$0</b>	<b>\$14,949,962</b>	<b>\$325,486,434</b>	<b>\$406,558,884</b>
<b>Committed</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,117,026</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,117,026</b>
<b>Assigned</b>	<b>\$174,291,173</b>	<b>\$5,619</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$174,296,792</b>
<b>Unassigned</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>
<b>Unrestricted Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$71,867,472</b>	<b>\$333,926,926</b>	<b>\$405,794,398</b>





## FY 2014 (est.) 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
<b>Beginning Balance</b>	\$185,807,900	\$56,186,257	\$335,582	\$18,663,878	\$86,817,434	\$659,413,360	\$1,007,224,411
<b>Revenues:</b>							
Taxes	196,508,241	1,507,379		27,988		11,250,000	209,293,608
Intergovernmental Revenue	15,487,521	79,520,551				100,646	95,108,718
Charges for Services	104,353,649	8,750,296			242,123,544	227,549,753	582,777,242
Planned Use of Fund Balance	44,826,888	24,951,111			3,877,918	7,137,442	80,793,359
Gain on Exchange of Asset					203,000		203,000
Investment Income	2,849,000	2,500			1,367,500	4,392,163	8,611,163
Other Revenue	559,971	23,587			5,000	18,500	607,058
<b>Total Revenues</b>	<b>\$364,585,270</b>	<b>\$114,755,424</b>	<b>\$0</b>	<b>\$27,988</b>	<b>\$247,576,962</b>	<b>\$250,448,504</b>	<b>\$977,394,148</b>
<b>Expenditures:</b>							
Justice of Administration	55,739,313	28,210,777					83,950,090
Law Enforcement	155,484,456	7,145,737					162,630,193
General Government	28,555,080	3,935,654		27,988	28,386,755	206,798,948	267,704,425
County Executive	92,211,244	78,708,074			78,032,883	26,211,599	275,163,800
Non-Departmental	36,058,752				144,664,000		180,722,752
<b>Total Expenditures</b>	<b>\$368,048,845</b>	<b>\$118,000,242</b>	<b>\$0</b>	<b>\$27,988</b>	<b>\$251,083,638</b>	<b>\$233,010,547</b>	<b>\$970,171,260</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>-\$3,463,575</b>	<b>-\$3,244,818</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$3,506,676</b>	<b>\$17,437,957</b>	<b>\$7,222,888</b>
<b>Other Financing Sources (Uses)</b>							
Capital Contributions						1,575,609	1,575,609
Transfers-In	41,171,548	28,195,929			3,906,676	2,474,371	75,748,524
Transfers-Out	-37,707,973	-24,951,111			-400,000	-21,487,937	-84,547,021
Planned Use of Fund Balance	-44,826,888	-24,951,111			-3,877,918	-7,137,442	-80,793,359
<b>Total Ending Balance</b>	<b>\$140,981,012</b>	<b>\$31,235,146</b>	<b>\$335,582</b>	<b>\$18,663,878</b>	<b>\$82,939,516</b>	<b>\$652,275,918</b>	<b>\$926,431,052</b>
<b>Nonspendable</b>	<b>\$690,807</b>	<b>\$0</b>	<b>\$0</b>	<b>\$546,852</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,237,659</b>
<b>Restricted</b>	<b>\$7,288,718</b>	<b>\$31,232,022</b>	<b>\$335,582</b>	<b>\$0</b>	<b>\$14,282,185</b>	<b>\$321,963,393</b>	<b>\$375,101,900</b>
<b>Committed</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,117,026</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,117,026</b>
<b>Assigned</b>	<b>\$132,001,487</b>	<b>\$3,124</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$132,004,611</b>
<b>Unassigned</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>
<b>Unrestricted Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$68,657,331</b>	<b>\$330,312,525</b>	<b>\$398,969,856</b>

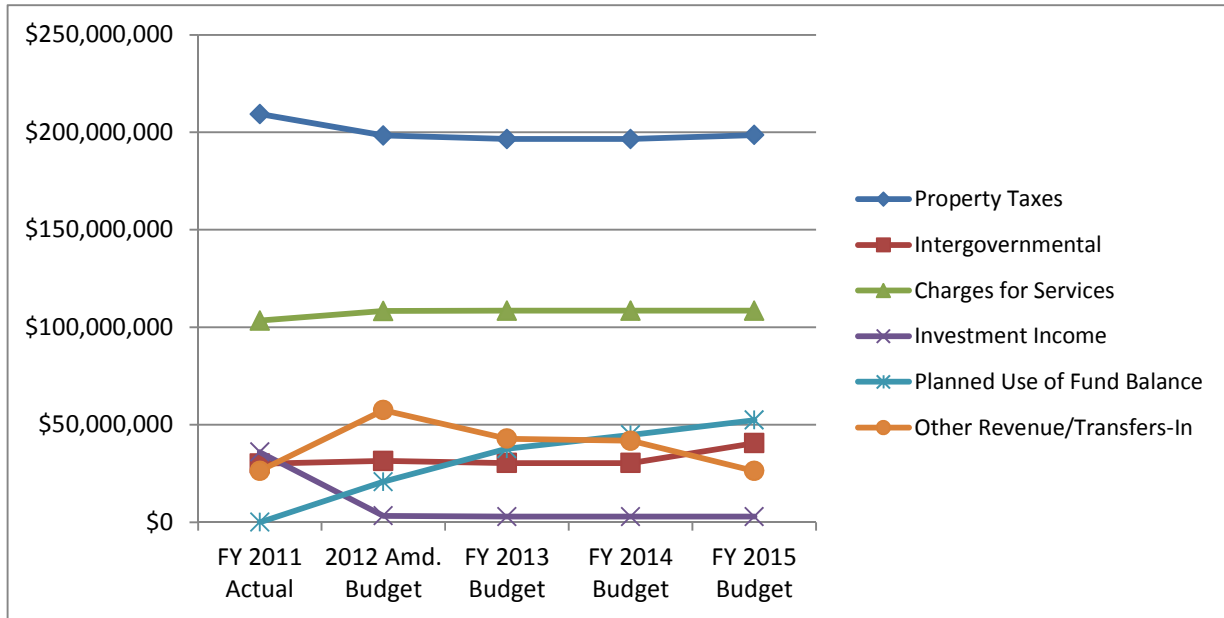


## FY 2015 (est.) Combined Statement of Revenues, Expenditures and Changes in Fund Balance

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Internal Service Funds	Enterprise Funds	TOTAL
<b>Beginning Balance</b>	\$140,981,012	\$31,235,146	\$335,582	\$18,663,878	\$82,939,516	\$652,275,918	\$926,431,052
<b>Revenues:</b>							
Taxes	198,550,597	1,520,177		28,227		11,372,900	211,471,901
Intergovernmental Revenue	25,691,997	78,647,260				98,592	104,437,849
Charges for Services	104,372,529	8,765,400			245,750,151	227,809,353	586,697,433
Planned Use of Fund Balance	52,390,980	9,489,783			3,859,294	6,948,870	72,688,927
Gain on Exchange of Asset					203,000		203,000
Investment Income	2,849,000	2,500			1,368,800	4,387,955	8,608,255
Other Revenue	559,971	23,587			5,000	18,500	607,058
<b>Total Revenues</b>	<b>\$384,415,074</b>	<b>\$98,448,707</b>	<b>\$0</b>	<b>\$28,227</b>	<b>\$251,186,245</b>	<b>\$250,636,170</b>	<b>\$984,714,423</b>
<b>Expenditures:</b>							
Justice of Administration	55,768,323	28,349,674					84,117,997
Law Enforcement	155,560,070	7,107,952					162,668,022
General Government	28,618,774	3,948,452		28,227	28,654,727	206,925,634	268,175,814
County Executive	92,009,674	77,831,724			78,239,194	26,275,023	274,355,615
Non-Departmental	40,446,670				147,799,000		188,245,670
<b>Total Expenditures</b>	<b>\$372,403,511</b>	<b>\$117,237,802</b>	<b>\$0</b>	<b>\$28,227</b>	<b>\$254,692,921</b>	<b>\$233,200,657</b>	<b>\$977,563,118</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>\$12,011,563</b>	<b>-\$18,789,095</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$3,506,676</b>	<b>\$17,435,513</b>	<b>\$7,151,305</b>
<b>Other Financing Sources (Uses)</b>							
Capital Contributions						1,598,453	1,598,453
Transfers-In	25,710,220	28,278,878			3,906,676	2,474,371	60,370,145
Transfers-Out	-37,721,783	-9,489,783			-400,000	-21,508,337	-69,119,903
Planned Use of Fund Balance	-52,390,980	-9,489,783			-3,859,294	-6,948,870	-72,688,927
<b>Total Ending Balance</b>	<b>\$88,590,032</b>	<b>\$21,745,363</b>	<b>\$335,582</b>	<b>\$18,663,878</b>	<b>\$79,080,222</b>	<b>\$645,327,048</b>	<b>\$853,742,125</b>
<b>Nonspendable</b>	<b>\$434,091</b>	<b>\$0</b>	<b>\$0</b>	<b>\$546,852</b>	<b>\$0</b>	<b>\$0</b>	<b>\$980,943</b>
<b>Restricted</b>	<b>\$4,580,105</b>	<b>\$21,743,188</b>	<b>\$335,582</b>	<b>\$0</b>	<b>\$13,617,614</b>	<b>\$318,533,431</b>	<b>\$358,809,920</b>
<b>Committed</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,117,026</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,117,026</b>
<b>Assigned</b>	<b>\$82,575,836</b>	<b>\$2,175</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$82,578,011</b>
<b>Unassigned</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>
<b>Unrestricted Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$65,462,608</b>	<b>\$326,793,617</b>	<b>\$392,256,225</b>



## General Fund/General Purpose Revenue Summary



GF/GP Revenue Summary	FY 2011 Actual	2012 Amd. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Property Taxes	209,290,437	198,329,187	196,508,241	196,508,241	198,550,597
Intergovernmental	30,038,593	31,447,853	30,372,464	30,356,651	40,560,721
Charges for Services	103,388,955	108,325,188	108,480,715	108,441,145	108,460,025
Investment Income	35,898,799	3,256,500	2,849,000	2,849,000	2,849,000
Planned Use of Fund Balance	-	20,746,319	37,621,540	44,826,888	52,390,980
Other Revenue/Transfers-In	26,331,218	57,490,780	42,823,244	41,731,519	26,270,191
<b>Total Revenues</b>	<b>\$ 404,948,002</b>	<b>\$ 419,595,827</b>	<b>\$ 418,655,204</b>	<b>\$ 424,713,444</b>	<b>\$ 429,081,514</b>

GF/GP Revenue Summary by Percentages	FY 2011 Actual	2012 Amd. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Property Taxes	51.68%	47.27%	46.94%	46.27%	46.27%
Intergovernmental	7.42%	7.49%	7.25%	7.15%	9.45%
Charges for Services	25.53%	25.82%	25.91%	25.53%	25.28%
Investment Income	8.87%	0.78%	0.68%	0.67%	0.66%
Planned Use of Fund Balance	0.00%	4.94%	8.99%	10.55%	12.21%
Other Revenue/Transfers-In	6.50%	13.70%	10.23%	9.83%	6.12%
<b>Total Revenues</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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. Maintain the current Ad Valorem Property Tax Levy rate of 4.19 mills, the fourth lowest county operating millage in the State. In the FY 2010 – FY 2012 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. Currently, Oakland is one of four 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.
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. Use Fund Balance only to cover one-time project costs. Fund balance is reviewed annually and available funds are designated for technology projects, construction or remodeling of facilities and, if needed, budget transition.



## Revenue Descriptions - General Fund/General Purpose Funds

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### TAXES (NON-DEPARTMENTAL)

**PROPERTY TAX LEVY:** For Fiscal Year 2013, the Ad Valorem Tax Levy (levy) is based on the anticipated December 31, 2012 State Taxable Value (STV) of **\$48,743,594,453** multiplied by the County's authorized millage rate of **4.2240** mills. For Fiscal Year 2014, the levy is based upon the estimated December 31, 2013, STV of **\$48,743,594,453** (no change) by the County-authorized millage rate of **4.2240** mills. For Fiscal Year 2015, the levy is based upon the estimated December 31, 2014, STV of **\$49,231,030,398** (a projected 1% increase) by the County-authorized millage rate of **4.2240** 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 2013, FY 2014, and FY 2015.

**TREASURERS** - Payments made in lieu of taxes.

**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 (CAI) exemptions granted by local communities for redevelopment of deteriorated industrial areas. It is anticipated that by granting these exemptions and redevelopment of these areas, that 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 0.034 mill.

### 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 Non-Community – Type II Water Supply, Long-Term Drinking Water Monitoring, Radon, Public Swimming Pool Inspections, Septage, On-Site Sewage, Campground Inspection, and Drinking Water Supply. Per M.R. #09109 reimbursement for portion of emergency Manager's salary transferred to Health and Human Services Department.

**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.

**NON-DEPARTMENTAL (CHILD CARE SUBSIDY)** - 50% subsidy by the State for net child care costs. Net child care costs include all 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.





## Revenue Descriptions - General Fund/General Purpose Funds

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**CIGARETTE TAX DISTRIBUTION:** County share of distribution of revenue generated by a four cent (\$0.04) per pack tax under P.A. 219 and P.A. 264 of 1987, as amended by adoption of State Proposal A in 1994. 11/17 of these funds must be used of Public Health programs.

**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 programs.

**CIRCUIT COURT:** State fees collected for drug case management.

**DISTRICT COURT:** State fees collected for drug case management.

**HEALTH AND HUMAN SERVICES:** 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 52<sup>nd</sup> 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.

### **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 52<sup>nd</sup> District Court.

### **PLANNED USE OF FUND BALANCE**

The General Fund balance also includes \$134.8 million assigned for "Budget Transition". A portion of this balance will be used to support County General Fund / General Purpose operations for FY 2013 (\$37.6 million), FY 2014 (\$44.8 million), and FY 2015 (\$52.4 million). These funds will be used for short-term, limited relief to allow the County to thoughtfully and prudently plan for major budget reductions.

### **OTHER REVENUES**

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

**NON-DEPARTMENTAL:** Planned use of fund balance, as well as sundry receipts and refunds, generally small in amount and non-recurring, therefore not warranting separate classification.

**PROSECUTING ATTORNEY:** Use of drug forfeiture funds to support on going drug investigation and prosecution.

**SHERIFF:** Anticipated revenue from the sale of equipment during the County's biannual auction and use of forfeiture funds.

**TREASURER'S OFFICE:** Miscellaneous reimbursements.

### **CONTRIBUTIONS**

**NON-DEPARTMENTAL:** Previous years funding included donations to reimburse for road improvements at National Veteran's Cemetery. FY 2009 is the last year of planned donation.

**ECONOMIC DEVELOPMENT:** In previous years, donations were received to sponsor annual Business Roundtable events.



## Revenue Descriptions - General Fund/General Purpose Funds

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### **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 approved by the United States Department of Housing and Urban Development.

### **TRANSFERS IN**

#### **NON-DEPARTMENTAL:**

**DELINQUENT TAX REVOLVING FUND – GENERAL OPERATIONS** – To support General Fund operations an annual transfer of \$10.8 million for the FY 2013, \$10.8 million for FY 2014, and \$10.8 million for FY 2015.

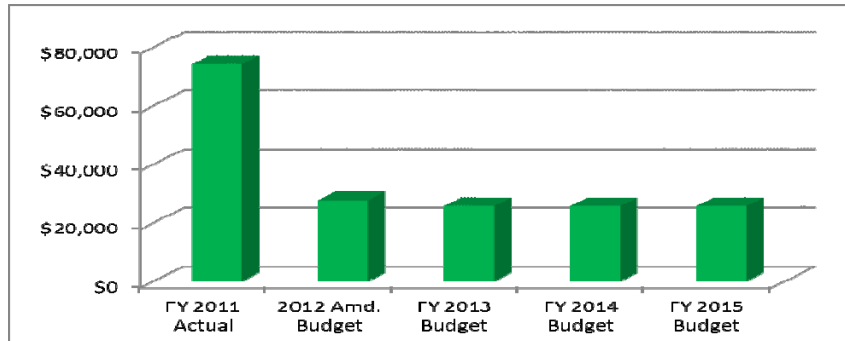
**DELINQUENT TAX REVOLVING FUND – TRI-PARTY AGREEMENT** – In past years, \$1.5 million of interest income was transferred to the General fund to support the County's one-third funding obligation for the Tri-Party Road Fund program. The remainder of the program is funded one-third by the Road Commission for Oakland County and one-third by the participating cities, villages, and townships. No appropriation is recommended for FY 2010, FY 2011, and FY 2012.

**REVENUE SHARING RESERVE** – Annual Transfer from Revenue Sharing Reserve is the result of Public Act 357 of 2004. The Transfer replaces the lost state revenue sharing related to the tax shift. The transfer for FY2013 is \$24,704,070, FY 2014 is \$24,951,111 and FY 2015 is \$9,489,783.

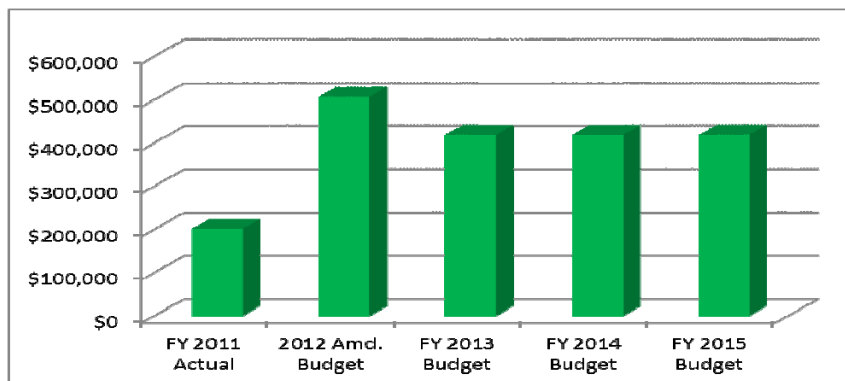
**TREASURER:** Transfer of interest and penalties earned from the Delinquent Tax Revolving Fund.

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

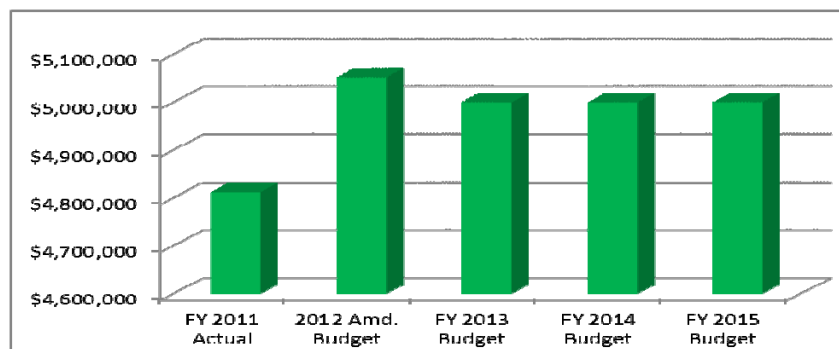
**BOARD OF COMMISSIONERS:** Per Diem reimbursement for serving on various boards and commissions, as well as Library Board charges for copies run on copier machines by law firm personnel, businesses, and law students and members of the general public.



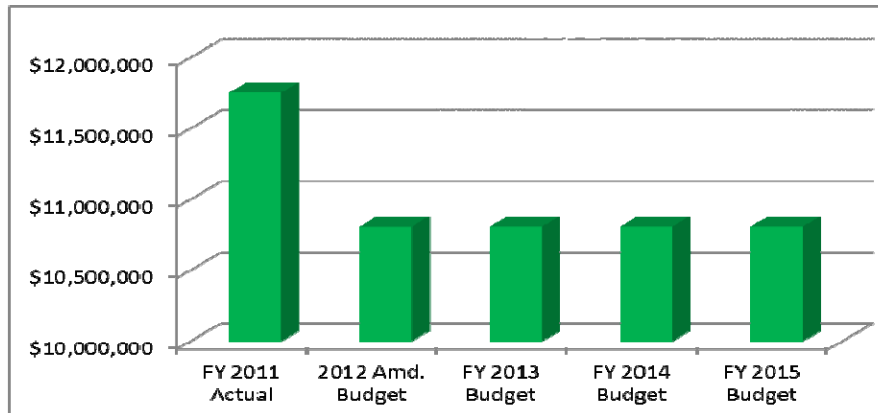
**CENTRAL SERVICES:** Commission from vending machine sales and Oakland Room Cafeteria.



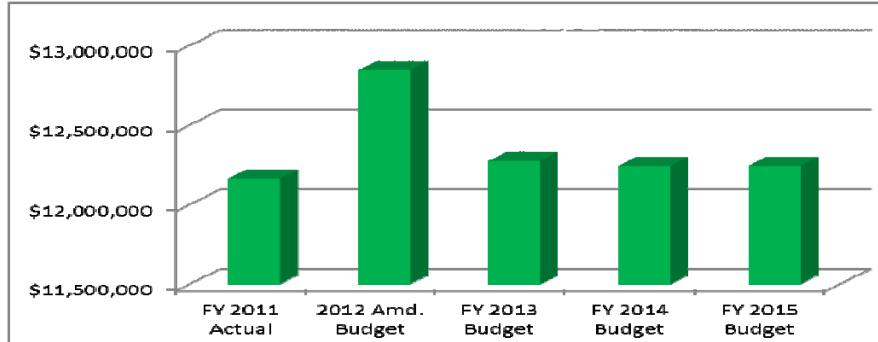
**CIRCUIT COURT:** Court costs, reimbursement for Court appointed attorneys, mediation fines, Jury Fees, and revenue generated by sale of marriage licenses utilized in provision of family counseling services.



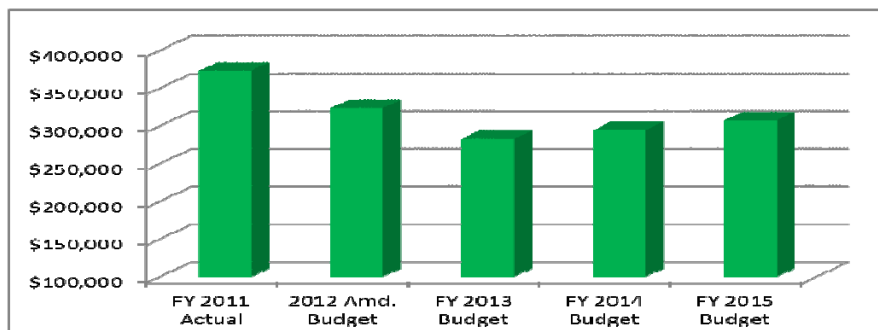
**COUNTY CLERK/REGISTER OF DEEDS:** Fees and service charges collected by the County Clerk for County records such as births, deaths, marriages, business and professional registration, Circuit Court records, and Forfeiture of Bonds; fees and service charges collected by the Register of Deeds to record 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.



**DISTRICT COURT:** County portion of fees and costs collected from Oakland County's four divisions of the 52<sup>nd</sup> District Courts. Includes collection of Probation Oversight Fees and collection of fees under O.U.I.L. Legislation (P.A.309).

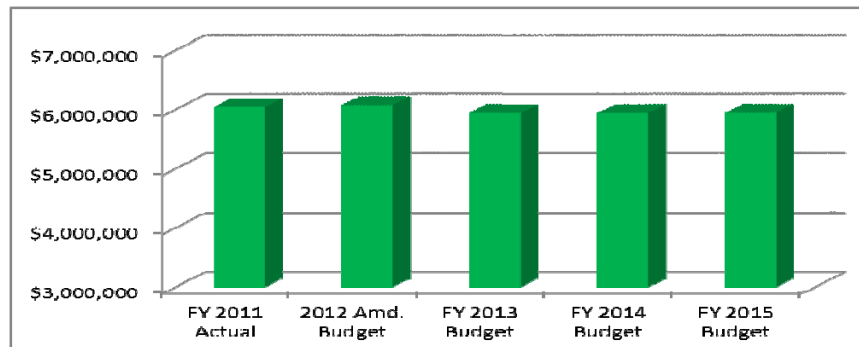


**ECONOMIC DEVELOPMENT AND COMMUNITY AFFAIRS:** Reimbursement of costs from local communities participating in the North Oakland County Household Hazardous Waste Consortium (NO HAZ) collection program; sale of property description maps, aerial enlargements, street index maps, and technical bulletins and publications; reimbursement for administrative and technical services from the Business Finance Corporation the Economic Development Corporation and new communities participating in the Mainstreet Program; and reimbursement of salaries for part of cost of one Small Business Analyst position from the Small Business Tech Council.

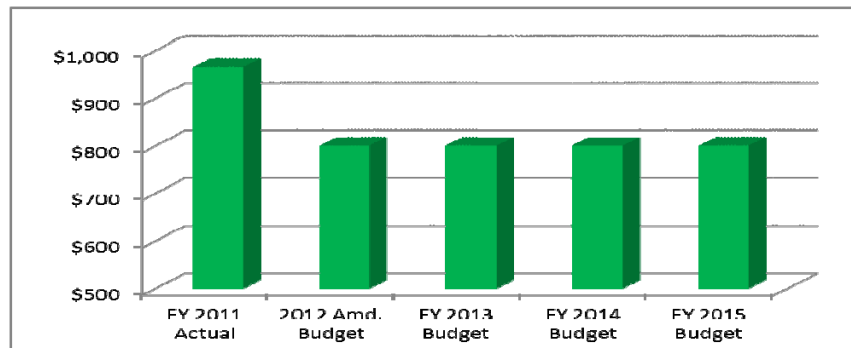


## Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

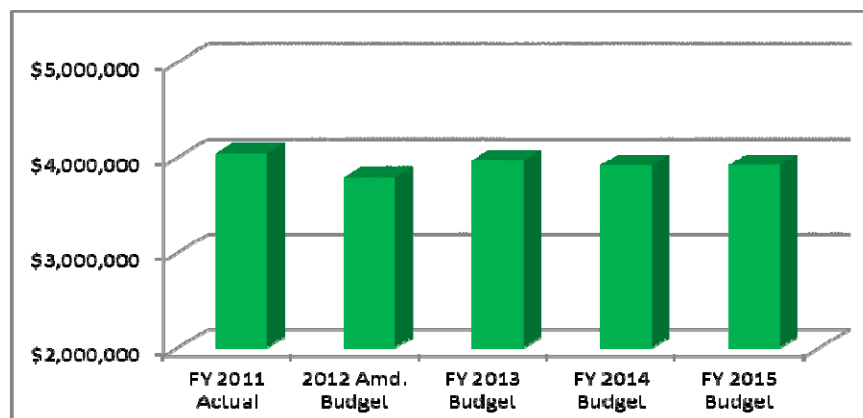
**HEALTH AND HUMAN SERVICES:** Revenue for various inspection/permit fees, reimbursements from other governmental units, clients and third parties for services rendered by the Health Division; and State reimbursement for housing of State Wards in Children’s Village as well as state aid for students enrolled in Children's Village School. The Homeland Security Division (formerly known as Emergency Response and Preparedness) was transferred in FY 2009 from the County Executive Administration Department. Homeland Security receives Federal grant funding from Hazardous Material Transportation Uniform Safety Act (HMTUSA) for development of hazardous material response planning.



**HUMAN RESOURCES:** Reimbursement for duplicating personnel records, requested salary survey information. Reimbursement from Mediation Fund for Circuit Court Intern positions is recognized in Circuit Court MR #08179, which created College Intern job classifications and positions within departments where internships currently exist.

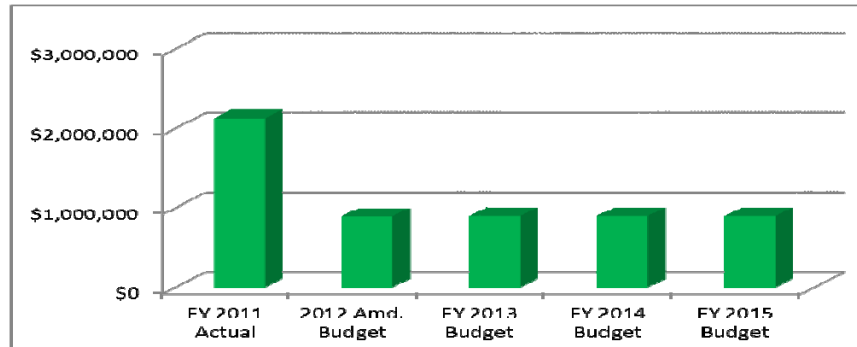


**MANAGEMENT AND BUDGET:** Reimbursement for assessment and appraisal services provided by the Equalization Division to local units of governments; negotiated rebates on large, countywide purchasing contracts, for such items as office supplies and Purchasing Cards, through the Purchasing Division. Fiscal 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.

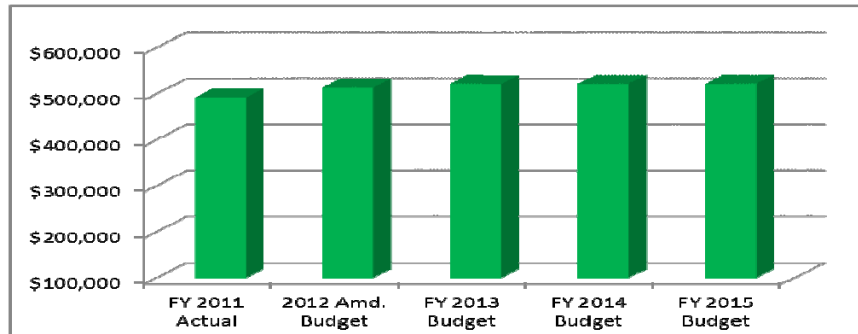


## Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

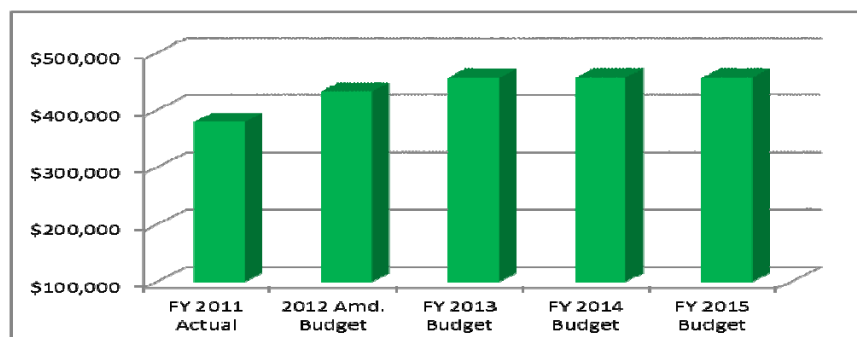
**NON-DEPARTMENTAL:** Commissions on public phone use by inmates in the Oakland County Jail.



**PROBATE COURT:** Fees collected for services rendered by Probate Court including gross estate fees, probation fees and refunds for fees paid to court appointed attorneys.



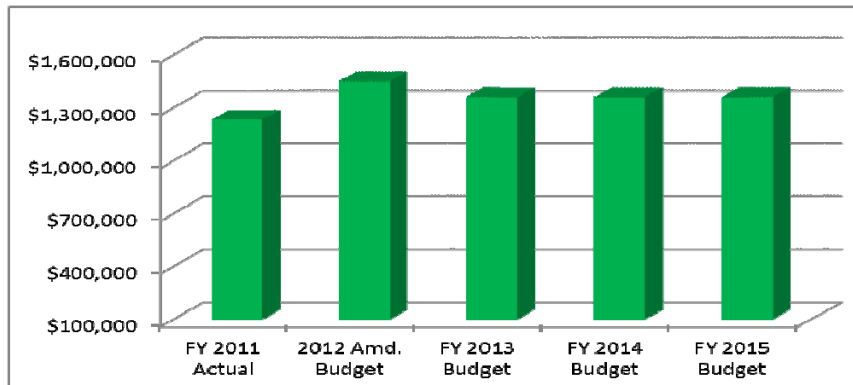
**PROSECUTING ATTORNEY:** Reimbursement for tuition income from local police departments for training in legal procedures fees from bad check restitution and, welfare fraud.



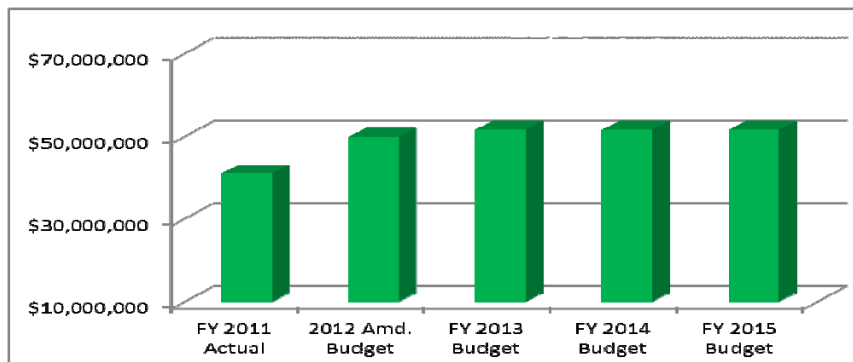


## Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

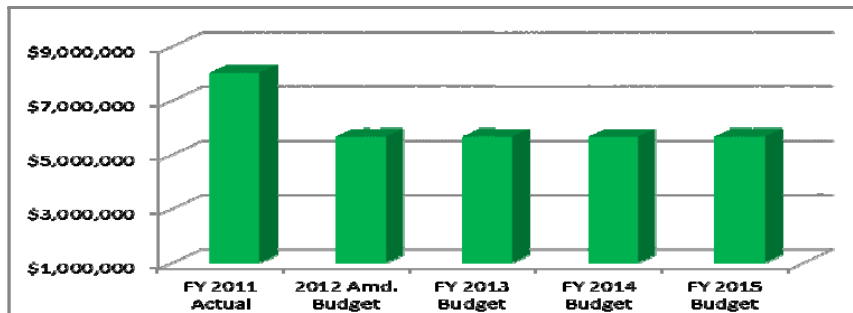
**PUBLIC SERVICES:** Fees generated by Community Corrections from participants in the Weekend Alternative for Misdemeanants (WAM) and STEP Forward Results, Drug and Alcohol Testing Units; sale of licenses and fees and charges for animal pick up, by the Animal Control Division, in unincorporated areas of the County as well as 100% reimbursement to provide these services, under contract, with the Cities of Berkley, Farmington, Bloomfield Hills, Lathrup Village, Southfield Township, Huntington Woods, Troy, Pontiac, and Rochester Hills; also includes fees for the purpose of sterilizing animals picked up. MSU Extension receives funds to support costs for Groundwater program, fees paid to participate in the Natural Science Program, and postage reimbursement from Michigan State University. Medical Examiner reflects charges for autopsies, cremations, drug and miscellaneous reports.



**SHERIFF:** Charges for service of process in the Civil Division, Township deputy contracts, Dispatch Services, reimbursement for overtime and housing of state prisoners diverted to the county jail, board and care charged to work release and main jail inmates, as well as miscellaneous revenues.

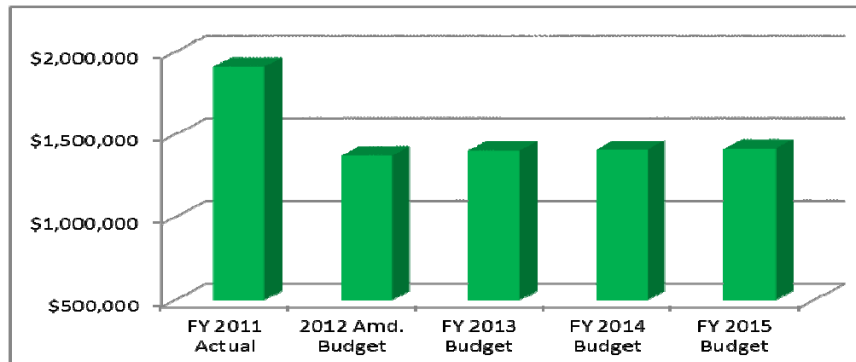


**TREASURER'S OFFICE:** Miscellaneous refunds and charges for services performed by the Treasurer; County portion of inheritance taxes, collection fees from delinquent taxes, collection of Industrial and Commercial Facilities Taxes and Investment fees.



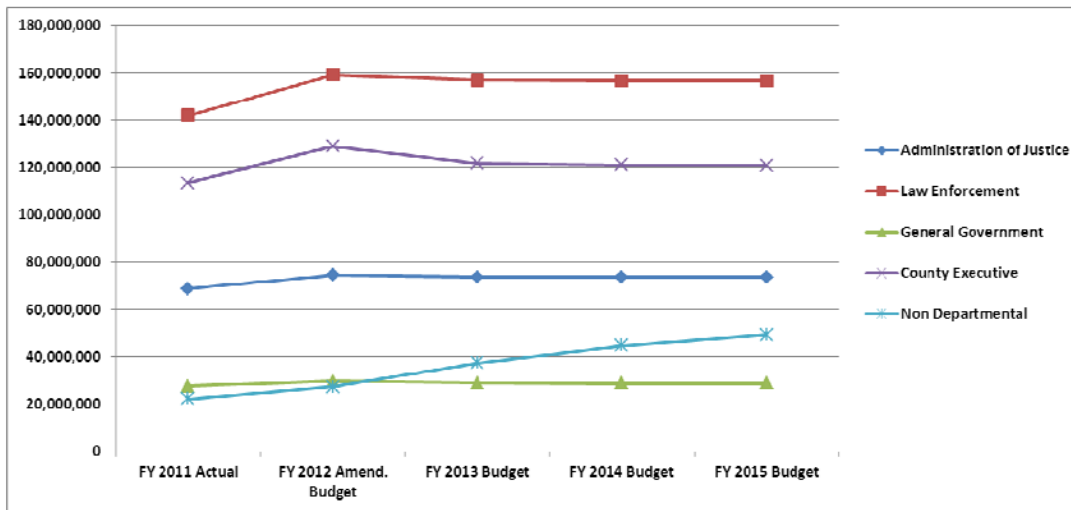
## Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

**WATER RESOURCE 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.





## General Fund/General Purpose Budget Expenditure Summary



GF/GP Expenditure Summary	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>Administration of Justice</b>					
Circuit Court	46,454,451	51,479,237	51,069,895	51,121,549	51,137,233
District Court	16,223,370	17,053,878	16,704,458	16,578,807	16,589,523
Probate Court	6,119,812	6,075,058	5,952,855	5,953,110	5,955,720
<b>Total Administration of Justice</b>	<b>\$68,797,634</b>	<b>\$74,608,173</b>	<b>\$73,727,208</b>	<b>\$73,653,466</b>	<b>\$73,682,476</b>
<b>Law Enforcement</b>					
Prosecuting Attorney	18,182,420	19,758,491	19,170,797	19,160,643	19,167,117
Sheriff	123,729,936	139,531,344	137,852,544	137,513,488	137,582,628
<b>Total Law Enforcement</b>	<b>\$141,912,356</b>	<b>\$159,289,834</b>	<b>\$157,023,341</b>	<b>\$156,674,131</b>	<b>\$156,749,745</b>
<b>General Government</b>					
County Clerk	9,802,941	11,247,083	11,065,784	11,021,115	11,048,483
Board of Commissioners	4,223,183	4,493,358	4,255,605	4,235,712	4,241,235
Parks and Recreation	0	0	0	0	0
Water Resources Commissioner	5,338,027	5,193,500	5,124,599	5,181,180	5,211,077
Treasurers Office	8,143,609	8,639,539	8,415,531	8,293,238	8,294,144
<b>Total General Government</b>	<b>\$27,507,760</b>	<b>\$29,573,480</b>	<b>\$28,861,519</b>	<b>\$28,731,245</b>	<b>\$28,794,939</b>
<b>County Executive</b>					
County Executive	5,667,989	5,729,718	5,764,229	5,769,454	5,771,604
Management and Budget	19,645,422	21,211,731	20,605,499	20,561,428	20,566,146
Central Services	2,158,762	2,653,595	2,551,330	2,579,544	2,583,403
Facilities Management	1,053,794	1,250,610	1,215,276	1,213,410	1,213,608
Human Resources	3,789,566	4,082,362	3,946,184	3,948,251	3,949,791
Health and Human Services	58,828,933	69,546,585	64,180,829	63,426,095	63,198,621
Public Services	15,255,747	16,630,916	16,279,103	16,333,505	16,346,077
Information Technology	0	0	0	0	0
Econ Dev and Comm Affairs	7,081,042	7,834,445	7,131,296	7,133,302	7,147,573
<b>Total County Executive</b>	<b>\$113,481,256</b>	<b>\$128,939,963</b>	<b>\$121,673,746</b>	<b>\$120,964,989</b>	<b>\$120,776,823</b>
Non Departmental	22,042,146	21,552,945	22,782,703	25,920,365	25,946,992
Non Departmental Transfers	0	5,631,432	14,586,687	18,769,248	23,130,539
<b>Total Non-Departmental</b>	<b>\$22,042,146</b>	<b>\$27,184,377</b>	<b>\$37,369,390</b>	<b>\$44,689,613</b>	<b>\$49,077,531</b>
<b>Total GF/GP Expenditures</b>	<b>\$373,741,151</b>	<b>\$419,595,827</b>	<b>\$418,655,204</b>	<b>\$424,713,444</b>	<b>\$429,081,514</b>



## General Fund/General Purpose Budget Expenditure Summary by Percentages

GF/GP Expenditure Summary	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>Administration of Justice</b>					
Circuit Court	67.52%	69.00%	69.27%	69.41%	69.40%
District Court	23.58%	22.86%	22.66%	22.51%	22.51%
Probate Court	8.90%	8.14%	8.07%	8.08%	8.08%
<b>Total Administration of Justice</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
<b>Law Enforcement</b>					
Prosecuting Attorney	12.81%	12.40%	12.21%	12.23%	12.23%
Sheriff	87.19%	87.60%	87.79%	87.77%	87.77%
<b>Total Law Enforcement</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
<b>General Government</b>					
County Clerk	35.64%	38.03%	38.34%	38.36%	38.37%
Board of Commissioners	15.35%	15.19%	14.74%	14.74%	14.73%
Parks and Recreation	0.00%	0.00%	0.00%	0.00%	0.00%
Water Resources Commissioner	19.41%	17.56%	17.76%	18.03%	18.10%
Treasurers Office	29.60%	29.21%	29.16%	28.86%	28.80%
<b>Total General Government</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
<b>County Executive</b>					
County Executive	4.99%	4.44%	4.74%	4.77%	4.78%
Management and Budget	17.31%	16.45%	16.94%	17.00%	17.03%
Central Services	1.90%	2.06%	2.10%	2.13%	2.14%
Facilities Management	0.93%	0.97%	1.00%	1.00%	1.00%
Human Resources	3.34%	3.17%	3.24%	3.26%	3.27%
Health and Human Services	51.84%	53.94%	52.75%	52.43%	52.33%
Public Services	13.44%	12.90%	13.38%	13.50%	13.53%
Information Technology	0.00%	0.00%	0.00%	0.00%	0.00%
Econ Dev and Comm Affairs	6.24%	6.08%	5.86%	5.90%	5.92%
<b>Total County Executive</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
Non Departmental	100.00%	79.28%	60.97%	58.00%	52.87%
Non Departmental Transfers	0.00%	20.72%	39.03%	42.00%	47.13%
<b>Total Non-Departmental</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>



## FY 2013 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		
<b>Circuit Court</b>								
General	3,829,000	38,251,061	0	0	0	0	3,829,000	38,251,061
Child Care Fund	1,175,000	12,818,834	0	0	0	0	1,175,000	12,818,834
Friend of the Court	0	0	15,330,210	15,163,402	0	0	15,330,210	15,163,402
FOC Access Visitation	0	0	27,395	27,395	0	0	27,395	27,395
Adoption Incentive Grant	0	0	34,083	34,083	0	0	34,083	34,083
Drug Court Circuit Adult SCAO	0	0	36,000	36,000	0	0	36,000	36,000
Drug Court Circuit Juveni SCAO	0	0	40,000	40,000	0	0	40,000	40,000
ARRA SCAO MMHCGP	0	0	11,825	11,825	0	0	11,825	11,825
Juvenile Acct Block Grant	0	0	2,000	0	0	0	2,000	0
Local Law Enforcement Block Gr	0	0	4,860	4,860	0	0	4,860	4,860
<b>Total Circuit Court</b>	<b>5,004,000</b>	<b>51,069,895</b>	<b>15,486,373</b>	<b>15,317,565</b>	<b>0</b>	<b>0</b>	<b>20,490,373</b>	<b>66,387,460</b>
<b>District Court</b>								
General	12,279,200	16,704,458	0	0	0	0	12,279,200	16,704,458
Drug Court 52 3 Dist SCAO	0	0	21,000	21,000	0	0	21,000	21,000
<b>Total District Court</b>	<b>12,279,200</b>	<b>16,704,458</b>	<b>21,000</b>	<b>21,000</b>	<b>0</b>	<b>0</b>	<b>12,300,200</b>	<b>16,725,458</b>
<b>Probate Court</b>								
General	520,300	5,952,855	0	0	0	0	520,300	5,952,855
<b>Total Probate Court</b>	<b>520,300</b>	<b>5,952,855</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>520,300</b>	<b>5,952,855</b>
<b>Prosecuting Attorney</b>								
General	641,908	19,170,797	0	0	0	0	641,908	19,170,797
Prosecutor Co Op Reimbursement	0	0	2,693,439	2,693,439	0	0	2,693,439	2,693,439
Drug Policy Grant	0	0	306,187	306,187	0	0	306,187	306,187
Prosecutor VOCA	0	0	86,382	86,382	0	0	86,382	86,382
Juvenile Acct Block Grant	0	0	93,045	96,967	0	0	93,045	96,967
<b>Total Prosecuting Attorney</b>	<b>641,908</b>	<b>19,170,797</b>	<b>3,179,053</b>	<b>3,182,975</b>	<b>0</b>	<b>0</b>	<b>3,820,961</b>	<b>22,353,772</b>
<b>Sheriff</b>								
General	52,359,186	137,852,544	0	0	0	0	52,359,186	137,852,544
Friend of the Court	0	0	914,831	1,081,639	0	0	914,831	1,081,639
ATPA Grants	0	0	825,758	825,758	0	0	825,758	825,758
Drug Policy Grant	0	0	658,842	658,842	0	0	658,842	658,842
Criminal Justice Training Grnt	0	0	150,000	150,000	0	0	150,000	150,000
Sheriff Road Patrol	0	0	761,310	761,310	0	0	761,310	761,310
Community Corrections	0	0	520,755	367,157	0	0	520,755	367,157
Local Law Enforcement Block Gr	0	0	29,784	29,784	0	0	29,784	29,784
Domestic Preparedness Equipmen	0	0	80,093	80,593	0	0	80,093	80,593
<b>Total Sheriff</b>	<b>52,359,186</b>	<b>137,852,544</b>	<b>3,941,373</b>	<b>3,955,083</b>	<b>0</b>	<b>0</b>	<b>56,300,559</b>	<b>141,807,627</b>
<b>Board of Commissioners Dept</b>								
General	25,600	4,255,605	0	0	0	0	25,600	4,255,605
Parks and Recreation	0	0	0	0	22,958,010	22,593,128	22,958,010	22,593,128
<b>Total Board of Commissioners Dept</b>	<b>25,600</b>	<b>4,255,605</b>	<b>0</b>	<b>0</b>	<b>22,958,010</b>	<b>22,593,128</b>	<b>22,983,610</b>	<b>26,848,733</b>



## FY 2013 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		
<b>Water Resources Commissioner</b>								
General	1,400,154	5,124,599	0	0	0	0	1,400,154	5,124,599
Water and Sewer General Admin	0	0	0	0	53,609,637	53,610,637	53,609,637	53,610,637
Highland Township Water	0	0	0	0	1,000	0	1,000	0
Evergreen Farmington SDS	0	0	0	0	37,504,224	37,504,224	37,504,224	37,504,224
SOCSDS Pollution Control	0	0	0	0	0	3,646	0	3,646
Twelve Towns Drain	0	0	0	0	45,971,835	45,968,189	45,971,835	45,968,189
Clinton Oakland SDS	0	0	0	0	33,741,106	33,741,106	33,741,106	33,741,106
Huron Rouge SDS	0	0	0	0	5,876,300	5,876,300	5,876,300	5,876,300
Drain Equipment	0	0	0	0	28,254,135	28,254,135	28,254,135	28,254,135
<b>Total Water Resources Commissioner</b>	<b>1,400,154</b>	<b>5,124,599</b>	<b>0</b>	<b>0</b>	<b>204,958,237</b>	<b>204,958,237</b>	<b>206,358,391</b>	<b>210,082,836</b>
<b>County Clerk/Register of Deeds</b>								
General	10,809,393	11,065,784	0	0	0	0	10,809,393	11,065,784
Register of Deeds Automation	0	0	2,101,338	2,101,338	0	0	2,101,338	2,101,338
Clerk Survey Remonumentation	0	0	326,937	326,937	0	0	326,937	326,937
<b>Total County Clerk/Register of Deeds</b>	<b>10,809,393</b>	<b>11,065,784</b>	<b>2,428,275</b>	<b>2,428,275</b>	<b>0</b>	<b>0</b>	<b>13,237,668</b>	<b>13,494,059</b>
<b>Treasurers Dept</b>								
General	11,436,041	8,415,531	0	0	0	0	11,436,041	8,415,531
Delinquent Tax Revolving	0	0	0	0	27,022,497	27,022,497	27,022,497	27,022,497
Delinqt Personal Prop Tax Adm	0	0	0	0	1,142,158	1,142,158	1,142,158	1,142,158
<b>Total Treasurers Dept</b>	<b>11,436,041</b>	<b>8,415,531</b>	<b>0</b>	<b>0</b>	<b>28,164,655</b>	<b>28,164,655</b>	<b>39,600,696</b>	<b>36,580,186</b>
<b>County Executive</b>								
General	0	5,764,229	0	0	0	0	0	5,764,229
<b>Total County Executive</b>	<b>0</b>	<b>5,764,229</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,764,229</b>
<b>Management and Budget</b>								
General	3,963,968	20,605,499	0	0	0	0	3,963,968	20,605,499
Local Law Enforcement Block Gr	0	0	234,485	158,372	0	0	234,485	158,372
Community Develop Block Grants	0	0	96,177	80,314	0	0	96,177	80,314
Workforce Dev Undistributed	0	0	0	21,124	0	0	0	21,124
Parks and Recreation	0	0	0	0	0	364,882	0	364,882
Water and Sewer General Admin	0	0	0	0	0	0	0	0
<b>Total Management and Budget</b>	<b>3,963,968</b>	<b>20,605,499</b>	<b>330,662</b>	<b>259,810</b>	<b>0</b>	<b>364,882</b>	<b>4,294,630</b>	<b>21,230,191</b>
<b>Central Services</b>								
General	422,100	2,551,330	0	0	0	0	422,100	2,551,330
County Airports	0	0	0	0	6,740,969	6,740,969	6,740,969	6,740,969
<b>Total Central Services</b>	<b>422,100</b>	<b>2,551,330</b>	<b>0</b>	<b>0</b>	<b>6,740,969</b>	<b>6,740,969</b>	<b>7,163,069</b>	<b>9,292,299</b>
<b>Facilities Management Dept</b>								
General	0	1,215,276	0	0	0	0	0	1,215,276
<b>Total Facilities Management Dept</b>	<b>0</b>	<b>1,215,276</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,215,276</b>
<b>Human Resources</b>								
General	800	3,946,184	0	0	0	0	800	3,946,184
<b>Total Human Resources</b>	<b>800</b>	<b>3,946,184</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>	<b>3,946,184</b>





## FY 2013 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		
<b>Health and Human Svc Dept</b>								
General	7,526,128	35,473,102	0	0	0	0	7,526,128	35,473,102
Child Care Fund	3,212,496	28,705,727	0	0	0	0	3,212,496	28,705,727
Social Welfare Foster Care	0	2,000	0	0	0	0	0	2,000
MI Child	0	0	15,000	15,000	0	0	15,000	15,000
Juvenile Acct Block Grant	0	0	13,422	11,500	0	0	13,422	11,500
Local Law Enforcement Block Gr	0	0	12,000	88,113	0	0	12,000	88,113
Second Chance Grant	0	0	656,327	656,327	0	0	656,327	656,327
OSAS Adult Benefit Waiver Gt	0	0	300,000	300,000	0	0	300,000	300,000
Health MDPH OSAS	0	0	4,792,578	4,792,578	0	0	4,792,578	4,792,578
Hlth Adolescent Screening CPBC	0	0	18,250	18,250	0	0	18,250	18,250
Health Tobacco Reduction	0	0	30,000	30,000	0	0	30,000	30,000
Health Communities Planning	0	0	15,279	15,279	0	0	15,279	15,279
Hlth Immunization Action Plan	0	0	506,775	506,775	0	0	506,775	506,775
Health FIMR	0	0	5,400	5,400	0	0	5,400	5,400
Health WIC	0	0	2,579,822	2,579,822	0	0	2,579,822	2,579,822
Health TB Outreach	0	0	54,223	54,223	0	0	54,223	54,223
Health AIDS Counseling	0	0	124,475	124,475	0	0	124,475	124,475
Health Vaccines for Children	0	0	101,835	101,835	0	0	101,835	101,835
Health MCH Block	0	0	801,388	801,388	0	0	801,388	801,388
CMH OSAS Medicaid	0	0	2,200,000	2,200,000	0	0	2,200,000	2,200,000
Health Bioterrorism	0	0	658,054	658,054	0	0	658,054	658,054
Hlth Nurse Family Partnership	0	0	485,000	485,000	0	0	485,000	485,000
Domestic Preparedness Equipmen	0	0	1,187,141	1,186,641	0	0	1,187,141	1,186,641
Child Lead Poisoning	0	0	37,840	37,840	0	0	37,840	37,840
<b>Total Health and Human Svc Dept</b>	<b>10,738,624</b>	<b>64,180,829</b>	<b>14,594,809</b>	<b>14,668,500</b>	<b>0</b>	<b>0</b>	<b>25,333,433</b>	<b>78,849,329</b>
<b>Public Services</b>								
General	1,357,895	16,279,103	0	0	0	0	1,357,895	16,279,103
County Veterans Trust	0	0	63,460	63,460	0	0	63,460	63,460
Community Corrections	0	0	1,281,548	1,435,146	0	0	1,281,548	1,435,146
Animal Control Grants	0	0	23,587	23,587	0	0	23,587	23,587
<b>Total Public Services</b>	<b>1,357,895</b>	<b>16,279,103</b>	<b>1,368,595</b>	<b>1,522,193</b>	<b>0</b>	<b>0</b>	<b>2,726,490</b>	<b>17,801,296</b>
<b>Information Technology</b>								
Fire Records Management	0	0	0	0	638,927	638,927	638,927	638,927
CLEMIS	0	0	0	0	8,165,042	8,165,042	8,165,042	8,165,042
Radio Communications	0	0	0	0	10,733,682	10,733,682	10,733,682	10,733,682
<b>Total Information Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,537,651</b>	<b>19,537,651</b>	<b>19,537,651</b>	<b>19,537,651</b>



## FY 2013 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		
<b>Economic Develop/Comm Affairs</b>								
General	326,656	7,131,296	0	0	0	0	326,656	7,131,296
Waste Resource Mgmt Admin	0	0	59,826	59,826	0	0	59,826	59,826
Economic Development Corp	0	0	48,500	48,500	0	0	48,500	48,500
BFC Personnel	0	0	550,980	550,980	0	0	550,980	550,980
Art Culture and Film Grant	0	0	25,400	25,400	0	0	25,400	25,400
Community Develop Block Grants	0	0	4,533,066	4,548,929	0	0	4,533,066	4,548,929
Emergency Shelter Grants	0	0	172,054	172,054	0	0	172,054	172,054
Housing Counseling Grants	0	0	55,976	55,976	0	0	55,976	55,976
Home Investment Partner Grants	0	0	2,381,172	2,381,172	0	0	2,381,172	2,381,172
MSHDA COUNSELING	0	0	84,000	84,000	0	0	84,000	84,000
Neighborhood Stblztn Program	0	0	298,521	298,521	0	0	298,521	298,521
Workforce Dev Undistributed	0	0	25,671,945	25,650,821	0	0	25,671,945	25,650,821
<b>Total Economic Develop/Comm Affairs</b>	<b>326,656</b>	<b>7,131,296</b>	<b>33,881,440</b>	<b>33,876,179</b>	<b>0</b>	<b>0</b>	<b>34,208,096</b>	<b>41,007,475</b>
<b>Non-Departmental Dept</b>								
General	292,799,846	22,782,703	0	0	0	0	292,799,846	22,782,703
Child Care Fund	14,568,533	0	0	0	0	0	14,568,533	0
Social Welfare Foster Care	1,000	0	0	0	0	0	1,000	0
<b>Total Non-Departmental Dept</b>	<b>307,369,379</b>	<b>22,782,703</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>307,369,379</b>	<b>22,782,703</b>
<b>Non-Departmental Transfers</b>								
General	0	14,586,687	0	0	0	0	0	14,586,687
<b>Total Non-Departmental Transfers</b>	<b>0</b>	<b>14,586,687</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,586,687</b>
<b>Grand Total</b>	<b>418,655,204</b>	<b>418,655,204</b>	<b>75,231,580</b>	<b>75,231,580</b>	<b>282,359,522</b>	<b>282,359,522</b>	<b>776,246,306</b>	<b>776,246,306</b>



## FY 2014 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		
<b>Circuit Court</b>								
General	3,829,000	38,308,215	0	0	0	0	3,829,000	38,308,215
Child Care Fund	1,175,000	12,813,334	0	0	0	0	1,175,000	12,813,334
Friend of the Court	0	0	15,418,409	15,256,363	0	0	15,418,409	15,256,363
FOC Access Visitation	0	0	27,395	27,395	0	0	27,395	27,395
Drug Court Circuit Adult SCAO	0	0	36,000	36,000	0	0	36,000	36,000
Drug Court Circuit Juveni SCAO	0	0	40,000	40,000	0	0	40,000	40,000
ARRA SCAO MMHCGP	0	0	11,825	11,825	0	0	11,825	11,825
Juvenile Acct Block Grant	0	0	2,000	0	0	0	2,000	0
Local Law Enforcement Block Gr	0	0	4,860	4,860	0	0	4,860	4,860
<b>Total Circuit Court</b>	<b>5,004,000</b>	<b>51,121,549</b>	<b>15,540,489</b>	<b>15,376,443</b>	<b>0</b>	<b>0</b>	<b>20,544,489</b>	<b>66,497,992</b>
<b>District Court</b>								
General	12,249,200	16,578,807	0	0	0	0	12,249,200	16,578,807
Drug Court 52 3 Dist SCAO	0	0	21,000	21,000	0	0	21,000	21,000
<b>Total District Court</b>	<b>12,249,200</b>	<b>16,578,807</b>	<b>21,000</b>	<b>21,000</b>	<b>0</b>	<b>0</b>	<b>12,270,200</b>	<b>16,599,807</b>
<b>Probate Court</b>								
General	520,300	5,953,110	0	0	0	0	520,300	5,953,110
<b>Total Probate Court</b>	<b>520,300</b>	<b>5,953,110</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>520,300</b>	<b>5,953,110</b>
<b>Prosecuting Attorney</b>								
General	641,908	19,160,643	0	0	0	0	641,908	19,160,643
Prosecutor Co Op Reimbursement	0	0	2,721,872	2,721,872	0	0	2,721,872	2,721,872
Drug Policy Grant	0	0	306,187	306,187	0	0	306,187	306,187
Prosecutor VOCA	0	0	90,312	90,312	0	0	90,312	90,312
Juvenile Acct Block Grant	0	0	93,045	96,967	0	0	93,045	96,967
<b>Total Prosecuting Attorney</b>	<b>641,908</b>	<b>19,160,643</b>	<b>3,211,416</b>	<b>3,215,338</b>	<b>0</b>	<b>0</b>	<b>3,853,324</b>	<b>22,375,981</b>
<b>Sheriff</b>								
General	52,108,972	137,513,488	0	0	0	0	52,108,972	137,513,488
Friend of the Court	0	0	914,831	1,076,877	0	0	914,831	1,076,877
ATPA Grants	0	0	825,758	825,758	0	0	825,758	825,758
Drug Policy Grant	0	0	658,842	658,842	0	0	658,842	658,842
Criminal Justice Training Grnt	0	0	150,000	150,000	0	0	150,000	150,000
Sheriff Road Patrol	0	0	761,310	761,310	0	0	761,310	761,310
Community Corrections	0	0	520,755	367,157	0	0	520,755	367,157
Local Law Enforcement Block Gr	0	0	29,784	29,784	0	0	29,784	29,784
Domestic Preparedness Equipmen	0	0	60,070	60,671	0	0	60,070	60,671
<b>Total Sheriff</b>	<b>52,108,972</b>	<b>137,513,488</b>	<b>3,921,350</b>	<b>3,930,399</b>	<b>0</b>	<b>0</b>	<b>56,030,322</b>	<b>141,443,887</b>
<b>Board of Commissioners Dept</b>								
General	25,600	4,235,712	0	0	0	0	25,600	4,235,712
Parks and Recreation	0	0	0	0	23,074,579	22,710,957	23,074,579	22,710,957
<b>Total Board of Commissioners Dept</b>	<b>25,600</b>	<b>4,235,712</b>	<b>0</b>	<b>0</b>	<b>23,074,579</b>	<b>22,710,957</b>	<b>23,100,179</b>	<b>26,946,669</b>



## FY 2014 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		
<b>Water Resources Commissioner</b>								
General	1,405,566	5,181,180	0	0	0	0	1,405,566	5,181,180
Water and Sewer General Admin	0	0	0	0	53,726,433	53,727,433	53,726,433	53,727,433
Highland Township Water	0	0	0	0	1,000	0	1,000	0
Evergreen Farmington SDS	0	0	0	0	37,507,303	37,507,303	37,507,303	37,507,303
SOCSDS Pollution Control	0	0	0	0	0	3,746	0	3,746
Twelve Towns Drain	0	0	0	0	45,981,967	45,978,221	45,981,967	45,978,221
Clinton Oakland SDS	0	0	0	0	33,746,501	33,746,501	33,746,501	33,746,501
Huron Rouge SDS	0	0	0	0	5,876,673	5,876,673	5,876,673	5,876,673
Drain Equipment	0	0	0	0	28,386,755	28,386,755	28,386,755	28,386,755
<b>Total Water Resources Commissioner</b>	<b>1,405,566</b>	<b>5,181,180</b>	<b>0</b>	<b>0</b>	<b>205,226,632</b>	<b>205,226,632</b>	<b>206,632,198</b>	<b>210,407,812</b>
<b>County Clerk/Register of Deeds</b>								
General	10,809,393	11,021,115	0	0	0	0	10,809,393	11,021,115
Register of Deeds Automation	0	0	2,101,338	2,101,338	0	0	2,101,338	2,101,338
Clerk Survey Remonumentation	0	0	326,937	326,937	0	0	326,937	326,937
<b>Total County Clerk/Register of Deeds</b>	<b>10,809,393</b>	<b>11,021,115</b>	<b>2,428,275</b>	<b>2,428,275</b>	<b>0</b>	<b>0</b>	<b>13,237,668</b>	<b>13,449,390</b>
<b>Treasurers Dept</b>								
General	11,197,555	8,293,238	0	0	0	0	11,197,555	8,293,238
Delinquent Tax Revolving	0	0	0	0	27,107,893	27,107,893	27,107,893	27,107,893
Delinqt Personal Prop Tax Adm	0	0	0	0	1,142,158	1,142,158	1,142,158	1,142,158
<b>Total Treasurers Dept</b>	<b>11,197,555</b>	<b>8,293,238</b>	<b>0</b>	<b>0</b>	<b>28,250,051</b>	<b>28,250,051</b>	<b>39,447,606</b>	<b>36,543,289</b>
<b>County Executive</b>								
General	0	5,769,454	0	0	0	0	0	5,769,454
<b>Total County Executive</b>	<b>0</b>	<b>5,769,454</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,769,454</b>
<b>Management and Budget</b>								
General	3,915,602	20,561,428	0	0	0	0	3,915,602	20,561,428
Local Law Enforcement Block Gr	0	0	234,485	158,372	0	0	234,485	158,372
Community Develop Block Grants	0	0	96,177	80,314	0	0	96,177	80,314
Workforce Dev Undistributed	0	0	0	16,124	0	0	0	16,124
Parks and Recreation	0	0	0	0	0	363,622	0	363,622
Water and Sewer General Admin	0	0	0	0	0	0	0	0
<b>Total Management and Budget</b>	<b>3,915,602</b>	<b>20,561,428</b>	<b>330,662</b>	<b>254,810</b>	<b>0</b>	<b>363,622</b>	<b>4,246,264</b>	<b>21,179,860</b>
<b>Central Services</b>								
General	422,100	2,579,544	0	0	0	0	422,100	2,579,544
County Airports	0	0	0	0	6,729,774	6,729,774	6,729,774	6,729,774
<b>Total Central Services</b>	<b>422,100</b>	<b>2,579,544</b>	<b>0</b>	<b>0</b>	<b>6,729,774</b>	<b>6,729,774</b>	<b>7,151,874</b>	<b>9,309,318</b>
<b>Facilities Management Dept</b>								
General	0	1,213,410	0	0	0	0	0	1,213,410
<b>Total Facilities Management Dept</b>	<b>0</b>	<b>1,213,410</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,213,410</b>
<b>Human Resources</b>								
General	800	3,948,251	0	0	0	0	800	3,948,251
<b>Total Human Resources</b>	<b>800</b>	<b>3,948,251</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>	<b>3,948,251</b>



## FY 2014 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		
<b>Health and Human Svc Dept</b>								
General	7,522,521	34,680,990	0	0	0	0	7,522,521	34,680,990
Child Care Fund	3,212,496	28,743,105	0	0	0	0	3,212,496	28,743,105
Social Welfare Foster Care	0	2,000	0	0	0	0	0	2,000
MI Child	0	0	15,000	15,000	0	0	15,000	15,000
Juvenile Acct Block Grant	0	0	13,422	11,500	0	0	13,422	11,500
Local Law Enforcement Block Gr	0	0	12,000	88,113	0	0	12,000	88,113
Second Chance Grant	0	0	656,327	656,327	0	0	656,327	656,327
OSAS Adult Benefit Waiver Gt	0	0	300,000	300,000	0	0	300,000	300,000
Health MDPH OSAS	0	0	4,792,578	4,792,578	0	0	4,792,578	4,792,578
Hlth Adolescent Screening CPBC	0	0	18,250	18,250	0	0	18,250	18,250
Health Tobacco Reduction	0	0	30,000	30,000	0	0	30,000	30,000
Health Communities Planning	0	0	15,279	15,279	0	0	15,279	15,279
Hlth Immunization Action Plan	0	0	506,775	506,775	0	0	506,775	506,775
Health FIMR	0	0	5,400	5,400	0	0	5,400	5,400
Health WIC	0	0	2,579,822	2,579,822	0	0	2,579,822	2,579,822
Health TB Outreach	0	0	54,223	54,223	0	0	54,223	54,223
Health AIDS Counseling	0	0	124,475	124,475	0	0	124,475	124,475
Health Vaccines for Children	0	0	101,835	101,835	0	0	101,835	101,835
Health MCH Block	0	0	801,388	801,388	0	0	801,388	801,388
CMH OSAS Medicaid	0	0	2,200,000	2,200,000	0	0	2,200,000	2,200,000
Health Bioterrorism	0	0	658,054	658,054	0	0	658,054	658,054
Hlth Nurse Family Partnership	0	0	485,000	485,000	0	0	485,000	485,000
Domestic Preparedness Equipmen	0	0	890,355	889,754	0	0	890,355	889,754
Child Lead Poisoning	0	0	37,840	37,840	0	0	37,840	37,840
<b>Total Health and Human Svc Dept</b>	<b>10,735,017</b>	<b>63,426,095</b>	<b>14,298,023</b>	<b>14,371,613</b>	<b>0</b>	<b>0</b>	<b>25,033,040</b>	<b>77,797,708</b>
<b>Public Services</b>								
General	1,357,895	16,333,505	0	0	0	0	1,357,895	16,333,505
County Veterans Trust	0	0	63,460	63,460	0	0	63,460	63,460
Community Corrections	0	0	1,274,548	1,428,146	0	0	1,274,548	1,428,146
Animal Control Grants	0	0	23,587	23,587	0	0	23,587	23,587
<b>Total Public Services</b>	<b>1,357,895</b>	<b>16,333,505</b>	<b>1,361,595</b>	<b>1,515,193</b>	<b>0</b>	<b>0</b>	<b>2,719,490</b>	<b>17,848,698</b>
<b>Information Technology</b>								
Fire Records Management	0	0	0	0	641,350	641,350	641,350	641,350
CLEMIS	0	0	0	0	8,186,929	8,186,929	8,186,929	8,186,929
Radio Communications	0	0	0	0	10,775,924	10,775,924	10,775,924	10,775,924
<b>Total Information Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,604,203</b>	<b>19,604,203</b>	<b>19,604,203</b>	<b>19,604,203</b>



## FY 2014 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		
<b>Economic Develop/Comm Affairs</b>								
General	338,571	7,133,302	0	0	0	0	338,571	7,133,302
Economic Development Corp	0	0	48,500	48,500	0	0	48,500	48,500
BFC Personnel	0	0	550,980	550,980	0	0	550,980	550,980
Art Culture and Film Grant	0	0	25,400	25,400	0	0	25,400	25,400
Community Develop Block Grants	0	0	4,533,066	4,548,929	0	0	4,533,066	4,548,929
Emergency Shelter Grants	0	0	172,054	172,054	0	0	172,054	172,054
Housing Counseling Grants	0	0	55,976	55,976	0	0	55,976	55,976
Home Investment Partner Grants	0	0	2,381,172	2,381,172	0	0	2,381,172	2,381,172
MSHDA COUNSELING	0	0	84,000	84,000	0	0	84,000	84,000
Neighborhood Stblztn Program	0	0	298,521	298,521	0	0	298,521	298,521
Workforce Dev Undistributed	0	0	25,671,945	25,655,821	0	0	25,671,945	25,655,821
<b>Total Economic Develop/Comm Affairs</b>	<b>338,571</b>	<b>7,133,302</b>	<b>33,821,614</b>	<b>33,821,353</b>	<b>0</b>	<b>0</b>	<b>34,160,185</b>	<b>40,954,655</b>
<b>Non-Departmental Dept</b>								
General	299,411,835	25,920,365	0	0	0	0	299,411,835	25,920,365
Child Care Fund	14,568,130	0	0	0	0	0	14,568,130	0
Social Welfare Foster Care	1,000	0	0	0	0	0	1,000	0
<b>Total Non-Departmental Dept</b>	<b>313,980,965</b>	<b>25,920,365</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>313,980,965</b>	<b>25,920,365</b>
<b>Non-Departmental Transfers</b>								
General	0	18,769,248	0	0	0	0	0	18,769,248
<b>Total Non-Departmental Transfers</b>	<b>0</b>	<b>18,769,248</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,769,248</b>
<b>Grand Total</b>	<b>424,713,444</b>	<b>424,713,444</b>	<b>74,934,424</b>	<b>74,934,424</b>	<b>282,885,239</b>	<b>282,885,239</b>	<b>782,533,107</b>	<b>782,533,107</b>





## FY 2015 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		
<b>Circuit Court</b>								
General	3,829,000	38,323,899	0	0	0	0	3,829,000	38,323,899
Child Care Fund	1,175,000	12,813,334	0	0	0	0	1,175,000	12,813,334
Friend of the Court	0	0	15,557,306	15,395,260	0	0	15,557,306	15,395,260
FOC Access Visitation	0	0	27,395	27,395	0	0	27,395	27,395
Drug Court Circuit Adult SCAO	0	0	36,000	36,000	0	0	36,000	36,000
Drug Court Circuit Juveni SCAO	0	0	40,000	40,000	0	0	40,000	40,000
ARRA SCAO MMHCGP	0	0	11,825	11,825	0	0	11,825	11,825
Juvenile Acct Block Grant	0	0	2,000	0	0	0	2,000	0
Local Law Enforcement Block Gr	0	0	4,860	4,860	0	0	4,860	4,860
<b>Total Circuit Court</b>	<b>5,004,000</b>	<b>51,137,233</b>	<b>15,679,386</b>	<b>15,515,340</b>	<b>0</b>	<b>0</b>	<b>20,683,386</b>	<b>66,652,573</b>
<b>District Court</b>								
General	12,249,200	16,589,523	0	0	0	0	12,249,200	16,589,523
Drug Court 52 3 Dist SCAO	0	0	21,000	21,000	0	0	21,000	21,000
<b>Total District Court</b>	<b>12,249,200</b>	<b>16,589,523</b>	<b>21,000</b>	<b>21,000</b>	<b>0</b>	<b>0</b>	<b>12,270,200</b>	<b>16,610,523</b>
<b>Probate Court</b>								
General	520,300	5,955,720	0	0	0	0	520,300	5,955,720
<b>Total Probate Court</b>	<b>520,300</b>	<b>5,955,720</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>520,300</b>	<b>5,955,720</b>
<b>Prosecuting Attorney</b>								
General	641,908	19,167,117	0	0	0	0	641,908	19,167,117
Prosecutor Co Op Reimbursement	0	0	2,744,758	2,744,758	0	0	2,744,758	2,744,758
Drug Policy Grant	0	0	306,187	306,187	0	0	306,187	306,187
Prosecutor VOCA	0	0	90,312	90,312	0	0	90,312	90,312
Juvenile Acct Block Grant	0	0	93,045	96,967	0	0	93,045	96,967
<b>Total Prosecuting Attorney</b>	<b>641,908</b>	<b>19,167,117</b>	<b>3,234,302</b>	<b>3,238,224</b>	<b>0</b>	<b>0</b>	<b>3,876,210</b>	<b>22,405,341</b>
<b>Sheriff</b>								
General	52,108,972	137,582,628	0	0	0	0	52,108,972	137,582,628
Friend of the Court	0	0	914,831	1,076,877	0	0	914,831	1,076,877
ATPA Grants	0	0	825,758	825,758	0	0	825,758	825,758
Drug Policy Grant	0	0	658,842	658,842	0	0	658,842	658,842
Criminal Justice Training Grnt	0	0	150,000	150,000	0	0	150,000	150,000
Sheriff Road Patrol	0	0	761,310	761,310	0	0	761,310	761,310
Community Corrections	0	0	520,755	367,157	0	0	520,755	367,157
Local Law Enforcement Block Gr	0	0	29,784	29,784	0	0	29,784	29,784
<b>Total Sheriff</b>	<b>52,108,972</b>	<b>137,582,628</b>	<b>3,861,280</b>	<b>3,869,728</b>	<b>0</b>	<b>0</b>	<b>55,970,252</b>	<b>141,452,356</b>
<b>Board of Commissioners Dept</b>								
General	25,600	4,241,235	0	0	0	0	25,600	4,241,235
Parks and Recreation	0	0	0	0	23,059,270	22,695,648	23,059,270	22,695,648
<b>Total Board of Commissioners Dept</b>	<b>25,600</b>	<b>4,241,235</b>	<b>0</b>	<b>0</b>	<b>23,059,270</b>	<b>22,695,648</b>	<b>23,084,870</b>	<b>26,936,883</b>



## FY 2015 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		
<b>Water Resources Commissioner</b>								
General	1,411,038	5,211,077	0	0	0	0	1,411,038	5,211,077
Water and Sewer General Admin	0	0	0	0	53,849,255	53,850,255	53,849,255	53,850,255
Highland Township Water	0	0	0	0	1,000	0	1,000	0
Evergreen Farmington SDS	0	0	0	0	37,525,249	37,525,249	37,525,249	37,525,249
SOCSDS Pollution Control	0	0	0	0	0	3,806	0	3,806
Twelve Towns Drain	0	0	0	0	45,997,819	45,994,013	45,997,819	45,994,013
Clinton Oakland SDS	0	0	0	0	33,751,899	33,751,899	33,751,899	33,751,899
Huron Rouge SDS	0	0	0	0	5,877,050	5,877,050	5,877,050	5,877,050
Drain Equipment	0	0	0	0	28,654,727	28,654,727	28,654,727	28,654,727
<b>Total Water Resources Commissioner</b>	<b>1,411,038</b>	<b>5,211,077</b>	<b>0</b>	<b>0</b>	<b>205,656,999</b>	<b>205,656,999</b>	<b>207,068,037</b>	<b>210,868,076</b>
<b>County Clerk/Register of Deeds</b>								
General	10,809,393	11,048,483	0	0	0	0	10,809,393	11,048,483
Register of Deeds Automation	0	0	2,101,338	2,101,338	0	0	2,101,338	2,101,338
Clerk Survey Remonumentation	0	0	326,937	326,937	0	0	326,937	326,937
<b>Total County Clerk/Register of Deeds</b>	<b>10,809,393</b>	<b>11,048,483</b>	<b>2,428,275</b>	<b>2,428,275</b>	<b>0</b>	<b>0</b>	<b>13,237,668</b>	<b>13,476,758</b>
<b>Treasurers Dept</b>								
General	11,197,555	8,294,144	0	0	0	0	11,197,555	8,294,144
Delinquent Tax Revolving	0	0	0	0	27,107,893	27,107,893	27,107,893	27,107,893
Delinqt Personal Prop Tax Adm	0	0	0	0	1,142,158	1,142,158	1,142,158	1,142,158
<b>Total Treasurers Dept</b>	<b>11,197,555</b>	<b>8,294,144</b>	<b>0</b>	<b>0</b>	<b>28,250,051</b>	<b>28,250,051</b>	<b>39,447,606</b>	<b>36,544,195</b>
<b>County Executive</b>								
General	0	5,771,604	0	0	0	0	0	5,771,604
<b>Total County Executive</b>	<b>0</b>	<b>5,771,604</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,771,604</b>
<b>Management and Budget</b>								
General	3,915,602	20,566,146	0	0	0	0	3,915,602	20,566,146
Local Law Enforcement Block Gr	0	0	234,485	158,372	0	0	234,485	158,372
Community Develop Block Grants	0	0	96,177	80,314	0	0	96,177	80,314
Workforce Dev Undistributed	0	0	0	16,124	0	0	0	16,124
Parks and Recreation	0	0	0	0	0	363,622	0	363,622
Water and Sewer General Admin	0	0	0	0	0	0	0	0
<b>Total Management and Budget</b>	<b>3,915,602</b>	<b>20,566,146</b>	<b>330,662</b>	<b>254,810</b>	<b>0</b>	<b>363,622</b>	<b>4,246,264</b>	<b>21,184,578</b>
<b>Central Services</b>								
General	422,100	2,583,403	0	0	0	0	422,100	2,583,403
County Airports	0	0	0	0	6,752,618	6,752,618	6,752,618	6,752,618
<b>Total Central Services</b>	<b>422,100</b>	<b>2,583,403</b>	<b>0</b>	<b>0</b>	<b>6,752,618</b>	<b>6,752,618</b>	<b>7,174,718</b>	<b>9,336,021</b>
<b>Facilities Management Dept</b>								
General	0	1,213,608	0	0	0	0	0	1,213,608
<b>Total Facilities Management Dept</b>	<b>0</b>	<b>1,213,608</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,213,608</b>
<b>Human Resources</b>								
General	800	3,949,791	0	0	0	0	800	3,949,791
<b>Total Human Resources</b>	<b>800</b>	<b>3,949,791</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>	<b>3,949,791</b>



## FY 2015 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		
<b>Health and Human Svc Dept</b>								
General	7,522,927	34,440,112	0	0	0	0	7,522,927	34,440,112
Child Care Fund	3,212,496	28,756,509	0	0	0	0	3,212,496	28,756,509
Social Welfare Foster Care	0	2,000	0	0	0	0	0	2,000
MI Child	0	0	15,000	15,000	0	0	15,000	15,000
Juvenile Acct Block Grant	0	0	13,422	11,500	0	0	13,422	11,500
Local Law Enforcement Block Gr	0	0	12,000	88,113	0	0	12,000	88,113
Second Chance Grant	0	0	656,327	656,327	0	0	656,327	656,327
OSAS Adult Benefit Waiver Gt	0	0	300,000	300,000	0	0	300,000	300,000
Health MDPH OSAS	0	0	4,792,578	4,792,578	0	0	4,792,578	4,792,578
Hlth Adolescent Screening CPBC	0	0	18,250	18,250	0	0	18,250	18,250
Health Tobacco Reduction	0	0	30,000	30,000	0	0	30,000	30,000
Health Communities Planning	0	0	15,279	15,279	0	0	15,279	15,279
Hlth Immunization Action Plan	0	0	506,775	506,775	0	0	506,775	506,775
Health FIMR	0	0	5,400	5,400	0	0	5,400	5,400
Health WIC	0	0	2,579,822	2,579,822	0	0	2,579,822	2,579,822
Health TB Outreach	0	0	54,223	54,223	0	0	54,223	54,223
Health AIDS Counseling	0	0	124,475	124,475	0	0	124,475	124,475
Health Vaccines for Children	0	0	101,835	101,835	0	0	101,835	101,835
Health MCH Block	0	0	801,388	801,388	0	0	801,388	801,388
CMH OSAS Medicaid	0	0	2,200,000	2,200,000	0	0	2,200,000	2,200,000
Health Bioterrorism	0	0	658,054	658,054	0	0	658,054	658,054
Hlth Nurse Family Partnership	0	0	485,000	485,000	0	0	485,000	485,000
Child Lead Poisoning	0	0	37,840	37,840	0	0	37,840	37,840
<b>Total Health and Human Svc Dept</b>	<b>10,735,423</b>	<b>63,198,621</b>	<b>13,407,668</b>	<b>13,481,859</b>	<b>0</b>	<b>0</b>	<b>24,143,091</b>	<b>76,680,480</b>
<b>Public Services</b>								
General	1,357,895	16,346,077	0	0	0	0	1,357,895	16,346,077
County Veterans Trust	0	0	63,460	63,460	0	0	63,460	63,460
Community Corrections	0	0	1,274,548	1,428,146	0	0	1,274,548	1,428,146
Animal Control Grants	0	0	23,587	23,587	0	0	23,587	23,587
<b>Total Public Services</b>	<b>1,357,895</b>	<b>16,346,077</b>	<b>1,361,595</b>	<b>1,515,193</b>	<b>0</b>	<b>0</b>	<b>2,719,490</b>	<b>17,861,270</b>
<b>Information Technology</b>								
Fire Records Management	0	0	0	0	645,112	645,112	645,112	645,112
CLEMIS	0	0	0	0	8,214,145	8,214,145	8,214,145	8,214,145
Radio Communications	0	0	0	0	10,785,526	10,785,526	10,785,526	10,785,526
<b>Total Information Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,644,783</b>	<b>19,644,783</b>	<b>19,644,783</b>	<b>19,644,783</b>



## FY 2015 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		
<b>Economic Develop/Comm Affairs</b>								
General	351,573	7,147,573	0	0	0	0	351,573	7,147,573
Economic Development Corp	0	0	48,500	48,500	0	0	48,500	48,500
BFC Personnel	0	0	550,980	550,980	0	0	550,980	550,980
Art Culture and Film Grant	0	0	25,400	25,400	0	0	25,400	25,400
Community Develop Block Grants	0	0	4,533,066	4,548,929	0	0	4,533,066	4,548,929
Emergency Shelter Grants	0	0	172,054	172,054	0	0	172,054	172,054
Housing Counseling Grants	0	0	55,976	55,976	0	0	55,976	55,976
Home Investment Partner Grants	0	0	2,381,172	2,381,172	0	0	2,381,172	2,381,172
MSHDA COUNSELING	0	0	84,000	84,000	0	0	84,000	84,000
Neighborhood Stblztn Program	0	0	298,521	298,521	0	0	298,521	298,521
Workforce Dev Undistributed	0	0	25,671,945	25,655,821	0	0	25,671,945	25,655,821
<b>Total Economic Develop/Comm Affairs</b>	<b>351,573</b>	<b>7,147,573</b>	<b>33,821,614</b>	<b>33,821,353</b>	<b>0</b>	<b>0</b>	<b>34,173,187</b>	<b>40,968,926</b>
<b>Non-Departmental Dept</b>								
General	303,761,431	25,946,992	0	0	0	0	303,761,431	25,946,992
Child Care Fund	14,567,724	0	0	0	0	0	14,567,724	0
Social Welfare Foster Care	1,000	0	0	0	0	0	1,000	0
<b>Total Non-Departmental Dept</b>	<b>318,330,155</b>	<b>25,946,992</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>318,330,155</b>	<b>25,946,992</b>
<b>Non-Departmental Transfers</b>								
General	0	23,130,539	0	0	0	0	0	23,130,539
<b>Total Non-Departmental Transfers</b>	<b>0</b>	<b>23,130,539</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,130,539</b>
<b>Grand Total</b>	<b>429,081,514</b>	<b>429,081,514</b>	<b>74,145,782</b>	<b>74,145,782</b>	<b>283,363,721</b>	<b>283,363,721</b>	<b>786,591,017</b>	<b>786,591,017</b>

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.

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 1999 through 2011, as supported by Oakland County's Comprehensive Annual Financial Report (CAFR); estimated FY 2012 revenue and expenditure amounts; budgeted revenues and expenditures for fiscal years 2013-2015; and estimated amounts for FY 2016 through FY 2017.

The charts clearly show the declining revenue stream that has resulted in recent years. The revenue reduction is a direct result of the turbulent economic times and the collapse of the real estate market. As is typical with most governments, the largest revenue source is property tax revenue. Property tax revenue accounts for 46.9% of the FY 2013 GF/GP budget, which is down from the 60% mark just five years ago in FY 2008.

Since 69.2% of the real property within the County's borders is residential, the collapsed housing market had a direct effect on the overall property values. 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. The effect of the declining real estate market has been a total reduction of 26% in County-wide taxable value since 2007. Based on most recent values published in the 2012 Oakland County Equalization Report, the decline in valuations has slowed with the decrease in 2012 being -3.08% countywide. Even while property tax revenues continue to decline, they are not declining at the same pace experienced over the past several years. The budget includes a further decline of 1% for FY 2013, no change in FY 2014, and an increase of 1% in FY 2015. Additionally, long-term projections include a 2% increase for FY 2016 and another 2% increase for FY 2017.

In addition to the favorable outlook for property tax revenues noted above, there are other indicators that offer encouraging signs that Oakland County is beginning to recover in the real estate market. Such favorable indicators used during the budget process include a decline in the foreclosure activity, improved employment data, building permit activity in some communities, the decrease in the average number of days on the market for listed homes, the clearing of back-log for assessment challenges in the Michigan Tax Tribunal, and the reduction of inventory of foreclosed or distressed homes for sale.

The County Executive created a "Budget Task Force" (BTF) in FY 2007 and it continues to be an effective management tool in maintaining fiscal stability. The BTF consists of the five (5) Deputy County Executives as is supported by the Departments of Management and Budget and Human Resources. The BTF scrutinizes any unusual or large expenditure request, even if funds are budgeted for such expenditure, to ascertain whether it is truly required to maintain operation. Further, a hiring freeze has been in place since FY 2008. This means that no vacant full-time, benefit-eligible position may be filled without specific approval of the BTF and only after the requesting department demonstrated other savings. (It should be noted that 24/7 and public safety positions are exempt from the hiring freeze). Also, all capital outlay expenditures and projects require explicit BTF approval.

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 \$43 million in FY 2000 to an estimated \$223 million in FY 2012. This growth was planned as part of the County's approach to fiscal sustainability and balancing the budget for the long term. Starting in FY 2006, budget tasks were allocated to elected officials based on their portion of the GF/GP budget. Every County elected official has cooperated and met all budget task amounts that have been assigned. Also, County leaders and staff have engaged in conscious efforts to control the level of discretionary spending. Both of these efforts have benefited the General Fund balance. Given the status of the General Fund balance, no new budget tasks were allocated for FY 2013-2015; other than what was already committed. Over the next several years, fund balance will be drawn down gradually as planned while programs are further restructured for on-going permanent savings. The County plans to use fund balance of \$37.6 million in FY 2013, \$44.8 million in FY 2014, and \$52.4 million in FY 2015.

In addition, 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. For over 20 years the County has pre-funded retirees' health care on an actuary basis, including the creation of a Voluntary Employee Beneficiary Association (VEBA) in the early 1990's. However, even on an actuarial basis, there existed an unfunded liability, which was amortized over a 30-year period. In 2007, the County sold \$557 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. Conservatively, it is estimated that the net present value savings is in the range of \$100 million to \$150 million over the 30-year amortization period. More recently, the County Executive Administration implemented other actions that have reduced employee compensation related costs to the County. This includes an OakFit employee wellness program, employee healthcare contribution increases, prescription drug formulary changes, changes to prescription drug co-pays, and a new emergency room co-pay for non-emergency conditions.

The County self-insures its employee healthcare plan. For FY 2012, the County included a \$10 million increase for employee medical costs based on illustrative rates recommended by the plan's third-party administrator. However, actual experience over the past year resulted in costs that were less than the illustrative rates. The County adjusted the medical rates downward by 10% in January 2012. It is expected that the reduced rates will continue for FY 2013. For FY 2014 and FY 2015, a 6% annual increase has been budgeted.

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 shortfall are projected for FY 2016 (\$50.6 million) and FY 2017 (\$48.7 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 demonstrated the willingness and ability to respond to revenue reductions, plans are in place to balance FY 2016 and are well on their way to balance FY 2017.

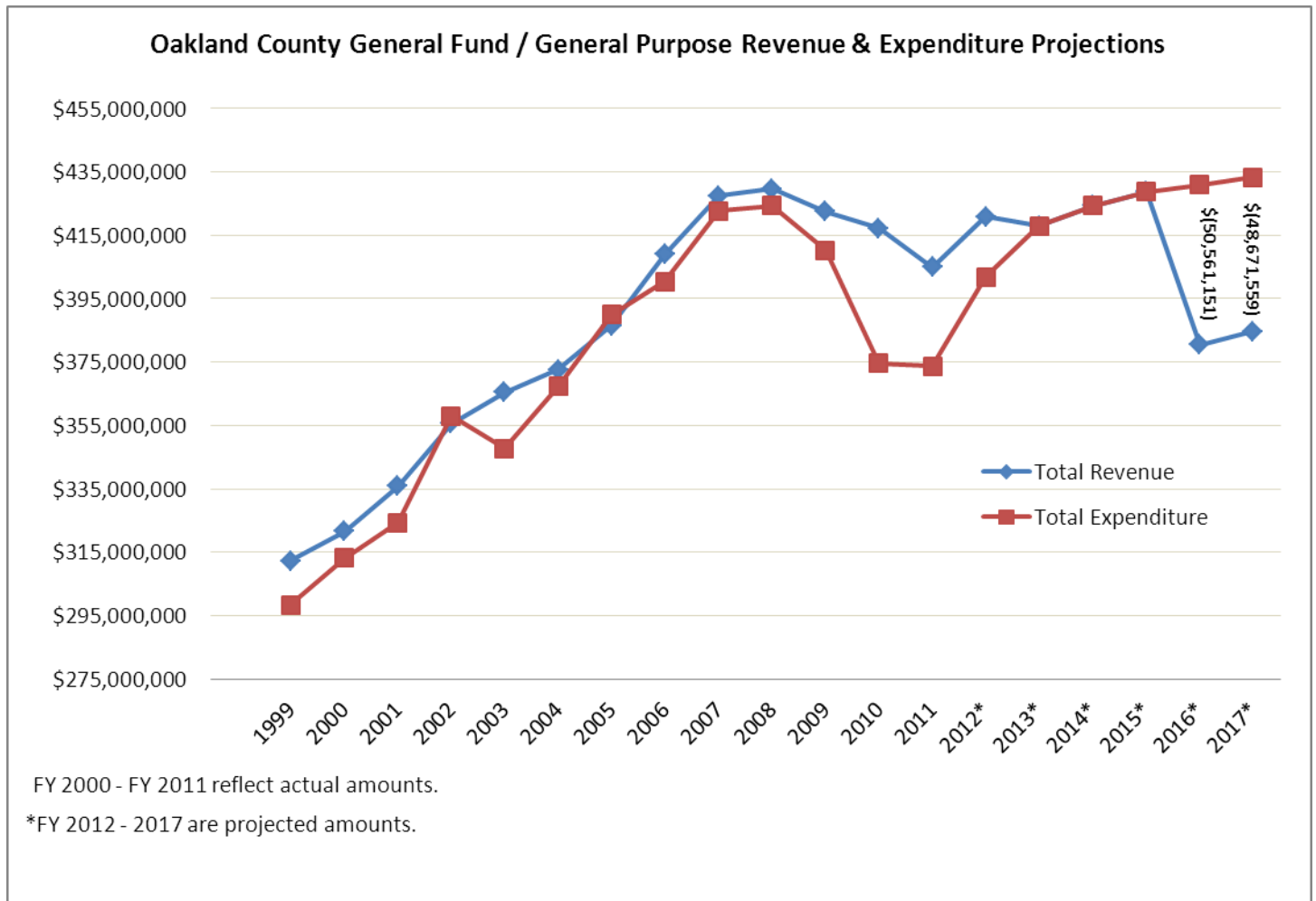
In conclusion, Oakland County's financial success is a direct result from its focus on long-term financial planning with an emphasis on thoughtful strategic management vs. crisis management. The continuous forward-thinking approach taken by Oakland County allows the County to anticipate and resolve issues 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.



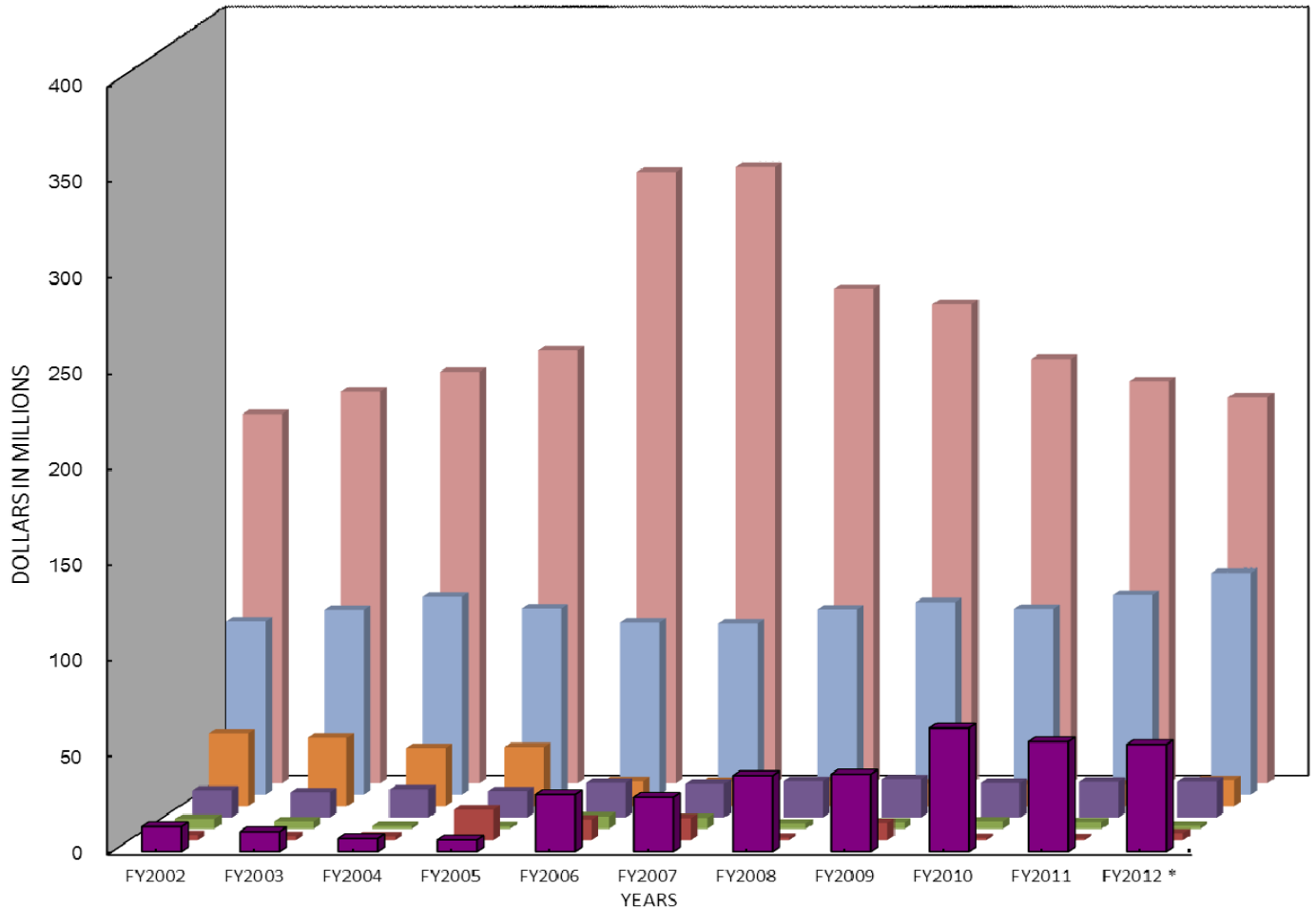
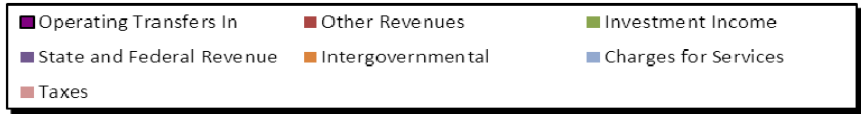


# General Fund/General Purpose Revenue and Expenditure Trends

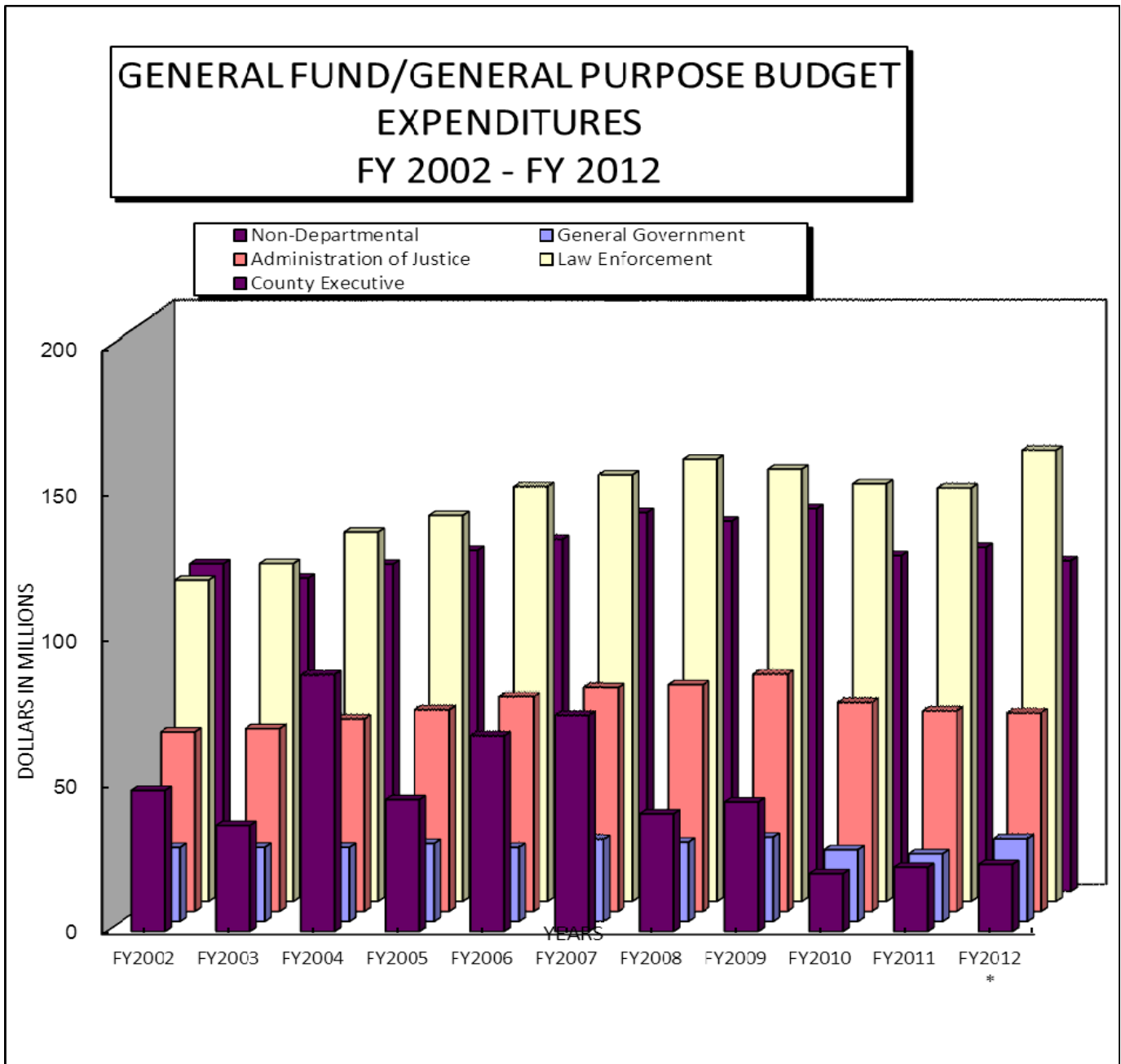
Oakland County General Fund / General Purpose Revenue & Expenditure Growth (Actual 1999-2011 Projected 2012 – 2017)



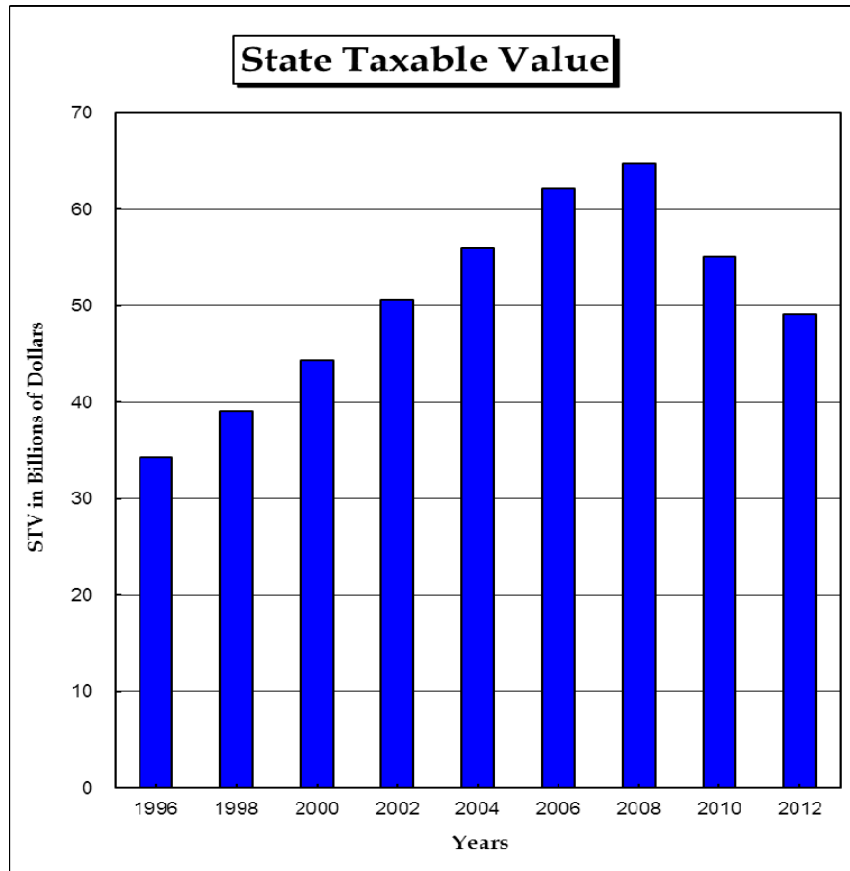
## GENERAL FUND/GENERAL PURPOSE BUDGET REVENUE FY2002 - FY2012



\* unaudited



\* unaudited



Department	FY 2013		
	GF/GP	SR/ Prop	Total
Circuit Court	270	143	413
District Court	185	0	185
Probate Court	48	0	48
Prosecuting Attorney	141	28	169
Sheriff	1,058	33	1,091
County Clerk/Register of Deeds	112	0	112
Treasurers Dept	37	9	46
Board of Commissioners	44	0	44
Parks and Recreation	0	378	378
Water Resources Commissioner	1	262	263
County Executive	958	569	1,527
<b>Total Personnel</b>	<b>2,854</b>	<b>1,422</b>	<b>4,276</b>

Key: GF/GP - General Fund/General Purpose  
 SR/Prop - Special Revenue/Proprietary

Note: Additional position Reports are located in the appendix.

POSITION HISTORY FY 2006 through FY 2012	ADOPTED BUDGET				
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>ADMINISTRATION OF JUSTICE</b>					
<u>Circuit Court</u>					
Circuit Court - Judicial Administration	108	105	100	95	95
Circuit Court - Court Business	26	23	22	21	19
Circuit Court - Civil/Criminal	34	30	27	24	25
Circuit Court - Family Division	303	284	282	269	271
<b>TOTAL CIRCUIT COURT</b>	<b>471</b>	<b>442</b>	<b>431</b>	<b>409</b>	<b>410</b>
<u>District Court</u>					
Administration	3	4	4	4	4
Division I - (Novi)	65	60	59	59	59
Division II - (Clarkston)	29	29	30	30	30
Division III - (Rochester Hills)	60	58	57	57	58
Division IV - (Troy)	40	37	34	35	37
<b>TOTAL DISTRICT COURT</b>	<b>197</b>	<b>188</b>	<b>184</b>	<b>185</b>	<b>188</b>
<u>Probate Court</u>					
Judicial / Administration	24	23	22	21	21
Estate and Mental Health	37	34	32	28	28
<b>TOTAL PROBATE COURT</b>	<b>61</b>	<b>57</b>	<b>54</b>	<b>49</b>	<b>49</b>
<b>TOTAL ADMINISTRATION OF JUSTICE</b>	<b>729</b>	<b>687</b>	<b>669</b>	<b>643</b>	<b>647</b>
<b>LAW ENFORCEMENT</b>					
Prosecuting Attorney	186	178	175	172	170
Sheriff	1,115	1,048	1,024	1,119	1,088
<b>TOTAL LAW ENFORCEMENT</b>	<b>1,301</b>	<b>1,226</b>	<b>1,199</b>	<b>1,291</b>	<b>1,258</b>
<b>GENERAL GOVERNMENT</b>					
Board of Commissioners	34	34	34	34	34
Library Board	17	12	10	10	7
Parks & Recreation	341	376	376	379	378
Water Resources Commissioner	270	265	264	263	263
Clerk/Register of Deeds	121	119	118	116	112
County Treasurer	48	44	44	46	46
<b>TOTAL GENERAL GOVERNMENT</b>	<b>831</b>	<b>850</b>	<b>846</b>	<b>848</b>	<b>840</b>
<b>COUNTY EXECUTIVE DEPARTMENTS</b>					
<u>County Executive Administration</u>					
Auditing	10	10	6	5	5
Corporation Counsel	27	26	26	27	27
County Executive Admin	6	6	6	6	6
County Executive Support	9	9	9	9	9
Emergency Response & Preparedness	13	0	0	0	0
<b>TOTAL COUNTY EXECUTIVE ADMIN.</b>	<b>65</b>	<b>51</b>	<b>47</b>	<b>47</b>	<b>47</b>



POSITION HISTORY FY 2006 through FY 2012	ADOPTED BUDGET				
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>Management and Budget</b>					
Purchasing	15	15	15	15	15
Equalization	89	87	89	89	89
Fiscal Services	96	100	100	98	99
Administration	2	1	1	1	1
<b>TOTAL MANAGEMENT AND BUDGET</b>	<b>202</b>	<b>203</b>	<b>205</b>	<b>203</b>	<b>204</b>
<u>Central Services</u>					
Aviation and Transportation	22	26	26	26	26
Support Services	41	41	39	31	32
Administration	1	1	1	1	1
<b>TOTAL CENTRAL SERVICES</b>	<b>64</b>	<b>68</b>	<b>66</b>	<b>58</b>	<b>59</b>
<u>Facilities Management</u>					
Facilities Maint. and Operations	181	177	173	173	172
Facilities Engineering	8	8	8	13	13
Administration	10	8	8	2	2
<b>TOTAL FACILITIES MANAGEMENT</b>	<b>199</b>	<b>193</b>	<b>189</b>	<b>188</b>	<b>187</b>
Human Resources					
Workforce Management	26	24	23	21	20
Benefits Administration	19	20	20	20	20
Administration	6	6	6	6	6
<b>TOTAL HUMAN RESOURCES</b>	<b>51</b>	<b>50</b>	<b>49</b>	<b>47</b>	<b>46</b>
<u>Health and Human Services</u>					
Health Division	404	385	378	373	370
Homeland Security *	0	13	13	16	12
Children's Village	166	178	185	189	192
Administration	4	4	1	1	1
<b>TOTAL HEALTH &amp; HUMAN SERVICES</b>	<b>574</b>	<b>580</b>	<b>577</b>	<b>579</b>	<b>575</b>
<u>Public Services</u>					
Veterans' Services	17	16	16	16	16
Community Corrections	66	60	59	58	60
MSU Extension - Oakland County	15	15	15	15	15
Animal Control	26	26	26	33	36
Medical Examiner	28	26	26	26	26
Administration	1	1	1	1	1
<b>TOTAL PUBLIC SERVICES</b>	<b>153</b>	<b>144</b>	<b>143</b>	<b>149</b>	<b>154</b>

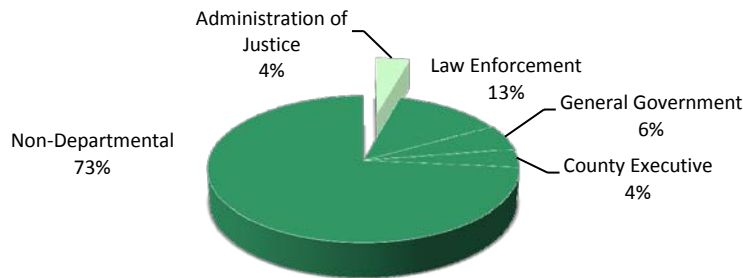
POSITION HISTORY FY 2006 through FY 2012	ADOPTED BUDGET				
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>Information Technology</b>	<b>167</b>	<b>164</b>	<b>164</b>	<b>161</b>	<b>161</b>
<u>Economic Dev. and Community Affairs</u>					
Planning & Econ. Development Svcs.	49	48	47	46	46
Community and Home Improvement	21	22	23	23	23
Workforce Development	9	9	9	9	9
Administration	12	12	12	12	12
<b>TOTAL ECON DEV &amp; COMM AFFAIRS</b>	<b>91</b>	<b>91</b>	<b>91</b>	<b>90</b>	<b>90</b>
<b>TOTAL COUNTY EXECUTIVE DEPTS</b>	<b>1,566</b>	<b>1,544</b>	<b>1,531</b>	<b>1,522</b>	<b>1,523</b>
<b>TOTAL COUNTY POSITIONS</b>	<b>4,427</b>	<b>4,307</b>	<b>4,245</b>	<b>4,304</b>	<b>4,268</b>



# DEPARTMENT PROGRAM BUDGETS

FY2013-FY2015 Triennial Budget & Appropriations Act  
AS ADOPTED & AMENDED ON SEPTEMBER 20, 2012

### FY 2013 General Fund/General Purpose Revenues:

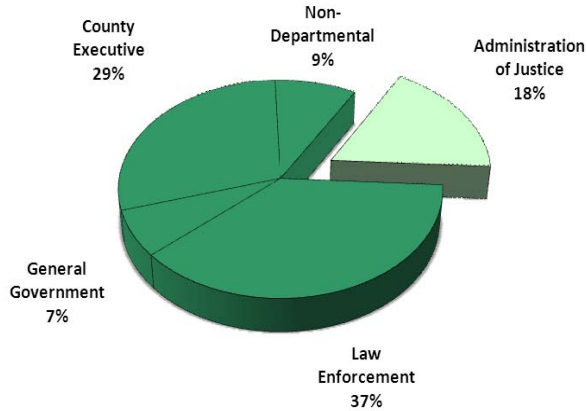


Administration of Justice Revenues	FY 2011 Actual	FY 2012 Amd. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund/General Purpose:</b>					
<b>Circuit Court</b>					
Other Intergovern. Revenues	4,702	4,500	4,500	4,500	4,500
Charges for Services	4,811,350	5,051,000	4,999,500	4,999,500	4,999,500
Contributions	18,940	50,000	0	0	0
Other Revenues	0	0	0	0	0
<b>Total</b>	<b>\$4,834,991</b>	<b>\$5,105,500</b>	<b>\$5,004,000</b>	<b>\$5,004,000</b>	<b>\$5,004,000</b>
<b>District Court</b>					
Other Intergovern. Revenues	2,917	2,500	2,300	2,300	2,300
Charges for Services	12,162,330	12,843,100	12,273,400	12,243,400	12,243,400
Investment Income	3,456	6,000	3,500	3,500	3,500
Other Revenues	92	0	0	0	0
Transfers In	215,858	0	0	0	0
<b>Total</b>	<b>\$12,384,654</b>	<b>\$12,851,600</b>	<b>\$12,279,200</b>	<b>\$12,249,200</b>	<b>\$12,249,200</b>
<b>Probate Court</b>					
Charges for Services	491,352	512,300	520,300	520,300	520,300
Other Revenues	22	0	0	0	0
<b>Total</b>	<b>\$491,374</b>	<b>\$512,300</b>	<b>\$520,300</b>	<b>\$520,300</b>	<b>\$520,300</b>
<b>Total GF/GP Revenues</b>	<b>\$17,711,019</b>	<b>\$18,469,400</b>	<b>\$17,803,500</b>	<b>\$17,773,500</b>	<b>\$17,773,500</b>
<b>Other Funds:</b>					
Recovery Act Byrne JAG	2,837	0	0	0	0
Cir Crt Adoption Incentive Gr	3,120	132,799	34,083	0	0
Community Corrections	50,000	0	0	0	0
Drug Court Circuit Adult SCAO	10,000	36,000	36,000	36,000	36,000
Drug Court Circuit Juv SCAO	10,000	90,000	40,000	40,000	40,000
FOC Access Visitation	17,465	27,595	27,395	27,395	27,395
Friend of the Court	15,368,200	15,826,284	15,330,210	15,418,409	15,557,306
Juvenile Acct Incentive Block	1,095	2,000	2,000	2,000	2,000
Local Law Enforcement Block Gr	2,860	4,860	4,860	4,860	4,860
Mich Mental Health SCAO	42,699	0	0	0	0
MI Mental Health Ct Grant Prog	11,204	11,825	11,825	11,825	11,825
Drug Court District 52 1 SCAO	4,924	0	0	0	0
Drug Court District 52 3 SCAO	0	21,000	21,000	21,000	21,000
<b>Total Other Funds</b>	<b>\$15,524,406</b>	<b>\$16,152,363</b>	<b>\$15,507,373</b>	<b>\$15,561,489</b>	<b>\$15,700,386</b>
<b>Total Revenues</b>	<b>\$33,235,424</b>	<b>\$34,621,763</b>	<b>\$33,310,873</b>	<b>\$33,334,989</b>	<b>\$33,473,886</b>

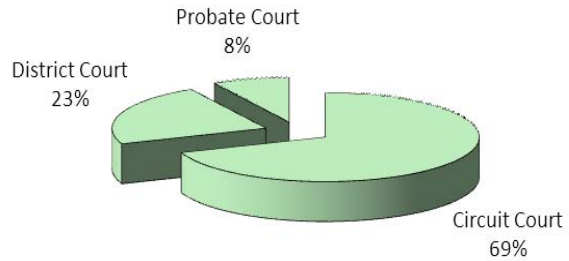


# Budget at a Glance - Administration of Justice General Fund/General Purpose Expenditures

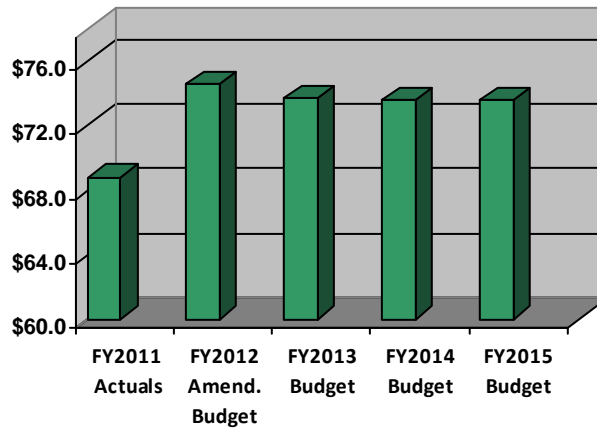
**Total County 2013 Adopted Budget**



**Administration of Justice 2013 Adopted Budget**



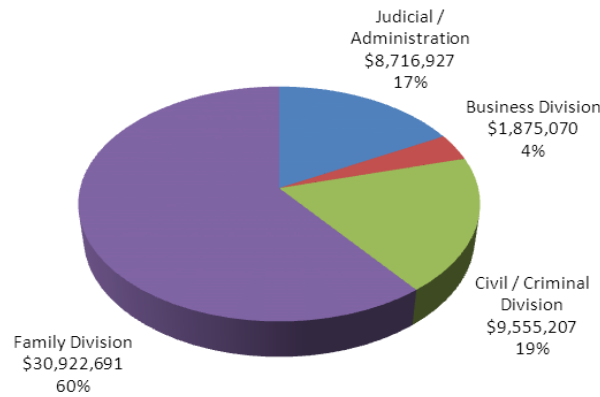
**Administration of Justice GF/GP Expenditures (\$ in millions)**



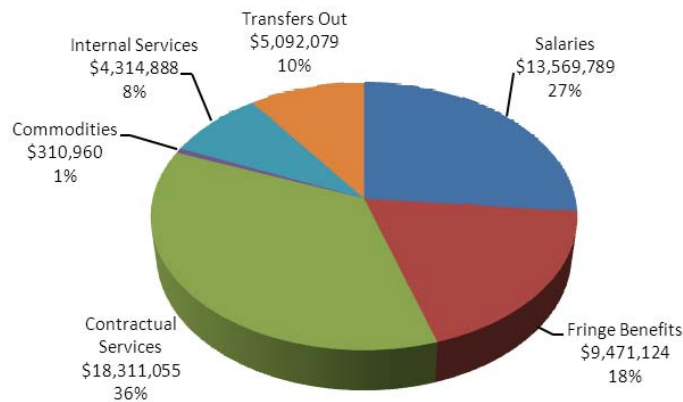
Administration of Justice Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Circuit Court	46,454,451	51,479,237	51,069,895	51,121,549	51,137,233
District Court	16,223,370	17,053,878	16,704,458	16,578,807	16,589,523
Probate Court	6,119,812	6,075,058	5,952,855	5,953,110	5,955,720
<b>Total Expenditures</b>	<b>\$68,797,633</b>	<b>\$74,608,173</b>	<b>\$73,727,208</b>	<b>\$73,653,466</b>	<b>\$73,682,476</b>

Administration of Justice Personnel by Department (GF/GP)	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Circuit Court	270	270	270
District Court	185	184	184
Probate Court	48	48	48
<b>Total Personnel</b>	<b>503</b>	<b>502</b>	<b>502</b>

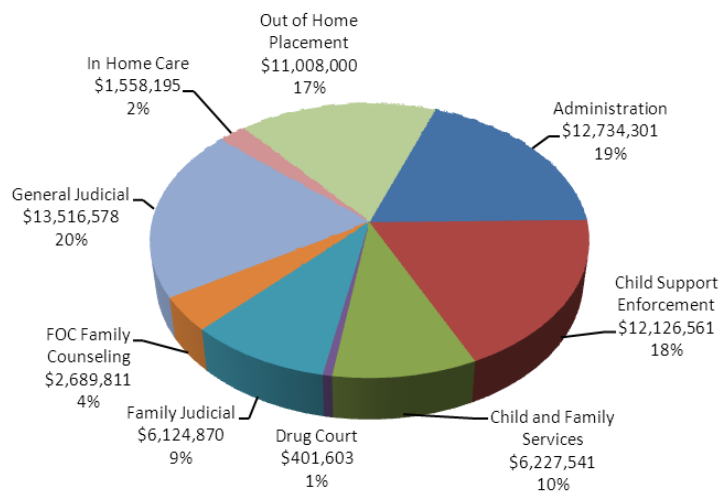
**Budget Distribution by Division (GF/GP)**



**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 3<sup>rd</sup> 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Judicial / Administration	8,634,105	9,029,884	8,716,927	8,694,819	8,697,119
Business Division	1,935,891	1,852,133	1,875,070	1,870,899	1,871,261
Civil / Criminal Division	9,060,272	9,774,817	9,555,207	9,635,219	9,644,173
Family Division	26,824,183	30,822,403	30,922,691	30,920,612	30,924,680
<b>Total Expenditures</b>	<b>\$46,454,451</b>	<b>\$51,479,237</b>	<b>\$51,069,895</b>	<b>\$51,121,549</b>	<b>\$51,137,233</b>

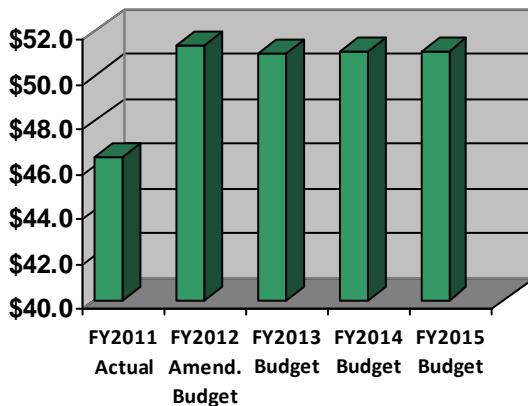
## Current Issues

- In May 2011, the National Association for Court Management notified the court that the Adoption Permanency Project and Study had been selected for the National Justice Achievement Award. The goal of this award was to nationally recognize a successful court program and share it with other jurisdictions.

## Current Issues (Cont.)

This two-year pilot project from April 2008 through April 2010 and subsequent study demonstrated the effectiveness of multiple strategies to help legally-free children promptly achieve finalized adoptions. The Court and its collaborative partners helped bring about systematic change and reintroduced a sense of urgency to the post-termination/pre-adoption process.

## Department Expenditures (\$ in millions)



- Circuit Court continues to enhance its e-filing pilot program. The program has expanded to all 13 civil judges and all civil case types. This is a mandatory filing environment requiring a filing fee of \$5/filing or \$8/filing with e-service. This past year the Supreme Court approved an expansion proposal which permits plaintiffs to file their cases electronically. Electronic case initiation became the standard on May 1, 2012. We also began electronic filing of Family division cases in divorces without children. Currently, there are over 51,000 e-filed cases with over 480,000 documents in the system and 15,200 registered users. The savings have been significant in terms of paper, toner, envelopes, postage, mileage, time, foot traffic, and simplified processes for the attorneys and staff.

**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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	13,634,854	13,500,709	13,569,789	13,500,489	13,500,489
Fringe Benefits	8,411,838	9,420,600	9,471,124	9,430,424	9,430,424
Contractual Services	14,918,164	18,566,230	18,311,055	18,311,055	18,311,055
Commodities	189,233	355,308	310,960	310,960	310,960
Capital Outlay	28,605	0	0	0	0
Internal Services	4,661,065	4,668,744	4,314,888	4,467,802	4,483,486
Transfers Out	4,610,691	4,967,646	5,092,079	5,100,819	5,100,819
<b>Total GF/GP Expenditures</b>	<b>\$46,454,451</b>	<b>\$51,479,237</b>	<b>\$51,069,895</b>	<b>\$51,121,549</b>	<b>\$51,137,233</b>
<u>Other Funds</u>					
Recovery Act Byrne JAG	2,837	0	0	0	0
Cir Crt Adoption Incentive Gr	3,120	132,799	34,083	0	0
Community Corrections	50,000	0	0	0	0
Drug Court Circuit Adult SCAO	10,000	36,000	36,000	36,000	36,000
Drug Court Circuit Juvenile SCAO	10,000	90,000	40,000	40,000	40,000
FOC Access Visitation	17,465	27,595	27,395	27,395	27,395
Friend of the Court	14,441,484	15,635,414	15,163,402	15,256,363	15,395,260
Juvenile Acct Incentive Block	1,095	2,000	0	0	0
Local Law Enforcement Block Gr	3,696	4,860	4,860	4,860	4,860
Mich Mental Health SCAO	42,699	0	0	0	0
MI Mental Health Ct Grant Prog	11,204	11,825	11,825	11,825	11,825
<b>Total Other Funds</b>	<b>\$14,593,601</b>	<b>\$15,940,493</b>	<b>\$15,317,565</b>	<b>\$15,376,443</b>	<b>\$15,515,340</b>
<b>Total Expenditures</b>	<b>\$61,048,052</b>	<b>\$67,419,730</b>	<b>\$66,387,460</b>	<b>\$66,497,992</b>	<b>\$66,652,573</b>



## Circuit Court – Programs

### Summary of Major Program Changes

#### Revenue

The Circuit Court will decrease revenue over the next three years totaling \$51,500. This is due to an anticipated decrease in the net collection of various fees and costs in Charges for Services and a decrease in Contributions due to a non-recurring donation received from the Restore Foundation in FY 2012.

#### Expenditures

The Court plans to reduce its overall expenditures by \$1,026,359 from FY 2013 to FY 2015. These reductions have come in the form of position deletions, reclassifications and expenditure reductions.

Department Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Circuit Court Administration	7,570,530	13,085,179	12,734,301	12,860,490	12,878,289
Child Support Enforcement	16,148,967	12,397,549	12,126,561	12,197,279	12,334,061
Child and Family Services	5,226,214	5,343,485	6,227,541	6,193,458	6,193,458
Drug Court	449,690	226,810	401,603	401,603	401,603
Family Judicial	6,081,956	6,116,634	6,124,870	6,076,870	6,076,870
FOC Family Counseling	2,370,969	2,673,612	2,689,811	2,691,019	2,691,019
General Judicial	12,432,840	13,748,622	13,516,578	13,516,578	13,516,578
In Home Care	2,624,761	2,819,839	1,558,195	1,552,695	1,552,695
Out of Home Placement	8,132,171	11,008,000	11,008,000	11,008,000	11,008,000
Administrative Services	9,955	0	0	0	0
<b>Total Expenditures</b>	<b>\$61,048,052</b>	<b>\$67,419,730</b>	<b>\$66,387,460</b>	<b>\$66,497,992</b>	<b>\$66,652,573</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Child and Family Services	66	66	66
Child Support Enforcement	122	122	122
Circuit Court Administration	30	30	30
Drug Court	3	3	3
Family Judicial	53	53	53
FOC Family Counseling	19	19	19
General Judicial	100	100	100
In Home Care	20	20	20
<b>Total Personnel</b>	<b>413</b>	<b>413</b>	<b>413</b>

### 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 conciliation, mediation and education to reduce the conflict and emotional trauma associated with domestic relations litigation.

Performance Measures	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
<u>Referee Activity:</u>				
Motion/Evidentiary hearing/oral arguments heard	3,862	9,666	10,132	10,911
Orders entered as a result of referee recommendation	3,437	9,246	9,621	9,801
Appeals to Family Division Judges	425	420	511	531
Show cause enforcement hearings scheduled	24,323	21,518	22,771	23,906
Early Intervention Conferences schedule	2,778	2,980	2,647	2,780
Job placement/Work First referrals	1,976	1,490	1,456	1,896

- **Children 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	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
Referrals Received from the Court	1,262	741	638	549

**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	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
Standard Probation Average Caseload	881	801	765	752
Intensive Probation Average Caseload	83	78	70	68

- **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	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
New Youth Assistance Cases (Total)	2,633	2,632	2,336	2,466
Consultative Cases	2,091	2,024	2,201	1,582
Mentors Serving Caseload Youth	80	84	69	84
U-Turn Participants	163	138	99	104
Youth and Adults Participating in Programs Sponsored by Volunteer Boards	29,884	37,990	29,980	32,618

- Drug Court** - The Circuit Court Adult Treatment Drug Court applies alternative judicial proceedings to chemically abusing, non-violent adult felony offenders, in an effort to rehabilitate and then successfully reintegrate them into the community. Following a thorough assessment to confirm serious abuse or addiction, a customized treatment and rehabilitative plan is developed for each participant. In addition to regular therapy to rectify substance abuse, participants are subjected to frequent random drug and alcohol screens. Bi-weekly meetings with the probation officer, sessions with the judge, and mandatory attendance at Alcoholics Anonymous (AA) or Narcotics Anonymous (NA) meetings are also required. Graduated sanctions are employed when a participant does not comply with court expectations. In addition to the reward of avoiding incarceration, various incentives for constructive action are built in to facilitate and publicly acknowledge participant progress. To be eligible, a defendant must be an Oakland County resident and have reliable transportation.

The Circuit Court Family-Focused Juvenile Drug Treatment Court, which provides specialized intensive services to youth who are non-violent, repeat offenders who have been charged with drug, alcohol or related offenses. After being assessed as severely substance abusing or chemically dependent, youth are provided with weekly judicial supervision, intensive drug treatment, frequent random drug test, and regular probationary counseling in the Options Program. Youth are also expected to attend AA or NA meetings as assigned and to conform to the rules of their individual households. Consequences are administered quickly for non-compliance with court expectations and can include imposition of curfew, community service hours, letters of apology, loss of privileges, home detention up to short-term incarceration. Rewards are also provided to encourage improvements in self-discipline and performance. These can include increases in freedom, gift certificates, field trips and significant public praise. Support is provided for getting and keeping a job and remaining and performing appropriately in school. Families of participants are expected to be thoroughly involved in the drug court process.

Performance Measure	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 YTD
<u>Adult Drug Court:</u>				
Program Participants	64	93	109	121
Program Graduates	8	14	17	19
<u>Juvenile Drug Court:</u>				
Program Participants	31	40	38	30
Program Graduates	13	5	18	6

- 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	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
<u>Juvenile/Adoptions</u>				
Authorized Delinquency Petitions	1,737	1,757	1,695	1,656
Authorized CPP (child protective proc.) Petitions	267	276	274	295
Unofficially Closed Delinquency Complaints	1,442	957	916	798
Unofficially Closed CPP Complaints	32	49	40	40
Supplemental Delinquency Complaints	352	315	269	259
Juvenile Traffic Tickets	213	112	100	76
Authorized Adoption Petitions	<u>428</u>	<u>419</u>	<u>407</u>	<u>400</u>
<b>Subtotal</b>	<b>4,471</b>	<b>8,885</b>	<b>3,701</b>	<b>3,524</b>
<u>Domestic Relations</u>				
No Children	2,520	2,544	2,425	2,573
With Children	2,428	2,495	2,356	2,476
Paternity	978	1,058	986	933
URESAs (Uniform Reciprocal Enforce. Supp. Act)	74	77	94	72
Support	1,415	1,387	1,095	1,169
Other	<u>252</u>	<u>255</u>	<u>256</u>	<u>307</u>
<b>Subtotal</b>	<b>7,667</b>	<b>7,816</b>	<b>7,212</b>	<b>7,530</b>
Personal Protection Orders	2,734	2,757	2,414	2,900
<u>Miscellaneous Family</u>				
Name Changes	<u>533</u>	<u>509</u>	<u>559</u>	<u>559</u>
<b>Total New Filings</b>	<b>15,405</b>	<b>14,967</b>	<b>13,886</b>	<b>14,513</b>

- **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.

**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 conciliation, mediation and education to reduce the conflict and emotional trauma associated with domestic relations litigation.



- **General Judicial** - The General 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	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
Civil Cases Disposed	8,805	9,144	8,457	7,609
Criminal Cases Disposed	6,049	5,360	4,997	4,849
Appeals Disposed	1,072	1,225	759	776
Juries provided for Civil Trials	120	104	101	62
Juries provided for Criminal Trials	225	205	204	133
Jurors Summoned	54,488	48,612	48,151	45,751
Jurors who Served	16,013	13,998	14,291	11,094
Jurors Impaneled	3,748	3,359	3,347	2,158

- **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	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
Youth served by STRIDE	440	392	381	404
Youth served by Intensive Probation	238	212	207	231
Youth served by Wraparound	15	15	15	15

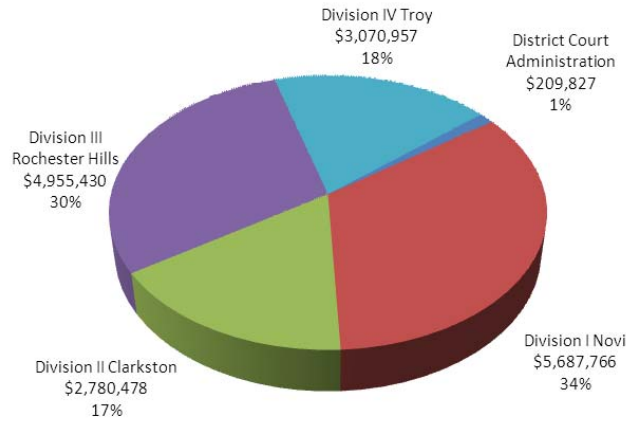
- Out-of-Home Placement** - The Out-of-Home Placement program provides services to youth that have come under the jurisdiction of the Family Court. Foster care and shelter care programs provide a safe environment for children who are the victims of abuse or neglect. Secure detention, residential treatment 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**

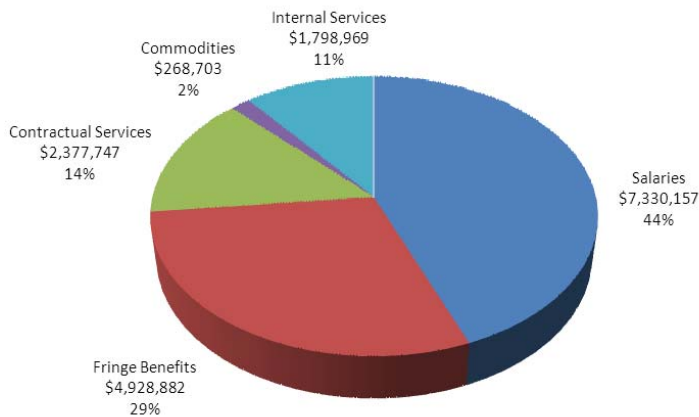
- Provide a safe and secure environment to children who are the victims of abuse and neglect.
- Provide treatment services to youthful offenders to enable them to return to and function in a normal home and community environment.

Performance Measure	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
Total Delinquents in Placement at Year End	356	352	332	316
MCI 220 Permanent State Wards	355	270	220	182
Temporary Neglect Wards	716	593	529	554
PA150 Delinquent Permanent State Wards	107	100	73	61

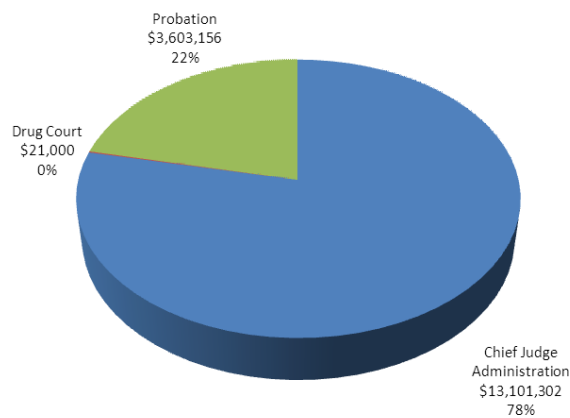
**Budget Distribution by Division (GF/GP)**



**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 has exclusive jurisdiction of General Civil actions when the amount in controversy does not exceed \$25,000, Landlord Tenant and Land Contract Forfeiture cases, as well as Small Claims cases with disputes not exceeding \$5,000. The District Court may also conduct marriages.

Oakland County is the funding unit for the 52<sup>nd</sup> District Court and it is the second busiest Court in the State.

- Division I - Located in Novi
- Division II - Located in Clarkston
- Division III - Located in Rochester Hills
- Division IV - Located in Troy

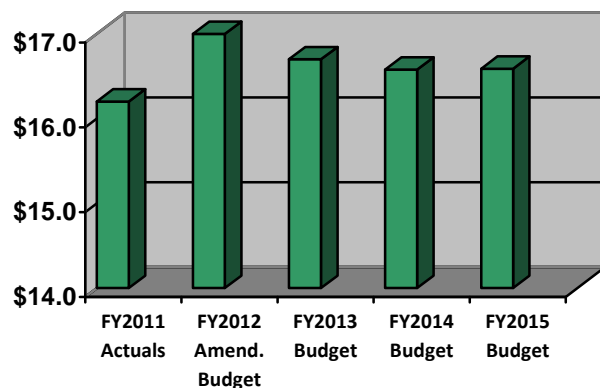
Department Expenditures by Division (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
District Court Administration	298,815	320,235	209,827	209,327	209,327
Division I Novi	5,417,687	5,662,075	5,687,766	5,631,771	5,633,010
Division II Clarkston	2,633,482	2,808,915	2,780,478	2,777,021	2,782,097
Division III Rochester Hills	4,815,653	5,024,567	4,955,430	4,959,580	4,963,039
Division IV Troy	3,057,733	3,238,086	3,070,957	3,001,108	3,002,050
<b>Total Expenditures</b>	<b>\$16,223,370</b>	<b>\$17,053,878</b>	<b>\$16,704,458</b>	<b>\$16,578,807</b>	<b>\$16,589,523</b>

## Current Issues

- The 52<sup>nd</sup> District Court continually addresses measures to facilitate a cost-effective operation while maintaining the highest level of service to all court users. The majority of the Court's functions are mandated by state law. The Court has taken measures to maintain fiscal responsibility by instituting changes to reduce personnel and operating costs.

- The 52<sup>nd</sup> District Court continues involvement in technological enhancements such as electronic ticket filing for law enforcement agencies, electronic payment options and conversion to a new case processing system.
- In a collaborative effort with the Department of Information Technology, the 52<sup>nd</sup> District Court instituted a Pay Ticket program in November 2003, which allows citizens to pay traffic civil infraction violations on-line and avoid a court visit. As of November 2012, a total of 93,363 tickets have been processed and \$10,730,397 has been paid in the Pay Ticket Program. The court is in the process of developing a program to permit payment of misdemeanor violations on-line as well.
- In 2008, the Court implemented electronic ticket technology to increase efficiency. This system allows law enforcement to deliver citations to the court electronically. As of November 2012, a total of 300,578 tickets have been filed electronically with the court. In the summer of 2012, Michigan State Police began filing their citations electronically with the Court. In 2013, the court will begin accepting commercial motor vehicle tickets electronically as well.
- In 2011, all four divisions of the 52<sup>nd</sup> District Court converted to the State of Michigan's Judicial Information System (JIS) for case processing. The switch has increased efficiency, provided a direct link with the Secretary of State and provided automatic programming updates for all future legislative changes. Additionally, the switch will position the Court to use the State's Next Generation system when it becomes available.

## Department Expenditures (\$ in millions)



## Current Issues (Cont.)

- The 52nd District Court continues its efforts to service the public by providing programs such as Sobriety or Drug Courts in all four divisions, and a Veterans Court in the 1st division. All of the divisions of the 52nd District Court work with their respective communities and local school districts promoting involvement with the court system such as the Teen Court Program, and Court in Schools, where official court proceedings are held at area schools.
- All divisions of the 52<sup>nd</sup> District Court are actively utilizing the Oak Video Arraignment system. This system allows the Court to conduct arraignments and other proceedings with the jail, police agencies, and various correctional facilities in the state. This eliminates the need to transport the individual to the court, improving cost efficiency and reducing security threats for both the Court and the law enforcement community.
- The Court continues to identify and implement the “Best Practices” in regard to revenue collection. These methods are described and supported in the Trial Court Collections Standards and Guidelines provided by the Michigan Supreme Court State Court Administrative Office. Each division has developed a collection program within these guidelines.

## 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 systems that increase efficiency.

Department Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	7,430,044	7,444,316	7,330,157	7,219,759	7,219,759
Fringe Benefits	4,479,180	5,011,224	4,928,882	4,880,415	4,880,415
Contractual Services	2,008,343	2,369,097	2,377,747	2,381,797	2,385,907
Commodities	244,391	271,318	268,703	268,703	268,703
Internal Services	2,061,412	1,946,303	1,798,969	1,828,133	1,834,739
Transfers Out	0	11,621	0	0	0
<b>Total GF/GP Expenditures</b>	<b>\$16,223,370</b>	<b>\$17,053,878</b>	<b>\$16,704,458</b>	<b>\$16,578,807</b>	<b>16,589,523</b>
<b>Other Funds</b>					
Drug Court District 52 1 SCAO	4,924	0	0	0	0
Drug Court District 52 3 SCAO	0	21,000	21,000	21,000	21,000
<b>Total Other Funds</b>	<b>\$4,924</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$21,000</b>
<b>Total Expenditures</b>	<b>\$16,228,295</b>	<b>\$17,074,878</b>	<b>\$16,725,458</b>	<b>\$16,599,807</b>	<b>\$16,610,523</b>

**Summary of Major Program Changes**

**Revenue**

The 52<sup>nd</sup> District Court will decrease revenue by a total of \$624,400 over the next three years. This is due to an overall decrease in both caseload filings and the net collection of various fees and costs as a result of the areas economic issues, reduction of the law enforcement workforce, and unemployment within the local communities the court serves.

**Expenditures**

The Court has decreased its expenditures by \$505,177 from FY 2013 to FY 2015. These reductions have come in the form of position deletions, reclassifications and expenditure reductions.

Department Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Drug Court	0	(1,700)	0	0	0
Family Judicial	0	10	0	0	0
Chief Judge Administration	12,903,029	13,560,689	13,101,302	13,011,283	13,021,999
Court Operations	7,739	0	0	0	0
Drug Court	4,924	21,000	21,000	21,000	21,000
Probation	3,312,602	3,494,879	3,603,156	3,567,524	3,567,524
<b>Total Expenditures</b>	<b>\$16,228,295</b>	<b>\$17,074,878</b>	<b>16,725,458</b>	<b>16,599,807</b>	<b>16,610,523</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Chief Judge Administration	134	135	135
Probation	51	49	49
<b>Total Personnel</b>	<b>185</b>	<b>184</b>	<b>184</b>

### District Court Programs

- **Chief Judge Administration** - The Michigan Supreme Court selects one judge biannually from one of the four divisions to be Chief Judge. The Chief Judge is responsible for all administrative matters that pertain to the four divisions of the 52<sup>nd</sup> District Court, in addition to operational programs such as the weekend/holiday arraignments for all participating Oakland County courts.
- **Court Operations** - Under direction of the Chief Judge, this budgetary program funds the day-to-day operations of each Division, which include facility operations, office supplies, security systems, computer and communication technology, personnel, jury and case processing management.

Performance Measures	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
<u>New Cases Filed:</u>				
Division I - Novi	49,669	47,575	43,663	42,954
Division II - Clarkston	22,816	20,588	18,495	17,391
Division III - Rochester	46,266	45,555	41,746	39,076
Division IV - Troy	22,139	20,359	19,956	20,237

- **Probation** - A Probation Department is funded for each division of the 52<sup>nd</sup> District Court and provides a sentencing alternative in which a convicted offender is supervised in the community. Additional functions of the Probation Department include pre-sentence investigations and substance abuse assessments, the latter of which require licensing and certification by the State of Michigan. Defendants who are placed on probation are required to abide by certain rules and conditions set by the Judge. Probation is often an alternative to jail.

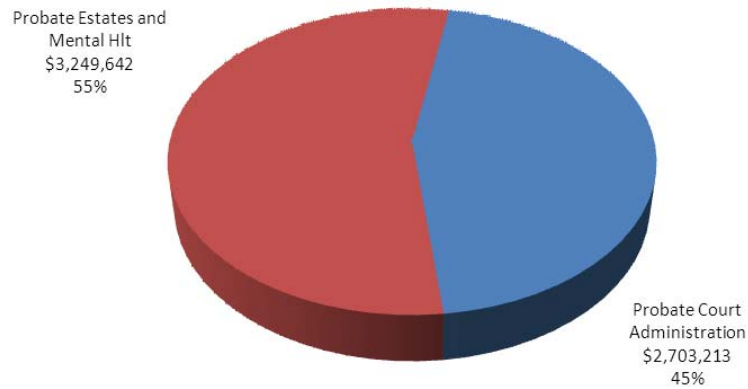
Performance Measures	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
<u>New Cases Filed:</u>				
Division I - Novi	2,628	2,440	2,432	2,370
Division II - Clarkston	1,065	911	812	607
Division III - Rochester	2,278	2,142	2,256	1,902
Division IV - Troy	1,035	1,029	1,001	1,312

Performance Measures	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
<u>Supervised Probation Cases:</u>				
Division I - Novi	2,334	2,120	2,022	2,009
Division II - Clarkston	893	1037	783	702
Division III - Rochester	2,303	2,231	2,230	2,022
Division IV - Troy	1,278	1,044	1,031	1,208

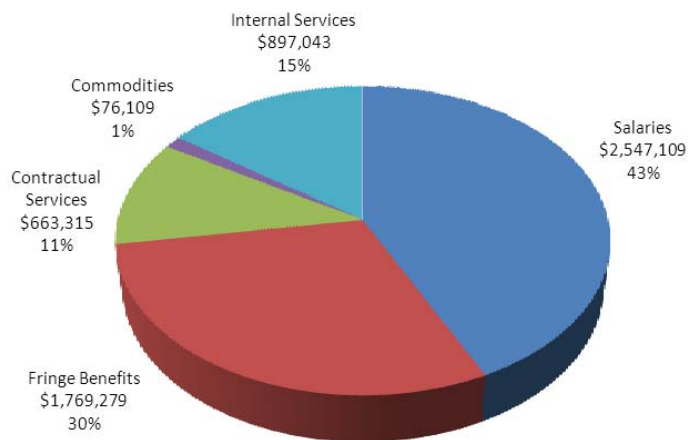
Performance Measures	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
<u>Pre-Sentence Investigations and Alcohol Evaluation Reports Completed:</u>				
Division I - Novi	2,515	2,305	2,293	2,282
Division II - Clarkston	865	816	835	750
Division III - Rochester	2,060	2,158	2,148	1,767
Division IV - Troy	1,099	1,077	1,059	1,198



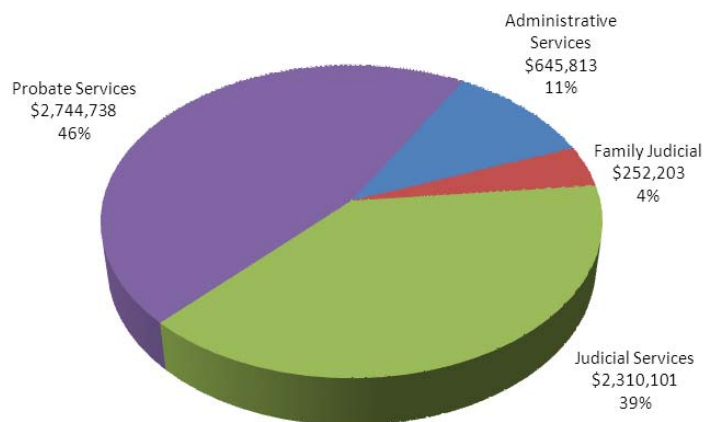
**Budget Distribution by Division (GF/GP)**



**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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Probate Court Administration	2,685,856	2,777,420	2,703,213	2,705,417	2,706,462
Probate Estates and Mental Hlt	3,433,956	3,297,638	3,249,642	3,247,693	3,249,258
<b>Total Expenditures</b>	<b>\$6,119,812</b>	<b>\$6,075,058</b>	<b>\$5,952,855</b>	<b>\$5,953,110</b>	<b>\$5,955,720</b>

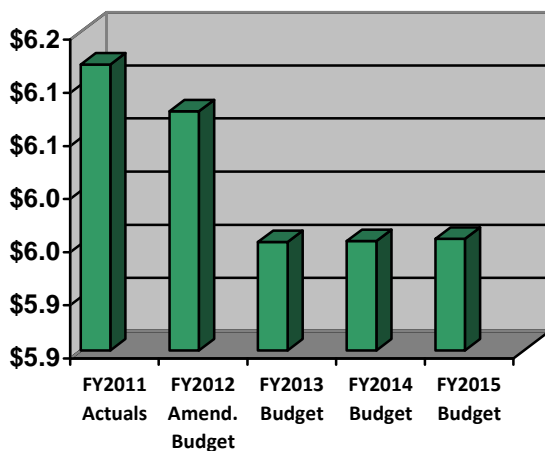
## Current Issues

- Staffing levels continue to be an ongoing concern due to the reductions in staff necessitated by budget reductions. The overall reduced staffing levels impact the court’s ability to respond to the public.
- Space limitations continue to be of concern in relation to courtroom size, space available for services, and record retention.
- Continued high numbers of mental health commitment petitions and expected growth in adult guardianships and conservatorships are anticipated to strain available resources for defense attorneys 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 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, 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 customer service, 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	2,725,515	2,636,364	2,547,109	2,534,194	2,534,194
Fringe Benefits	1,685,849	1,855,974	1,769,279	1,761,694	1,761,694
Contractual Services	725,641	657,398	663,315	663,315	663,315
Commodities	52,781	83,595	76,109	76,109	76,109
Capital Outlay	2,066	0	0	0	0
Internal Services	877,960	841,727	897,043	917,798	920,408
Transfers Out	50,000	0	0	0	0
<b>Total GF/GP Expenditures</b>	<b>\$6,119,812</b>	<b>\$6,075,058</b>	<b>\$5,952,855</b>	<b>\$5,953,110</b>	<b>\$5,955,720</b>
<u>Other Funds</u>					
<b>Total Other Funds</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$6,119,812</b>	<b>\$6,075,058</b>	<b>\$5,952,855</b>	<b>\$5,953,110</b>	<b>\$5,955,720</b>

### Summary of Major Program Changes

#### Revenue

The Probate Court will increase revenue by a total of \$8,000 over the next three years due to introduction of the e-filing program and resulting collection of e-filing fees.

#### Expenditure

The Court will continue to seek efficiencies in all areas and plans to reduce its overall expenditures by \$196,456 from FY 2013 to FY 2015. These reductions have come in the form of position deletions, reclassifications and expenditure reductions.

Department Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Circuit Court Administration	7,245	0	0	0	0
Family Judicial	(60)	0	0	0	0
General Judicial	147	0	0	0	0
Administrative Services	656,903	712,861	645,813	646,459	646,459
Family Judicial	248,129	241,170	252,203	240,138	240,955
Judicial Services	2,232,380	2,383,989	2,310,101	2,312,360	2,312,588
Probate Services	2,975,069	2,737,038	2,744,738	2,754,153	2,755,718
<b>Total Expenditures</b>	<b>\$6,119,812</b>	<b>\$6,075,058</b>	<b>\$5,952,855</b>	<b>\$5,953,110</b>	<b>\$5,955,720</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administrative Services	4	4	4
Judicial Services	20	20	20
Probate Services	24	24	24
<b>Total Personnel</b>	<b>48</b>	<b>48</b>	<b>48</b>

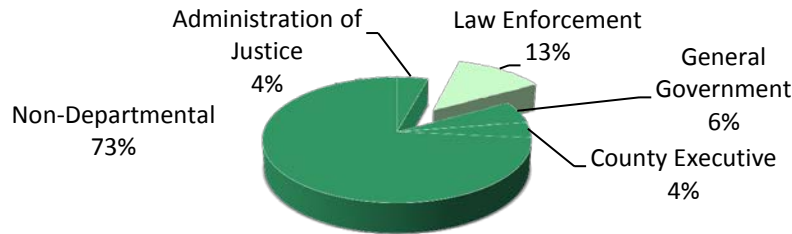
### Probate Court – Programs

- **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	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Estimated
<b>New Files Opened:</b>				
Small Estates	611	638	651	668
Supervised	21	17	21	32
Unsupervised	1,713	1,762	1,767	1,877
Trust-Inter Vivos	270	206	228	241
Adult Guardianships	873	939	969	969
Minor Guardianships	607	671	612	536
Adult Conservatorships	351	392	396	381
Minor Conservatorships	134	127	100	128
Mentally Ill	2,733	2,802	3,058	2,804
Developmentally Disabled	329	353	352	285
Reopened Estates and Trusts	217	217	205	196
Protective Orders	39	39	47	55
Civil and Other	94	86	87	105
<b>Total</b>	<b>7,992</b>	<b>8,249</b>	<b>8,493</b>	<b>8,277</b>
<b>Active Cases:</b>				
Estate and Trust Cases	4,063	4,124	4,463	4,463
Adult Guardianships	3,497	3,666	3,869	3,879
Adult Conservatorships	1,620	1,669	1,733	1,740
Minor Guardianships	2,571	2,521	2,459	2,478
Minor Conservatorships	1,436	1,266	1,138	1,139
Developmentally Disabled	1,682	1,728	1,729	1,725
Civil and Other Matters	57	61	63	72
<b>Total</b>	<b>14,926</b>	<b>15,035</b>	<b>15,454</b>	<b>15,496</b>

- **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.

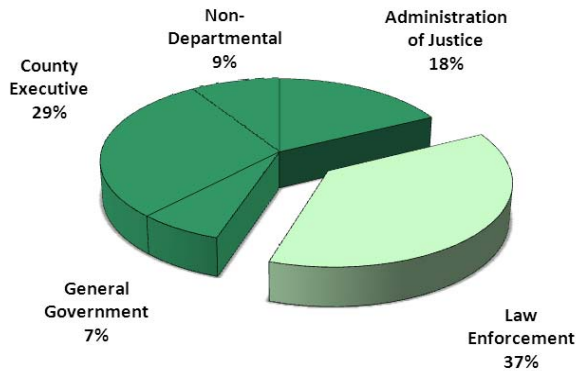
### FY 2013 General Fund/General Purpose Revenues:



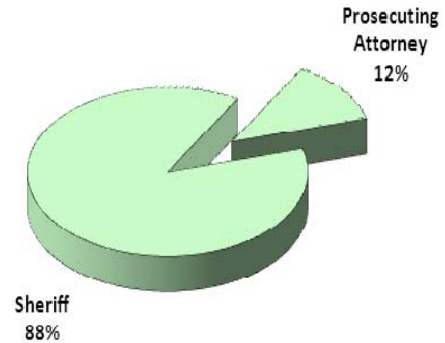
Law Enforcement Revenues	FY 2011 Actual	FY 2012 Amd. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b><u>General Fund/General Purpose:</u></b>					
<b><u>Prosecuting Attorney</u></b>					
Federal Grants	78,698	129,243	67,500	67,500	67,500
State Grants	78,698	129,243	67,500	67,500	67,500
Charges for Services	379,157	432,300	456,300	456,300	456,300
Contributions	276,100	300,697	0	0	0
Other Revenues	82,624	39,192	50,608	50,608	50,608
<b>Total</b>	<b>\$895,277</b>	<b>\$1,030,675</b>	<b>\$641,908</b>	<b>\$641,908</b>	<b>\$641,908</b>
<b><u>Sheriff</u></b>					
Federal Grants	0	82,000	153,412	153,412	153,412
State Grants	1,905	2,160	0	0	0
Other Intergovern. Revenues	259,244	296,102	300,000	300,000	300,000
Charges for Services	41,011,511	49,909,765	51,591,031	51,612,097	51,612,097
Contributions	0	5,545	0	0	0
Investment Income	14,320	0	0	0	0
Other Revenues	755,178	963,277	314,743	43,463	43,463
<b>Total</b>	<b>\$42,042,158</b>	<b>\$51,258,849</b>	<b>\$52,359,186</b>	<b>\$52,108,972</b>	<b>\$52,108,972</b>
<b>Total GF/GP Revenues</b>	<b>\$42,937,435</b>	<b>\$52,289,524</b>	<b>\$53,001,094</b>	<b>\$52,750,880</b>	<b>\$52,750,880</b>
<b><u>Other Funds:</u></b>					
ARRA NET Restore 09 Byrne JAG	144,426	123,077	0	0	0
ATPA Grants	796,621	825,758	825,758	825,758	825,758
Community Corrections	465,586	520,755	520,755	520,755	520,755
Criminal Justice Train Grant	110,699	150,000	150,000	150,000	150,000
Domestic Preparedness Equipmen	0	80,093	80,093	60,070	0
Drug Policy Grant	985,323	912,590	965,029	965,029	965,029
Friend of the Court	0	914,831	914,831	914,831	914,831
JAG FY2011 to FY2014	0	155,083	0	0	0
Juvenile Acct Incentive Block	75,360	93,045	93,045	93,045	93,045
Local Law Enforcement Block Gr	22,796	29,784	29,784	29,784	29,784
Prosecutor Co Op Reimbursement	2,468,486	2,643,260	2,693,439	2,721,872	2,744,758
Prosecutor VOCA	84,639	87,779	86,382	90,312	90,312
Recovery Act Byrne JAG	9,352	0	0	0	0
Sheriff Road Patrol	845,900	761,310	761,310	761,310	761,310
<b>Total Other Funds</b>	<b>\$6,009,188</b>	<b>\$7,297,365</b>	<b>\$7,120,426</b>	<b>\$7,132,766</b>	<b>\$7,095,582</b>
<b>Total Revenues</b>	<b>\$48,946,623</b>	<b>\$59,586,889</b>	<b>\$60,121,520</b>	<b>\$59,883,646</b>	<b>\$59,846,462</b>

## Budget at a Glance – Law Enforcement General Fund/General Purpose

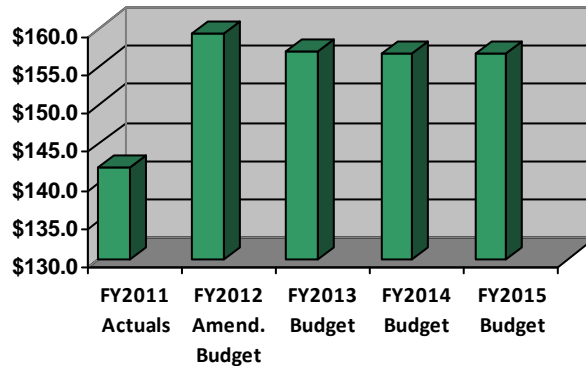
**Total County 2013 Adopted Budget**



**Law Enforcement 2013 Adopted Budget**



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

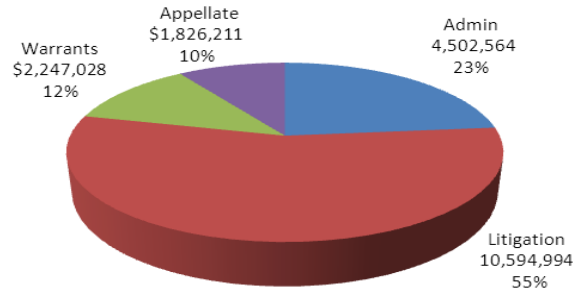


Law Enforcement Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Prosecuting Attorney	18,182,420	19,758,491	19,170,797	19,160,643	19,167,117
Sheriff	123,729,936	139,531,344	137,852,544	137,513,488	137,582,628
<b>Total Expenditures</b>	<b>\$141,912,356</b>	<b>\$159,289,835</b>	<b>\$157,023,341</b>	<b>\$156,674,131</b>	<b>\$156,749,745</b>

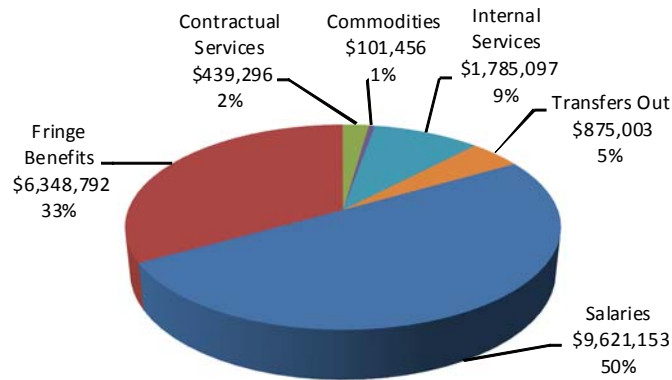
Personnel by Department (GF/GP)	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Prosecuting Attorney	141	141	141
Sheriff	1,058	1,058	1,058
<b>Total Personnel</b>	<b>1,199</b>	<b>1,199</b>	<b>1,199</b>



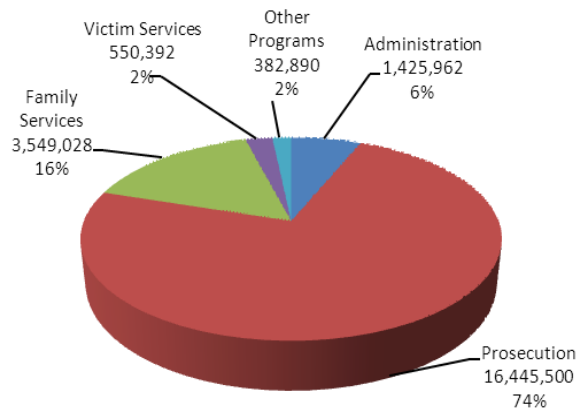
**Budget Distribution by Division (GF/GP)**



**Budget Distribution by Expenditures (GF/GP)**



**Budget Distribution by Program (All Funds)**





**Mission**

Our mission is to do Justice ethically and professionally in accordance with the 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 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 eight 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; and (8) Establish paternity and child support for minors.

Department Expenditures by Division (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Prosecuting Attorney Admin	4,908,323	4,790,158	4,502,564	4,537,402	4,543,876
Prosecuting Attorney Litigation	9,700,438	10,892,566	10,594,994	10,565,494	10,565,494
Prosecuting Attorney Warrants	2,058,327	2,288,662	2,247,028	2,238,036	2,238,036
Prosecuting Attorney Appellate	1,515,332	1,787,105	1,826,211	1,819,711	1,819,711
<b>Total Expenditures</b>	<b>\$18,182,420</b>	<b>\$19,758,491</b>	<b>\$19,170,797</b>	<b>\$19,160,643</b>	<b>\$19,167,117</b>

**Current Issues**

As a result of the State's and the County's recent economic difficulties, the Prosecutor's Office has experienced significant budget reductions in recent years. This trend is expected to continue into fiscal year 2016 and beyond. In response to this development, this Administration continues with an intensive assessment of present staffing assignments throughout the Office. This evaluation has proven to identify areas of responsibility that could be consolidated and case management streamlined. Assistant prosecutors and support staff are being cross-trained so that 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 decreasing budgets and staff cuts.

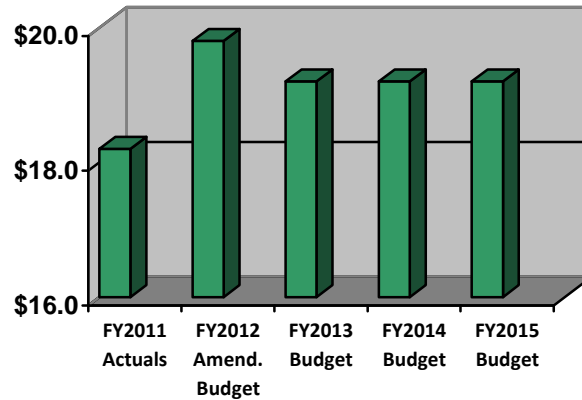
**Department Goals**

- 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.
- To represent the People of the State of Michigan in all State law criminal matters before all courts in Oakland County.
- 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 6<sup>th</sup> Judicial Circuit Court, the Michigan Court of Appeals, and the Michigan Supreme Court from cases that have arisen out of Oakland County.

## Department Goals (Cont.)

- To provide assistance to the Michigan Attorney General's Office by litigating murder convictions and other capital cases where Habeas has been granted on our cases by the 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.
- To keep assistant prosecutors and law enforcement personnel abreast of changes in the law.
- To timely interact with 42 separate police agencies; review search warrants, criminal complaints, and juvenile petitions.
- To seek reimbursement of the costs of prosecution, as allowed by statute and case law for the purpose of reimbursing the County's general fund.

## Department Expenditures (\$ in millions)



- 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	9,184,803	9,741,990	9,621,153	9,578,943	9,578,943
Fringe Benefits	5,369,669	6,403,606	6,348,792	6,324,002	6,324,002
Contractual Services	459,344	520,542	439,296	458,710	458,710
Commodities	83,100	121,469	101,456	101,456	101,456
Internal Services	2,015,773	1,900,081	1,785,097	1,841,943	1,848,417
Transfers Out	1,069,730	1,070,803	875,003	855,589	855,589
<b>Total GF/GP Expenditures</b>	<b>\$18,182,420</b>	<b>\$19,758,491</b>	<b>\$19,170,797</b>	<b>\$19,160,643</b>	<b>\$19,167,117</b>
<b>Other Funds</b>					
Recovery Act Byrne JAG	7,897	0	0	0	0
Drug Policy Grant	355,220	306,187	306,187	306,187	306,187
Juvenile Acct Incentive Block	75,360	93,045	96,967	96,967	96,967
Local Law Enforcement Block Gr	2,560	0	0	0	0
Prosecutor Co Op Reimbursement	2,468,486	2,643,260	2,693,439	2,721,872	2,744,758
Prosecutor VOCA	84,639	87,779	86,382	90,312	90,312
<b>Total Other Funds</b>	<b>\$2,994,161</b>	<b>\$3,130,271</b>	<b>\$3,182,975</b>	<b>\$3,215,338</b>	<b>\$3,238,224</b>
<b>Total Expenditures</b>	<b>\$21,176,581</b>	<b>\$22,888,762</b>	<b>\$22,353,772</b>	<b>\$22,375,981</b>	<b>\$22,405,341</b>

## Summary of Major Program Changes

### Revenues

- Federal and State Operating Grant revenue reductions of (\$123,486) are based on lower projected billable revenue. The Prosecutor (PA) offset this reduction by eliminating an FTE Office Assistant II position, creating a FTNE Office Assistant I position, and reducing operating expense budgets. This revenue is derived from a contract established with the state of Michigan to reimburse the Prosecutor's Office for attorney hours spent providing mandated legal services to the Department of Human Services (DHS). In 2009, the first contract for these services was established without the benefit for historical data. As a result, the budget for this contract was based upon pure estimates. After a second contract was established in December, 2010 covering the period January, 2011 through December, 2013, the State of Michigan notified the PA that support staff hours could no longer be billed even though the PA was told to include those hours and wages in the contract budget. The PA has repeatedly addressed this revenue shortfall and has willingly offered structural expense cuts to compensate.
- Contribution revenue from Donations by Elected Officials decreased (\$300,697) due to a one-time voluntary pay reduction in FY2012.

### Expenditures

- Reduction in Salaries of \$139,104 is due to Departmental Budget Requests and Budget Task position deletions, creations, and reclassification. Position deletions include two (2) Office Assistant positions. There is an additional deletion of three (3) Summer Clerical, one (1) Law Clerk and the downward reclassification of one (1) FTE Office Assistant II to an FTNE Office Assistant I to partially offset the creation of one (1) Prosecutor Investigator position. The PA also requested a reduction in overtime of \$20,321 to offset the request to create the Prosecutor Investigator position. Other Miscellaneous Salaries increased \$42,210 due to a one-time \$500 lump-sum taxable payment to all full-time eligible employees.
- The \$248,655 decrease in fringe benefits reflects the overall County reduction in fringe benefit rates mostly for Retirement and Hospitalization. Controllable Personnel includes a one-time \$500 lump-sum taxable payment to all full-time eligible employees. Also, the fringe benefit decrease reflects a 10% reduction in healthcare rates subsequent to the adoption of the FY 2012 budget; budget amendments are being recommended in FY 2012.

Department Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Child Support Enforcement	375	0	0	0	0
Family Judicial Administration	8	0	0	0	0
Administration	1,369,279	1,519,784	1,425,962	1,418,402	1,418,402
Prosecution	15,483,592	16,853,239	16,445,500	16,447,336	16,453,810
Family Services	3,301,867	3,481,741	3,549,028	3,577,461	3,600,347
Victim Services	547,161	543,349	550,392	549,892	549,892
Case Records Mgmt	467,380	489,628	381,870	381,870	381,870
Investigations	6,917	0	0	0	0
School Based Ed & Intervention	0	1,020	1,020	1,020	1,020
<b>Total Expenditures</b>	<b>\$21,176,581</b>	<b>\$22,888,762</b>	<b>\$22,353,772</b>	<b>\$22,375,981</b>	<b>\$22,405,341</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	16	16	16
Case Records Mgmt	7	7	7
Family Services	24	24	24
Prosecution	115	115	115
Victim Services	7	7	7
<b>Total Personnel</b>	<b>169</b>	<b>169</b>	<b>169</b>

### 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 the 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, herself, 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 the 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 seek “costs of prosecution” as allowable under the State statutes in order to meet the ever increasing “budget tasks” and other “structural changes” to the Office.
- Constantly review and initiate cost saving measures that will not impinge the primary duties of the Prosecutor’s Office.

Performance Measures – Training*	CY2009 Actual	CY2010 Actual	CY2011 Actual
Training Sessions	24	106	101
Hours of Instruction Provided	167	238	187
Individuals Trained (other than assistant prosecutors)	755	9,645	12,811
Assistant Prosecutors Trained - (Career Prosecutor Advanced Training)	39	15	7

\*Includes community based bullying and sexting educational presentations

Performance Measures - Grants	CY2009 Actual	CY2010 Actual	CY2011 Actual
Grants administered	6	6	6
Contracts administered (DHS contract)	1	1	1

- **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.

**Warrants Division** – There are 8 attorneys of the Warrants Division who evaluate thousands of criminal investigations that are presented by the 42 police agencies of Oakland County each year. These assistant prosecutors determine whether charges would be 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. 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 their other duties in their communities. Additionally, the Prosecutor’s Office has been working with the Oakland County Sheriff’s Office to review additional ways OakVideo could be implemented to assist the Sheriff’s Office on such tasks as “weekend arraignments” and “pre-trial hearings” for defendants held in custody with the Michigan Department of Corrections.

Despite staffing reductions, the Office has continued its expanded hours of operation to accommodate police agencies that present cases at the Office for review, potentially reducing police officer overtime spent obtaining warrants.

The attorneys of the Warrants Division work with a staff of professionals who assist them by downloading and organizing the warrant requests received on the OakVideo System, preparing the complaints and warrants, and creating the 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 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.

Performance Measures - Warrants	CY2009 Actual	CY2010 Actual	CY2011 Actual
Warrant requests submitted for review	12,780	11,447	10,041
Average per month	1,065	954	920
Total complaints and warrants issued	10,263	8,995	8,627
Felony	5,558	4,954	4,785
High Misdemeanor	115	95	68
Misdemeanor	4,590	3,946	3,774
Habitual offender actions filed	2,142	1,989	1,857

**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.

When fully staffed, the District Court Division of the Oakland County Prosecutor’s Office consists of 19 district court assistant prosecuting attorneys who are responsible for covering the dockets of 34 judges in 16 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 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.

Assistant prosecutors assigned to the District Court Division now review misdemeanor warrant requests for cases where the suspect is not in custody. These cases are reviewed to determine whether probable cause exists to believe a crime has been committed and whether there is probable cause to believe the defendant is the perpetrator. This assignment has proven to provide a more timely review for police agencies.



Performance Measures - (District Court Division including SVS, NS, and MCP Cases)	CY2009 Actual	CY2010 Actual	CY2011 Actual
Total cases set in district court	25,825	22,549	24,419
Monthly average cases set in district court	2,152	1,879	2,035
Total felonies set	11,079	9,811	9,742
Total misdemeanors set	13,516	11,880	13,728
Total civil infractions set	1,230	858	949
Total cases resolved in district court	11,958	10,496	10,535
Total felonies resolved	5,117	4,643	4,469
Bound over to circuit court	4,570	4,071	3,942
Reduced Pleas	288	344	307
Dismissals	257	227	219
Nolle Prosequi	2	1	1
Total misdemeanors resolved in district court	5,937	5,133	5,257
Convictions/Pleas	5,324	4,587	4,589
Overall conviction rate	90%	89%	87%
Trials	129	127	125
Convictions	89	86	91
Overall conviction rate at trial	69%	68%	73%
Total civil infractions resolved in district court	904	720	809
Convictions/Pleas	578	572	609
Overall conviction rate	64%	79%	75%

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, and various other small matters that may arise in the Circuit Court.

Performance Measures - (Circuit Court Division including SVS, NS, and MCP Cases)	CY2009 Actual	CY2010 Actual	CY2011 Actual
Total cases set in circuit court	7,234	5,935	5,915
Monthly average cases set in circuit court	603	495	493
Total cases resolved in circuit court	5,518	4,925	4,565
Convictions/Pleas	5,357	4,770	4,398
Overall conviction rate	97%	97%	96%
Trials	230	205	200
Convictions	187	159	159
Overall conviction rate	81%	78%	80%

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. For example, 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)	CY2009 Actual	CY2010 Actual	CY2011 Actual
Total cases resolved in circuit court	226	186	196
Convictions/Pleas	216	176	181
Overall conviction rate	96%	95%	92%
Trials	38	35	48
Convictions	36	32	44
Overall conviction rate	95%	91%	92%

**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)	CY2009 Actual	CY2010 Actual	CY2011 Actual
Number of court appearances	3,260	3,166	2,915
Number of crime victims assisted	571	556	498
Percentage of victims under 21 years of age and over 64 years of age	45%	46%	36%
Total cases resolved in Circuit Court	522	433	376
Convictions/Pleas	482	390	338
Overall conviction rate	92%	90%	90%
Trials	65	66	46
Convictions	43	39	26
Overall conviction rate	66%	59%	57%

**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 preliminary examination 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)	CY2009 Actual	CY2010 Actual	CY2011 Actual
Total cases resolved in Circuit Court	448	450	352
Convictions/Pleas	439	431	340
Overall conviction rate	98%	96%	97%
Trials	30	26	27
Convictions	29	22	23
Overall conviction rate	97%	85%	85%

**Juvenile Justice Division** – There are 16 assistant prosecutors assigned to the Juvenile Justice Division. 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.

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.



## Prosecuting Attorney - Programs

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.

Performance Measures - (Delinquency)	CY2009 Actual	CY2010 Actual	CY2011 Actual
Cases submitted for review	2,390	2,135	2,094
Monthly average of cases submitted for review	199	178	175
Number of petitions issued	1,890	1,637	1,467
Felony	497	405	343
High Misdemeanor	5	14	11
Misdemeanor	1,388	1,218	1,113
Total petition charges	2,599	2,325	2,312
Special designations	14	25	20
Total cases resolved in Circuit Court	943	1,236	1,106
Convictions/pleas	896	1,010	949
Overall conviction rate	95%	82%	86%
Trials	197	288	126
Convictions	174	236	117
Overall conviction rate	88%	82%	93%

Performance Measures - (Child Protection/Neglect)	CY2009 Actual	CY2010 Actual	CY2011 Actual
Number of neglect petitions handled	280	276	242

**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 6<sup>th</sup> 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 has answered 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, misconducts 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.

While reductions in staff have occurred, the overall total number of appeals handled by this Division has not decreased. In fact, 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. Despite the reduction in staff and increase in work, 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 6<sup>th</sup> 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 -	CY2009 Actual	CY2010 Actual	CY2011 Actual
Total number of defense applications/claims filed	526	442	540
Total number of Prosecutor appeals filed	14	34	44
Total number of Prosecutor’s Office briefs filed	307	299	350
Total number of issues of law addressed	320	578	565
Total number of transcript pages reviewed	52,498	96,097	97,731
Total dispositions – Supreme Court/Court of Appeals/Circuit Court	645	556	544
Convictions affirmed	523	431	454
Convictions reversed	2*	3	4
Legal assistance:			
Evidentiary hearing/2 <sup>nd</sup> chair	10	5	2
Research projects assigned	52	39	20
Parole Board:			
Commutation hearings	40	21	4
Victim Parole Board interviews	39	20	11
Decisions:			
Parole denied	15	12	10
Parole granted	19	8	1
Awaiting Parole decision	5	0	0
Parole appeals filed	5	5	2
LEIN parole notifications reviewed	5,315	4,222	4,090
Responses to FOIA/Subpoena requests	93	113	116

\*From April, 2009 through September 30, 2009. Prior to April, this information was not captured.

**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.

**Economic Recovery Section (ERS)** – The Economic Recovery Section is comprised of 2 attorneys 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 drunk driving in an effort to increase safety on our highways.

This Section is also responsible for aggressively pursuing bond forfeitures which, in turn, assists the courts in compelling the defendant to appear where a defendant fails to appear at a scheduled hearing. Previous to this Administration, bond forfeitures were not aggressively pursued which resulted in approximately \$700,000 in bond money not collected over three years.

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.

Currently, there are 4 forfeiture programs in operation: 1) narcotics cases, 2) operating while intoxicated (drunk driving) cases, 3) cash bond and surety bond forfeitures, and 4) omnibus and identity theft forfeitures.

### **Objectives**

- Seek recovery of the illegal proceeds of criminal activities.
- Make narcotic trafficking less profitable.
- Enhance law enforcement objectives and tools.
- Encourage appearance of defendants at court proceedings by actively pursuing bond forfeitures.
- Act as a financial deterrent for repeat OWI defendants.

Performance Measures – Economic Recovery	CY2009 Actual	CY2010 Actual	CY2011 Actual
<b>Narcotics Cases:</b>			
Total number of narcotics cases reviewed for forfeiture	46	76	71
Number of cases declined	19	4	4
Number of cases processed/in process	27	72	64
Total proceeds ordered to law enforcement	\$1,063,068	\$1,535,840	\$923,053
<b>*Operating While Impaired (Drunk Driving) Cases:</b>			
Total number of OWI cases reviewed for forfeiture	144	106	84
Number of cases declined	6	7	3
Number of cases processed/in process	138	99	135
Total proceeds ordered to law enforcement	\$46,800	\$18,626	\$19,749
<b>Surety Bond Forfeitures:</b>			
Total number of surety bond cases reviewed**	73	88	15
Number of cases declined	1	0	0
Number of cases processed/in process	23	14	15
Number of cases Defendant returned	49	74	0
Bond forfeitures collected	\$172,250	\$180,812	\$138,812
Refunds (Judgments set aside)	\$0	\$60,000	\$40,000
Net proceeds to Oakland County	\$149,750	\$120,812	\$98,812
<b>Cash Bond Forfeitures:</b>			
Total number of cash bond cases reviewed	73	98	61
Number of cases declined	0	0	0
Number of cases processed/in process	73	98	61
Bond forfeitures collected	\$51,990	\$64,700	\$42,325
Refunds (Judgments set aside)	0	\$19,050	\$3,500
Net proceeds to Oakland County	\$51,990	\$45,650	\$38,825

\* Program did not begin until April, 2009.

\*\*Does not include 7-day notice to bondsman where Defendants returned requiring no further court action.

Performance Measures - (ERU at Circuit Court)	CY2009 Actual	CY2010 Actual	CY2011 Actual
Total cases resolved in Circuit Court	0	1	2
Convictions/Pleas	N/A	1	2
Overall conviction rate	N/A	100%	100%
<b>Trials</b>			
Convictions	N/A	N/A	N/A
Overall conviction rate	N/A	N/A	N/A



- **Family Support** - The Family Support Division is primarily responsible for obtaining court orders establishing paternity and support for minor children.

**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	CY2009 Actual	CY2010 Actual	CY2011 Actual
Child support referrals reviewed	3,992	4,118	3,658
Child support cases filed	2,380	2,650	2,616
Child support orders granted	1,981	1,898	1,766
Amount of child support ordered	\$473,314	\$431,383	\$437,180
Felony non-support charges issued	70	57	39
Arrearage owed on felony cases	\$2,734,000	\$2,076,514	\$996,426
Paternities established	871	912	964

- **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 gaining 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	CY2009 Actual	CY2010 Actual	CY2011 Actual
Individuals that have initiated their rights as a victim	5,479	5,071	5,040
Victims receiving ongoing advocacy (specially assigned cases)	1,918	1,721	1,410
Death related cases	31	30	32
Other (criminal sexual conduct, home invasion, abuse, assault, fraud)	33	15	16

- **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 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.

### Objectives

- To provide assistance to assistant prosecutors through the management of case flow activity.
- To provide criminal case disposition statistical analysis for reporting purposes.
- **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 will be determined by a trained jury of their peers. Juvenile offenders who successfully complete all sentencing conditions will have their case resolved without a criminal conviction on their record.

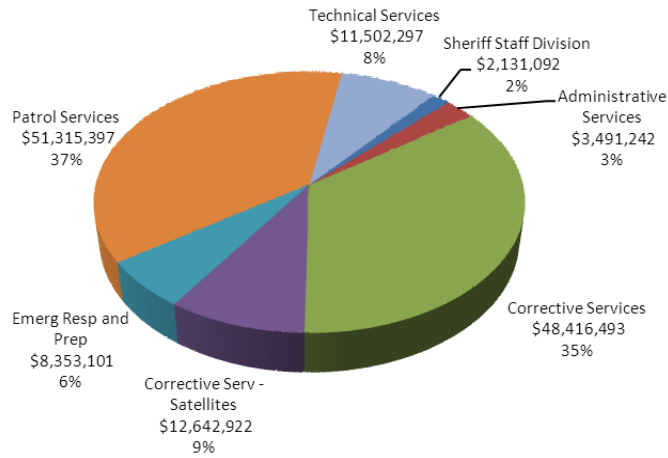
Performance Measures – Teen Court	CY2009 Actual	CY2010 Actual	CY2011 Actual
Referrals	109	83	49
Participants entering the program	91	51	42
Participants exiting the program*	94	51	41
Participants that successfully completed program requirements	87	49	41
Participants that failed to complete program requirements	4	2	3
Overall rate of participants successfully completing program requirements	93%	96%	100%

\*Includes participants that entered program in 2008 that completed program in 2009.

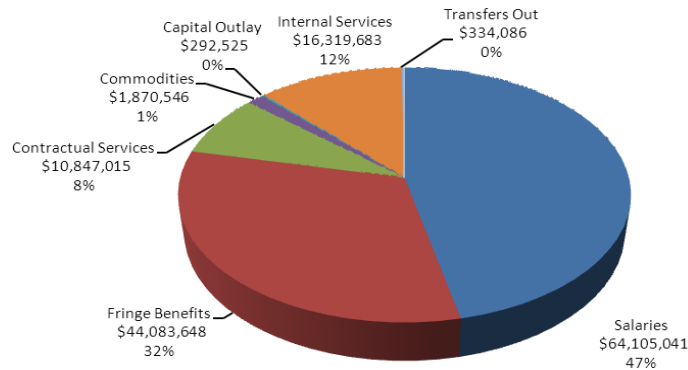
**School Truancy** - The Prosecutor’s Office, Oakland Schools Administration, and most Oakland County school districts participate in a partnership aimed at reducing school truancy. When the Prosecutor’s Office receives a truancy referral, a determination is made whether formal intervention within the Family Court is necessary or whether informal intervention meetings with the truant juvenile, their parent, the school truancy officer and the local school administrator is appropriate. Additionally, the Prosecutor’s Office is a member of the School Truancy Task Force that meets monthly with various other disciplines throughout Oakland County in an effort to increase school attendance.

Performance Measures - Truancy	CY2009 Actual	CY2010 Actual	CY2011 Actual
Number of truancy referrals received	257	216	212
Number of truancy petitions filed	75	79	72
Number of intervention meetings conducted	90	51	0

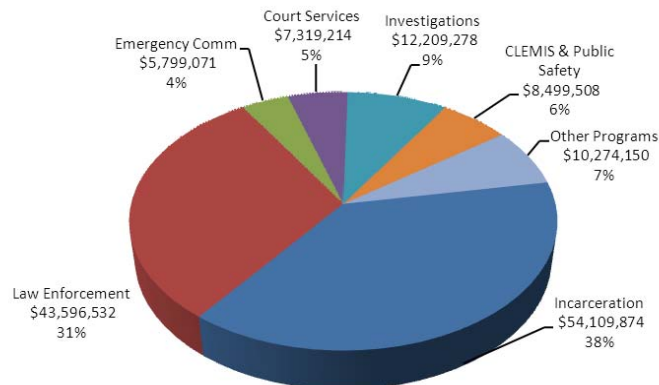
**Budget Distribution by Division (GF/GP)**



**Budget Distribution by Expenditures (GF/GP)**



**Budget Distribution by Program (All Funds)**



**Mission**

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 that are issued pursuant to rule; produce and maintain records as prescribed by law. In addition, the Sheriff cooperates in operation of a Marine Safety Program (with the Department of Natural Resources), provides contracted law enforcement services, and miscellaneous other duties.

**Department Summary**

The Office of the Sheriff is organizationally divided into seven (7) divisions: Sheriff's Office, which houses the command staff; Administrative Services, conducting the business operations; Corrective Services, which oversees operations of the main jail and inmate support services; Corrective Services - Satellites, which oversees the operations of facilities outside the main jail; including court security; Emergency Preparedness, Patrol Services, which administers law enforcement activities including contracted patrol; and Investigative/ Forensic Services, which provides county-wide police service support including investigations, forensic labs.

Department Expenditures by Division (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Sheriff Staff Division	2,132,982	2,080,180	2,131,092	2,138,630	2,141,025
Administrative Services	2,904,245	3,350,040	3,491,242	3,479,240	3,479,428
Corrective Services	48,076,949	50,295,016	48,416,493	48,493,092	48,515,613
Corrective Services - Satellites	12,799,991	12,360,562	12,642,922	12,644,532	12,649,713
Emerg Resp and Preparedness	7,223,912	8,267,177	8,353,101	8,346,954	8,347,631
Patrol Services	40,440,288	51,617,484	51,315,397	51,174,812	51,196,122
Technical Services	10,151,569	11,560,884	11,502,297	11,236,228	11,253,096
<b>Total Expenditures</b>	<b>\$123,729,936</b>	<b>\$139,531,344</b>	<b>\$137,852,544</b>	<b>\$137,513,488</b>	<b>\$137,582,628</b>

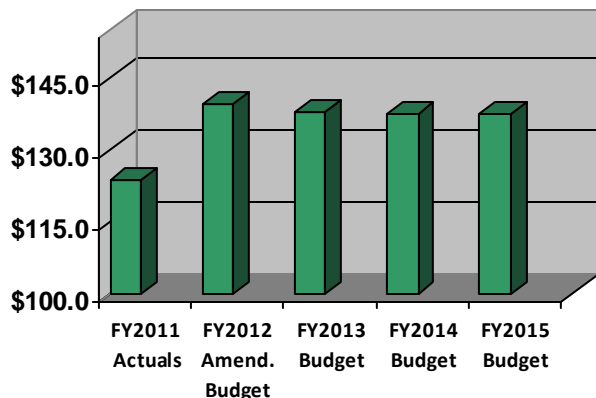
**Current Issues**

- Jail overcrowding remains an operational challenge for the Office of the Sheriff. The Sheriff's Office continues to work with the judiciary, County officials, and members within the criminal justice entities to provide optimum inmate management, safety and security within the correctional facilities and protection of the public.

**Current Issues (Cont.)**

- The Corrections Division continues to operate a successful electronic monitoring Work Release and Home Confinement program for sentenced, non-assaultive inmates who have been approved by their judge to participate in these electronic monitoring programs. The Programs assist in improved management of the inmate population by increasing jail bed availability for assaultive, high-risk inmates. The electronic monitoring programs average approximately 70 inmates per day. In 2011, 507 inmates completed the program for an overall successful completion rate of 81%.
- The Sheriff's Office has entered into a contract with a national health care provider, Correct Care Solutions (CCS), to administer health care services for inmates incarcerated in the Oakland County Jail. CCS was selected after a thorough review process of all proposals submitted. CCS was established in 2003 and has grown into the second largest provider of correctional health care services in the country. CCS 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.

**Department Expenditures (\$ in millions)**



**Current Issues (Cont.)**

- Inmate mental health services remain a priority with the jail setting. Many years of critical planning have resulted in a solid relationship between the Sheriff’s Office and Oakland County Community Mental Health Authority and their contractors. A partnership exists between the jail’s Program Services Unit and Easter Seals for the provision of jail psychiatric services, medication administration, transition to community services and post-book jail diversion services for people with mental illnesses and/or developmental disabilities.
- County-wide emergency communications is an area that is upon us. Cost containment measures and countywide emergency communications will be a primary concern.
- County-wide homeland security issues and security for the courts is a priority for all parties involved. To secure our County is of the utmost importance for Law Enforcement. The need to have a secure setting for both the public and government will be a continuing issue.

**Department Goals**

- The Sheriff has established his primary goal for the Office to maintain and provide care and custody of inmates within the Corrective Services divisions.
- Improve the patrol services by utilizing more community policing strategies, citizen’s watches, crime prevention and targeted Aviation patrols, and assist the county in its efforts to maintain a county-wide communications system.
- 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, Narcotics 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 the addition of a DNA laboratory.

Department Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	59,836,448	64,414,677	64,105,041	63,841,977	63,841,977
Fringe Benefits	38,452,186	45,172,813	44,083,648	43,916,778	43,916,778
Contractual Services	6,536,736	9,915,276	10,847,015	10,812,015	10,812,015
Commodities	1,972,213	2,800,120	1,870,546	1,870,546	1,870,546
Capital Outlay	222,321	135,680	292,525	56,245	56,245
Internal Services	16,070,798	16,381,105	16,319,683	16,681,841	16,750,981
Transfers Out	63b9,235	711,673	334,086	334,086	334,086
<b>Total GF/GP Expenditures</b>	<b>\$123,729,936</b>	<b>\$139,531,344</b>	<b>\$137,852,544</b>	<b>\$137,513,488</b>	<b>\$137,582,628</b>
<b>Other Funds</b>					
Recovery Act Byrne JAG	1,455	0	0	0	0
ARRA NET Restore 09 Byrne JAG	144,426	123,077	0	0	0
JAG FY2011 to FY2014	0	155,083	0	0	0
ATPA Grants	796,621	825,758	825,758	825,758	825,758
Community Corrections	465,586	506,836	367,157	367,157	367,157
Criminal Justice Train Grant	110,699	150,000	150,000	150,000	150,000
Domestic Preparedness Equip	0	80,093	80,593	60,671	0
Drug Policy Grant	630,103	606,403	658,842	658,842	658,842
Friend of the Court	926,716	1,105,701	1,081,639	1,076,877	1,076,877
Local Law Enforcement Block Gr	24,577	29,784	29,784	29,784	29,784
Sheriff Road Patrol	845,900	761,310	761,310	761,310	761,310
<b>Total Other Funds</b>	<b>\$3,946,083</b>	<b>\$4,344,045</b>	<b>\$3,955,083</b>	<b>\$3,930,399</b>	<b>\$3,869,728</b>
<b>Total Expenditures</b>	<b>\$127,676,020</b>	<b>\$143,875,389</b>	<b>\$141,807,627</b>	<b>\$141,443,887</b>	<b>\$141,452,356</b>

### Summary of Major Program Changes

#### Revenues

State Operating Grants decreased (\$2,160) as budget reflects funds awarded for the FY 2012 State Criminal Alien Assistance Program (SCAAP). Other Intergovernmental Revenues increased \$3,898 for the FY 2012 Marine Safety grant award. Patrol and Special Deputies increased \$617,655 reflects changes in the number of contracted deputies under contract with CVT's; and increased billing rates reflects changes in defined benefit contribution to make-up funding shortfall in retirement fringe benefits for contracted Sheriff Deputies. Also Reimbursement of Salaries increase of \$1,063,462 reflects budget amendment to move Marine Safety Contracts from Other Intergovernmental Revenues to Charges for Service. Change also reflects increase in overtime rates billed for Auxiliary Deputy Contracts. Charges for Services contracted Board and Care revenue decreased (\$1,036,659) to reverse budget task credit recognized in anticipation of reopening of the Frank Greenan Detention Facility for the rental of bed space; the planned contract was subsequently canceled by the State of Michigan. Dispatch Services decreased by (\$121,818) largely due to the City of Pontiac contracting with Waterford Township for Fire Dispatch services, also variance reflects other dispatch contract rate and number of calls processed revisions. Gun Registrations were increased \$50,000 to reflect rising gun registration activity. OUIL Third Offense revenue decreased (\$100,000) due to a decrease in the number of impounded vehicles. Photographs receipts increased \$2,000; Wrecker Service increased \$6,000 to reflect increased receipts; offset by decreasing Recovered Indigent Monies of (\$25,000). Donations by Elected Officials decreased (\$5,545) due to one-time voluntary pay reduction in FY 2012. Other Revenues decreased (\$860,194) to reflect FY 2012 special appropriations from Drug Forfeiture Funds for special equipment and activities related to anti-drug law enforcement. The budget is appropriated during the year as authorized by the Board of Commissioners.

#### Expenditures

The decrease of (\$378,158) in salaries is largely due to reduction in budgeted overtime cost. The (\$2,932,036) decrease in fringe benefits reflects the overall County reduction in fringe benefit rates mostly for Retirement and Hospitalization. Controllable Personnel includes a one-time \$500 lump-sum taxable payment to all full-time eligible employees. Also, the fringe benefit decrease reflects a 10% reduction in healthcare rates subsequent to the adoption of the FY 2012 budget. Contractual Services decreased overall by (\$280,853) primarily due to the closing of the Jail Clinic and contracting with an outside vendor to perform the clinic function. In addition operating expense line items were reduced with the Departmental Requested budget changes to offset budget task related reductions to Board and Care revenue due to the cancellation of the State of Michigan proposal to reopen the Frank Greenan Detention Facility. Partially offset by increases to Contracted Services of \$1,696,274 largely representing the vendor contract for Jail Clinic services. Commodities reflect a net reduction of (\$717,626) mostly related to the closing of the Jail Clinic. Internal Services increased \$103,414 overall due to expected increases and decreases in rate and usage levels.

Department Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Out of Home Placement	695	0	0	0	0
Administration	4,891,839	5,209,822	5,450,031	5,445,387	5,447,782
Incarceration	54,629,912	55,965,236	54,109,874	54,221,753	54,247,434
Law Enforcement	39,578,182	45,421,034	43,596,532	43,455,947	43,477,257
Emergency Comm	4,933,026	5,860,275	5,799,071	5,813,696	5,814,308
Court Services	7,038,881	7,528,567	7,319,214	7,285,136	7,286,728
Forensic Analysis	2,274,071	2,426,039	3,035,690	2,771,624	2,772,349
Investigations	11,303,897	12,716,555	12,209,278	12,202,513	12,218,656
Records Mgmt	66,928	76,027	57,455	57,635	57,823
Training	1,351,500	1,593,834	1,730,974	1,690,280	1,629,674
Health	458	0	0	0	0
Childrens Village	735	0	0	0	0
CLEMIS & Public Safety	1,605,897	7,078,000	8,499,508	8,499,916	8,500,345
<b>Total Expenditures</b>	<b>\$127,676,020</b>	<b>\$143,875,389</b>	<b>\$141,807,627</b>	<b>\$141,443,887</b>	<b>\$141,452,356</b>



Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	43	43	43
CLEMIS / Public Safety	87	87	87
Court Services	100	100	100
Emergency Communications	60	60	60
Forensic Analysis	28	28	28
Incarceration	362	362	362
Investigations	68	68	68
Law Enforcement	334	334	334
Training	9	9	9
<b>Total Personnel</b>	<b>1,091</b>	<b>1,091</b>	<b>1,091</b>

### Sheriff Programs

- **Administration** - This program is in charge of managing and coordinating the activities of the Department. This includes the development of all policies and procedures, business and personnel operations, information systems, and the day to day activities of all the Divisions. Additional activities include administering the patrol contracts, provide ongoing training, and provide public education as it relates to law enforcement, safety and security as well as responding to public inquiries and requests for information.

#### **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** – The Records Unit is designed to meet the public's need for retrieval of documents, gun registration, sex offender and concealed weapon license processing. These functions are provided at the customer service counter and 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 Requests within the statute.
- Issue and process Gun Purchase Permits and Registrations within the statutes.
- Process Court documents for non-public records.
- Fingerprint and process all Oakland County CPL background checks.
- Perform miscellaneous Fingerprint requests.
- Process 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, retain and purge paper inmate files.
- Enter and retain pawn transaction slips.
- Quarterly verification and frequent updates for registered sex offenders.



Performance Measures	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual
Guns Registered	5,309	6,905	7,037	8,201
Gun Permits Issued	6,246	7,829	8,207	9,227
Fingerprints	8,905	13,268	14,402	13,539
Sex Offenders Processed	1,379	1,607	1,801	3,324
Documents provided	6,536	5,566	7,414	7,014

- Incarceration** - The Sheriff is mandated by statute to operate a county jail and the Corrections Division is still the largest expenditure within the Sheriff's Office. The system consists of three different correctional facilities including the Main Jail / Annex which is under the Corrections main division. The Main Jail / Annex has a general capacity of 1,067 with holding for 156 inmates in the Intake areas, and 25 special needs beds in an observation area, bringing the total capacity to 1,248. Also included in the correctional system is a Satellite facility, East Annex located behind the Main Jail, for general population inmates with a capacity of 398. This Satellite facility housed the former Work Release Program which is now an electronic monitoring program. This change has freed up additional beds for high risk inmates. The total capacity for the corrections' divisions is 1,646. The Sheriff's Office continues to work closely with the Michigan Department of Corrections to house parole violators while they are awaiting return to prison. An Inmate Trusty Program continues to operate which provides various labor details for non-profit agencies and municipalities.

**Objectives**

- To continue to explore all possible avenues for the most cost effective and efficient means to manage the inmate population keeping in mind our current economic climate.
- To continue to work in conjunction with all Criminal Justice Officials in regards to developing the best ways to manage the inmate population.

Performance Measures	CY2010 Actual	CY2011 Actual
Inmate Admissions	19,608	19,889
Inmate Classification Interviews	13,382	13,277
Trusty Details	2,595	2,700

- Law Enforcement** - The Oakland County Sheriff's Road Patrol provides primary police services to over 265,000 citizens in Oakland County. The Patrol Services Division contracts with 11 townships, three cities and two villages in Oakland County to provide around the clock police protection to municipalities. Contracted police services include uniform patrol, traffic enforcement, weigh master enforcement, patrol investigator, school liaison officer and various levels of police command. The division is composed of various other enforcement units including; Aviation Unit, Traffic 416 Unit, Crash Reconstruction Unit, Motorcycle Unit, Alcohol Enforcement Unit, Canine Unit, Marine Unit, Mounted Unit, Parks Unit, Bicycle Unit, Special Response Team, Reserve Deputy Unit and the Explorer Unit.

The Aviation program provides aerial patrol and emergency response to every municipality and police agency in Oakland County. The 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 traffic education to high school students in Oakland County. The Canine Unit responded to 1,760 requests for police service during the year 2011. They successfully located missing children, robbery suspects, and burglars. They recovered large quantities of narcotics, stolen property, and evidence from crime scenes. The Canine Unit is composed of 16 Narcotic and

Tracking dogs, 2 Bomb and Explosives dogs, and 1 Arson Detection dog. 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 the unit. The Mounted Unit is assigned to a variety of details including park patrols and special events. The Parks Unit provides contract police service to 13 Oakland County Parks. The Special Weapons and Tactics {SWAT} Team responds to critical situations involving barricaded gunmen, high risk warrant arrests, drug raids and civil disturbances. The Reserve Unit is a group of highly dedicated civilian volunteers that assist deputies with patrol, special events and other related duties. Reserve Deputies worked over 23,000 hours during the year 2011. The Explorer Unit is comprised of young aspiring adults who are interested in a career in law enforcement.

**Objectives**

- To maintain and improve community based Law Enforcement services within contracted local units of government.
- To continue to support and offer assistance in emergency situations to any law enforcement agency in the County.
- To provide officers with additional equipment and training to respond to homeland security concerns, both foreign and domestic.
- To 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	CY2009 Actual	CY2010 Actual	CY2011 Actual
Calls for Service	125,587	145,090	168,737
Violation Citations	41,626	42,035	44,230
Hours of Lake Patrol	9,777	2,726.50	2,628.25
Boater Safety Students Certified	5,577	674	460
Drunk Drivers Arrested	426	336	343
S.C.O.P.E. Students	3,600		

- **Communications** - The Sheriff's Communications Unit 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 twenty-two 9-1-1 telephone lines, ten 10-digit telephone lines, and 30 non-emergency and administrative lines. The center is equipped with additional phone lines to be utilized for direct communication with command personnel during emergencies.

This program is made up of one Chief, one Quality Assurance Supervisor, one Office Assistant, six Dispatch Specialist Shift Leaders and forty-eight Dispatch Specialists. The Oakland County Sheriff's Communications Center services units of the Sheriff's Office, Lake Angelus, Wolverine Lake, Walled Lake and Wixom Police Departments, and all five campuses of Oakland Community College Public Safety. The fire agencies served are Addison Township, Brandon Township, Commerce Township (which provides services to the Village of Wolverine Lake), Highland Township, Independence Township, Lyon Township, North Oakland Fire (Holly Township and Rose Township), Oakland Township, City of Rochester Hills, Springfield Township, City of Walled Lake, City of Wixom and the Franklin/Bingham Farms Fire Department. The Oakland County Sheriff's Communication Center is the designated "alternate", or back up 911 answering point, for Southfield, Holly, Novi, Oxford, and Waterford Police Departments in the event of an emergency.

Performance Measures	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual
Non-Emergency Calls	216,081	265,969	266,162	295,742
Wireline 9-1-1 Calls	33,432	33,017	26,584	27,976
Wireless 9-1-1 Calls	82,707	80,614	88,135	112,475
Total Dispatch Calls	332,220	379,600	380,881	436,193

The Communications Unit features enhanced 911 capabilities, computer-aided dispatch (CAD), video link from the Sheriff's Office Aviation Unit helicopters, and an 800 MHz Harris trunked system linked to every law enforcement agency and fire department throughout Oakland County, as well as a statewide MPSCS radio console patched directly into our countywide system. Emergency Medical Dispatching, Emergency Fire Dispatching and Emergency Police Dispatching has been added which enables dispatchers to assist during medical, fire, and law enforcement emergencies with lifesaving pre-arrival instructions for the caller.

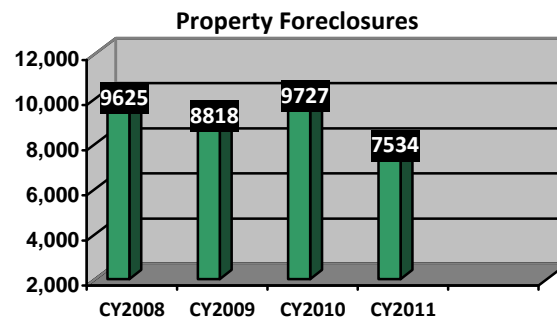
The Emergency Police Dispatch (EPD) Program was developed by the National Academy and Priority Dispatch. This is part of the same system we currently use for Fire (EFD) and Medical (EMD) emergency calls for service at the Sheriff's Office. This would complete the 3 disciplines of medical, fire, and police dispatch into a same system of protocol based questioning which benefits:

The victim and witnesses who will receive effectively a zero-minute response time to police incidents will be provided with Professional Dispatch Life Support (lock doors and windows, do not put yourself in danger, if it's safe to do so observe the suspect, etc.), and lastly they experience the assurance of heightened personal safety.

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.

The **Civil Unit** staff is responsible for the processing and service of Personal Protection Orders, the service of seizure and foreclosure of homes and the auction of those properties. The number of foreclosures has increased dramatically. In 2000 there were 934 property foreclosures, in 2008 there were 9,625 property foreclosures. Foreclosures peaked in 2010 at 9,727.



**Gun Board:** The Oakland County Sheriff is responsible for the review of gun permit requests from residents of Oakland County. All requests are reviewed to ensure that individuals seeking a permit are legally able to carry a concealed weapon. The Sheriff's designee is a member of the Oakland County Gun Board which has the authority to issue, suspend or revoke a CCW permit within the perimeters of State statute. Under exigent circumstances, the Oakland County Gun Board members may, after careful review, issue a temporary CCW permit to residents that meet the guidelines set forth in statute. The Oakland County Gun Board meets at least once a month to review to approve or deny new requests and to suspend or revoke issued permits.

The **Special Weapons and Tactics Team** {SWAT} is part of the Sheriff's Emergency Preparedness, Communications and Training Division. SWAT responds to various types of critical incidents, some examples are such as hostage situations, barricaded gunman, high risk warrants, drug raids and civil disturbances. In CY2011, SWAT responded to 13 high- risk situations and in CY2012 SWAT responded to 16 incidents in 2012.

**Training** - The Training function continues to be one of the top priorities with the Sheriff. P.A. 302 of 1982 provides approximately \$100,500 per year in funding for Michigan Commission on Law Enforcement Standards (M.C.O.L.E.S.) certified officers to participate in various training programs. The County also provides over \$90,000 per year to assist in various specialty instructions as well as standard training for non-certified and civilian personnel.

The Training program is responsible for an on-site classroom providing the instructional base for in-service and vendor provided courses. A video library is also maintained to provide officers with access to law enforcement and other mandated training information. An extensive Range program insures that all officers, and those individuals issued county weapons, are afforded the best instruction in force continuum training. An online training system was implemented in 2011 to complement the in-service training program.

The Training program oversees all range activities, field training programs, police academy functions, in-service training classes, special unit instruction, mandated training requirements, and off site course scheduling.

- Objectives
  - Continue to provide basic training and advanced instruction in Law Enforcement fundamentals.
  - Maintain standards of performance and research changes in 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.

Performance Measures	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual
In-Service Training Hours	1,951	1,434	1,461	1,814
Vendor-Provided Training Hours	8,856	9,797	8,896	6,212

- **Court Services** - Court Services is under the Corrections / Courts / Program & Support Services Division of the Sheriff's Office. It is a multi-tasked unit which provides security for the Circuit Court Building, including the Treasurer's Office, County Clerk's Office, Reimbursement and the County Commissioners. Also included is the west annex which houses the Prosecutor's Office, Corporation Counsel, Elections and the Oakland County Law Library. Further, the Court Services Unit provides security for all four County subsidized District Courts (52/1, 52/2, 52/3, & 52/4) and contracted entry screening for four of the Class III District Courts (43<sup>rd</sup> Hazel Park, 43<sup>rd</sup> Madison Heights, 47<sup>th</sup> Farmington, and 48<sup>th</sup> Bloomfield). Court Services is also responsible for all prisoner transports not only to the Circuit Court but throughout Oakland County as well as providing prisoner transports throughout the State of Michigan in the execution of writ pick-ups and returns. Court Services also provides any prisoner medical appointment transports.

**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

Performance Measures	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual
Inmates Handled in Circuit Court	12,360	10,478	10,322	10,749
Visitors to Circuit Court Building	810,252	810,296	779,237	762, 454
Circuit Court Trials Requiring Security	131	145	143	102
Prisoner Medical Transports	771	774	669	770

- **Forensic Analysis** – The Forensic Science Laboratory provides testing services in disciplines of controlled substances, firearms and tool marks, latent prints, impression evidence, serial number restoration, toxicology and crime scene. Plans are underway for the addition of a DNA unit which should be operational in the near future and will provide countywide services. The laboratory employs state-of-the-art technology in areas such as AFIS (Automated Fingerprint Identification System) providing latent finger and palm print searching capability. The system also provides patrol officers with mobile in-car two-finger searches. The laboratory’s IBIS (Integrated Ballistics Identification System) searches fired cartridge cases in local and national firearms data bases. The Chemistry Section employs current technology such as GC/MS (uses a high-energy beam to obtain molecular fragmentation patterns) and FTIR (uses a laser to obtain molecular vibration patterns) instrumental analysis to identify the fingerprints of illicit drugs. The toxicology section provides immunoassay (biochemical) testing of urine samples for the detection of five drug classes. Additionally, the laboratory processes and reconstructs crime scenes to assist investigators and provides expert testimony in local and federal courts.

**Objectives**

- Provide relevant, accurate and thorough service using scientifically valid procedures under the direction of accreditation, statutory and regulatory requirements.
- Hire educated personnel and providing them with the necessary training to gain experience in their area of expertise upon hiring and as an ongoing process.
- Achieve testing excellence by utilizing a system of established, scientifically sound methods and procedures which employees implement in their activities.

Performance Measures	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual
Crime Scene Investigations	274	221	155	73
Assists to Outside Agencies	2,906	2775	2868	2133
Total Identifications	3,615	3588	4047	4209

- **Investigations** - The Investigation Division of the Sheriff’s Office exists to serve all police agencies and residence throughout Oakland County. In 21<sup>st</sup> Century law enforcement, progressive agencies recognize the need for specialists in investigating many types of crimes. The Oakland County Sheriff’s Office Investigation Division is comprised of highly trained specialists in the field of narcotics enforcement, fire investigation, crime scene investigation, auto theft, fugitive apprehension, internal affairs, homicide investigation, and the newest trend of computer crimes investigation (Internet Child Predators, Identity Theft, Auction Fraud, etc.). These special units consist of plain-clothes and undercover investigators, who are cross-trained in their specialties and also in support of the other units. The services, of each of these units, are available to all police agencies throughout Oakland County and serve all populations. In this day of shrinking funding sources for law enforcement, the Oakland County Sheriff’s Office’s Investigations Division is able to provide these specialty services and thus avoid duplicating expensive local investigations.

**Objectives**

- To continue the NET efforts and encourage more participation to provide a safer environment for our citizens.
- Maintain and coordinate a County wide communications system.
- To continue to support all law enforcement agencies within the County by providing a high level of sophisticated support services.
- To provide a high level of Computer Crime prevention by the Computer Crime unit.

The **Fire Investigation Unit (F.I.U.)** is comprised of four court-qualified experts in the field of fire investigations and post-bombing incidents. This highly-specialized unit is available to respond to any calls for investigative assistance on a 24 hour a day basis. The Fire Investigation Unit has been the primary investigative unit utilized by nearly all fire departments within Oakland County. The unit has been the recipient of numerous local, regional, state and international awards for their investigative skill. The unit is comprised of four fire investigators.

Performance Measures	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual
Contracted Areas by OCSO	92	156	200	137
Assisted to Other Fire/Law Enforcement	99	35	41	38
Fire Scenes Investigated	191	191	241	175
Dollar Value Loss Investigated	\$27,120,200	\$42,142,550	\$28,423,100	\$16,631,820
Arson Related Arrests for All Jurisdictions	29	38	20	21

The **Auto Theft Unit (A.T.U.)** is a multi-agency task force, funded 50% by the Auto Theft Prevention Authority, 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 thieves are far more sophisticated and organized in their approach to stealing cars and using fraudulent documents, stolen identities, and other elaborate schemes to perpetrate their crimes. Information obtained in these investigations has led to arrests in several other crimes including homicide, home invasion, and identity theft. Since the units inception in 1987 the auto theft rate has dropped 79% in Oakland County leading to a \$51.00 savings on vehicle insurance policies for Oakland County residents.

Performance Measures	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual
Property Rec. Incidents	308	344	187	164
Value	\$2,783,120	\$3,207,265	\$1,172,340	\$1,714,374
Arrests	259	268	263	206
Investigations	669	553	559	532

The **Special Investigations Unit** is composed of veteran Detectives and Sergeants who investigate major and violent crimes for this and any other police agency who make a request, along with handling the internal affairs investigations of this department.

The **Fugitive Apprehension Team** has experienced and dedicated investigators that locate and arrest some of the most violent criminals wanted 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. Any law enforcement agency in Oakland County requesting assistance will be provided services by the team who has assisted in several homicide investigations. 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. The team also responds to requests from Oakland County Circuit Court judges to apprehend defendants with outstanding bench warrants.



Performance Measures	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual
Complaints Opened	388	507	591	302
Fugitive Arrests	57	45	56	198
Assist Other Agency Arrests	169	300	409	20
Extraditions	31	26	21	26

The **Computer Crimes Unit** is a group of highly trained investigators available to assist any law enforcement agency with the investigation of cyber crimes, ranging from auction fraud and identity theft to sexual predators.

Performance Measures	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual
Arrests	18	34	32	11
Search Warrants	46	31	69	39
Forensic Exams	66	37	95	157

The **Narcotic Enforcement Team** (NET) is a full service undercover taskforce whose purpose is to arrest, prosecute, and disrupt all offenders of state and federal narcotic laws. This is accomplished through cooperation and intelligence sharing with 43 local police departments, along with the State Police, FBI, and DEA. This unit is comprised of investigators from 14 local police agencies, 2 Sheriff's Offices, the FBI, and the DEA.

In these tough economic times, of shrinking local police department budgets, this concept unit has been relied upon to be the primary drug enforcement team throughout Oakland County. This unit's operation is supported by federal HIDTA grants for equipment, training, and overtime reimbursement. We also receive a matching Michigan State Byrne Memorial Grant to fund 4 investigators. For the last five years, the NET unit has averaged over \$1,240,000.00/year in closed asset forfeiture that has been redistributed back to the local agencies. This unit is responsible for taking approximately \$10 million of illegal narcotics off the street per year. Across the United States, to be successful, drug enforcement agencies have to rely more and more on intelligence sharing and inter-agency cooperation. The Oakland County NET unit prides itself in being the leader in this trend.

Performance Measures	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual
Arrests	232	210	209	198

The **Warrants Unit Investigators** are responsible for picking up defendants that are arrested on Oakland County warrants by other law enforcement agencies throughout the State of Michigan. The investigators also locate, and arrest individuals wanted on Oakland County warrants, with emphasis on clearing nearly 11,000 misdemeanor warrants currently outstanding. Additional responsibilities include facilitating extradition of violators wanted by out of state agencies, and arraignment of misdemeanor offenders. The Warrants Unit Clerks are responsible for entering, canceling and certifying the accuracy of any felony and misdemeanor warrants obtained by the Sheriff's Office, and all civil warrants county wide.

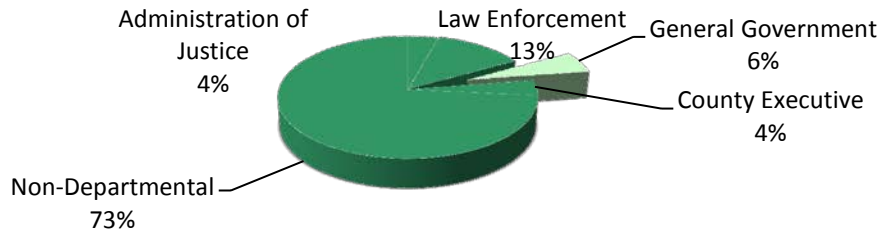


Performance Measures	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual
Warrant Arrests	754	887	752	614
Warrants Registered	5,531	5,319	5,225	5,720
Adult Cases Presented to Pros. Office	N/A	N/A	N/A	N/A
Juvenile Cases Presented to Pros. Office	N/A	N/A	N/A	N/A
Total Pick Ups	606	762	695	578
Warrants Cleared	964	904	827	687

In 2011, **the Friend of the Court Enforcement Unit (F.O.C.)** investigator positions were changed to Deputy II positions. This helped to stabilize the personnel assigned to this unit and increase performance. The Unit continues to be responsible for enforcement of the 5000+ arrest warrants issued annually. The F.O.C. locates and arrests defendants or via the phone encourages them to get to court and take care of their warrant so they can avoid arrest. F.O.C. travels throughout the state picking up and transporting individuals arrested by other law enforcement agencies on Oakland County Friend of the Court warrants. The unit is funded 2/3 by state and federal grants the remaining 1/3 is covered by F.O.C.

Performance Measures	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual
Arrests	466	637	456	539
Prisoner Pick Ups	759	632	579	589
Bench Warrants Assigned	6,017	5742	5419	5,524
Bench Warrants	6,071	5658	5396	5,429

### FY 2013 General Fund/General Purpose Revenues:

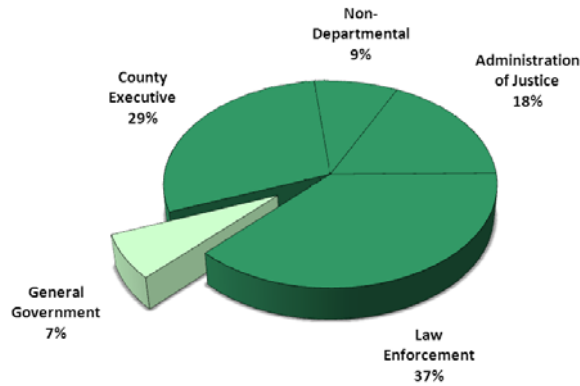


General Government Revenues	FY 2011 Actual	FY 2012 Amd.Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b><u>General Fund/General Purpose:</u></b>					
<b><u>Clerk - Register of Deeds</u></b>					
Charges for Services	11,753,731	10,806,443	10,806,893	10,806,893	10,806,893
Investment Income	41,533	2,500	2,500	2,500	2,500
Other Revenues	6,134	0	0	0	0
<b>Total</b>	<b>\$11,801,398</b>	<b>\$10,808,943</b>	<b>\$10,809,393</b>	<b>\$10,809,393</b>	<b>\$10,809,393</b>
<b><u>Board of Commissioners</u></b>					
Charges for Services	74,073	27,600	25,600	25,600	25,600
Other Revenues	82	0	0	0	0
<b>Total</b>	<b>\$74,155</b>	<b>\$27,600</b>	<b>\$25,600</b>	<b>\$25,600</b>	<b>\$25,600</b>
<b><u>Water Resources Commissioner</u></b>					
Charges for Services	1,907,704	1,368,112	1,400,154	1,405,566	1,411,038
Contributions	1,919	0	0	0	0
<b>Total</b>	<b>\$1,909,623</b>	<b>\$1,368,112</b>	<b>\$1,400,154</b>	<b>\$1,405,566</b>	<b>\$1,411,038</b>
<b><u>Treasurers Office</u></b>					
Property taxes	174,924	76,000	76,000	76,000	76,000
Charges for Services	8,020,462	5,657,918	5,657,918	5,657,918	5,657,918
Contributions	0	5,545	0	0	0
Investment Income	42,380	43,000	43,000	43,000	43,000
Other Revenues	77,335	200	200	200	200
Transfers In	5,293,809	5,656,048	5,658,923	5,420,437	5,420,437
<b>Total</b>	<b>\$13,608,909</b>	<b>\$11,438,711</b>	<b>\$11,436,041</b>	<b>\$11,197,555</b>	<b>\$11,197,555</b>
<b>Total GF/GP Revenues</b>	<b>\$27,394,085</b>	<b>\$23,643,366</b>	<b>\$23,671,188</b>	<b>\$23,438,114</b>	<b>\$23,443,586</b>
<b><u>Other Funds:</u></b>					
Clerk Survey Remonumentation	290,595	329,156	326,937	326,937	326,937
Register of Deeds Automation	980,105	2,101,338	2,101,338	2,101,338	2,101,338
Clinton-Oakland SDS	27,864,746	31,012,747	33,741,106	33,746,501	33,751,899
Drain Equipment	4,743,027	24,540,124	28,254,135	28,386,755	28,654,727
George Kuhn SDS	45,140,810	46,324,512	45,971,835	45,981,967	45,997,819
Evergreen-Farmington SDS	33,217,115	37,014,284	37,504,224	37,507,303	37,525,249
Huron-Rouge SDS	5,474,604	5,647,820	5,876,300	5,876,673	5,877,050
Water and Sewer Trust	51,363,073	52,233,708	53,610,637	53,727,433	53,850,255
Parks and Recreation	22,625,494	23,067,414	22,958,010	23,074,579	23,059,270
Delinquent Tax Revolving	28,222,994	36,400,699	27,022,497	27,107,893	27,107,893
Delinquent Personal Tax Admin	926,890	2,822,916	1,142,158	1,142,158	1,142,158
<b>Total Other Funds</b>	<b>\$220,849,453</b>	<b>\$261,494,718</b>	<b>\$258,509,177</b>	<b>\$258,979,537</b>	<b>\$259,394,595</b>
<b>Total Revenues</b>	<b>\$248,243,537</b>	<b>\$285,138,084</b>	<b>\$282,180,365</b>	<b>\$282,417,651</b>	<b>\$282,838,181</b>

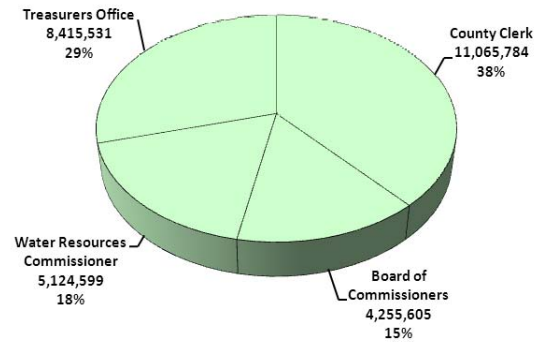


## Budget at a Glance – General Government General Fund/General Purpose Expenditures

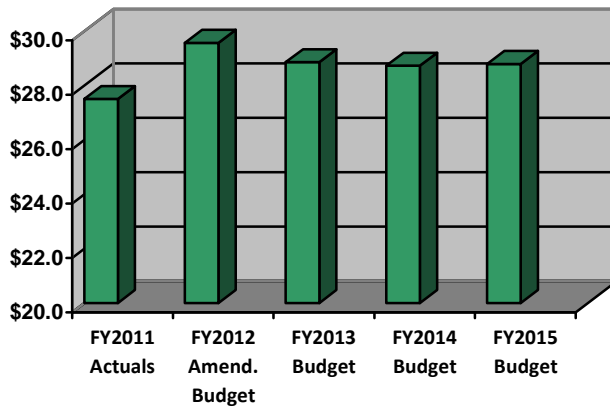
**Total County 2013 Adopted Budget**



**General Government 2013 Adopted Budget**



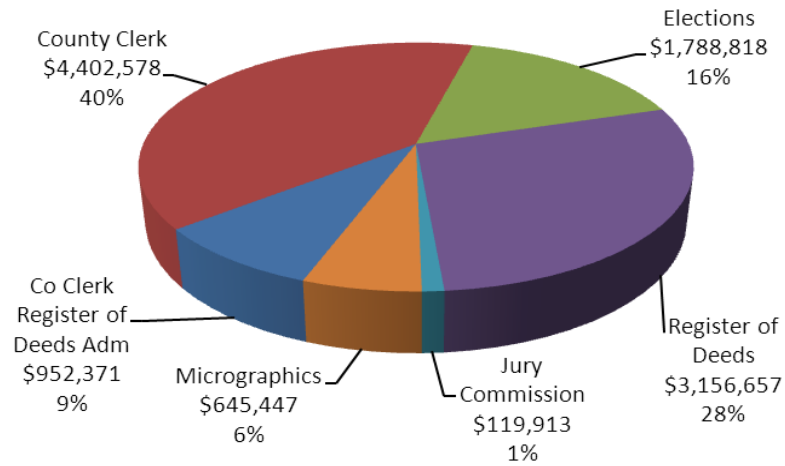
**General Government GF/GP Expenditures (\$ in millions)**



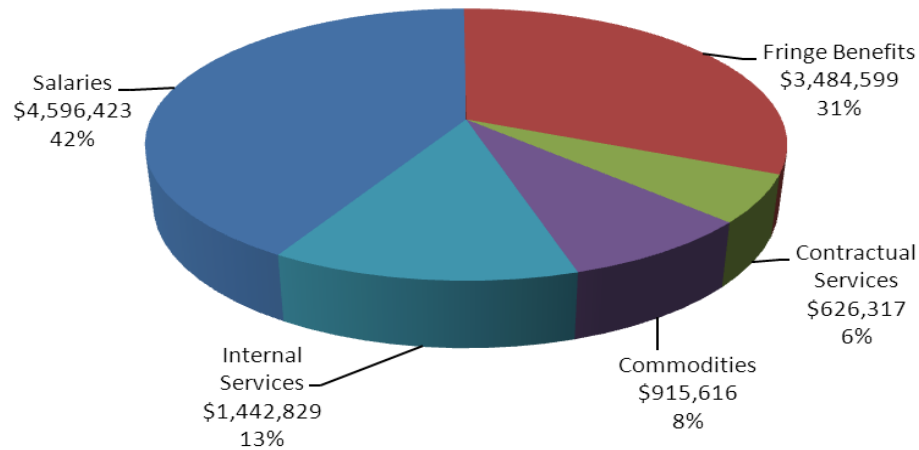
General Government Expenditures by Department (GF/GP)	FY 2011 Actual	FY 2012 Amend Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Clerk - Register of Deeds	9,802,941	11,247,083	11,065,784	11,021,115	11,048,483
Treasurers Office	8,143,609	8,639,539	8,415,531	8,293,238	8,294,144
Board of Commissioners	4,223,183	4,493,358	4,255,605	4,235,712	4,241,235
Water Resources Commissioner	5,338,027	5,193,500	5,124,599	5,181,180	5,211,077
<b>Total Expenditures</b>	<b>\$27,507,760</b>	<b>\$29,573,480</b>	<b>\$28,861,519</b>	<b>\$28,731,245</b>	<b>\$28,794,939</b>

General Government Personnel by Department (GF/GP)	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget
Clerk - Register of Deeds	112	112	112
Treasurers Office	37	37	37
Board of Commissioners	44	44	44
Water Resources Commissioner	1	1	1
<b>Total Personnel</b>	<b>194</b>	<b>194</b>	<b>194</b>

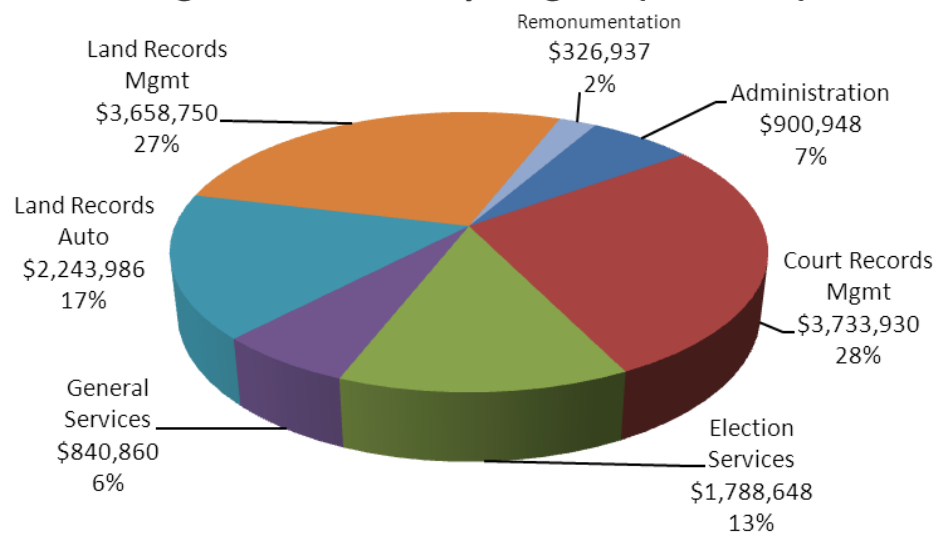
**Budget Distribution by Division (GF/GP)**



**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. We strive to make government more accessible by putting as many documents as we can on the Internet for easy retrieval.

Department Expenditures by Division (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Co Clerk Register of Deeds Adm	1,078,173	1,005,487	952,371	928,595	951,759
County Clerk	3,903,046	4,502,494	4,402,578	4,396,033	4,397,681
Elections	1,371,717	1,779,893	1,788,818	1,796,130	1,797,251
Register of Deeds	2,739,565	3,193,018	3,156,657	3,134,252	3,135,150
Jury Commission	102,053	125,423	119,913	120,300	120,452
Micrographics	608,388	640,768	645,447	645,805	646,190
<b>Total Expenditures</b>	<b>\$9,802,941</b>	<b>\$11,247,083</b>	<b>\$11,065,784</b>	<b>\$11,021,115</b>	<b>\$11,048,483</b>

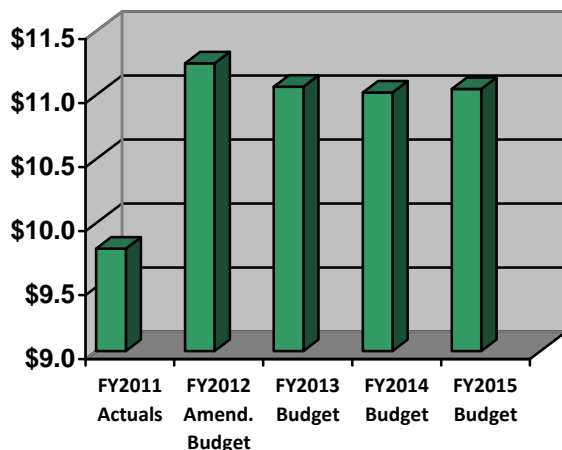
## Current Issues

- Expand the current pilot program, of electronic filing of court documents, to more case types.
- Expand voter outreach and poll worker training.
- Implement new guidelines from Homeland Security regarding document storage.
- Monitor pending legislation for recording land related documents.
- Monitor CPL changes.

## Department Goals

- Continue to provide quality services and be accountable to the public we serve.
- Increase voter turnout while ensuring our citizens are using the most accurate voting machines available.
- 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.
- Utilize technology to facilitate legal and vital records storage retrieval and transmission via the Internet.
- Provide programming services for local and county wide elections.
- Promote “online not inline” Internet based services to allow around-the-clock access to certain land related documents, legal, vital and campaign finance records.

## Department Expenditures (\$ in millions)



Department Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	4,243,479	4,622,557	4,596,423	4,563,180	4,563,180
Fringe Benefits	2,846,273	3,486,451	3,484,599	3,465,690	3,465,690
Contractual Services	465,882	671,867	626,317	588,317	611,317
Commodities	601,771	936,973	915,616	915,616	915,616
Internal Services	1,534,285	1,529,235	1,442,829	1,488,312	1,492,680
Transfers Out	111,252	0	0	0	0
<b>Total GF/GP Expenditures</b>	<b>\$9,802,941</b>	<b>\$11,247,083</b>	<b>\$11,065,784</b>	<b>\$11,021,115</b>	<b>\$11,048,483</b>
<b>Other Funds</b>					
Clerk Survey Remonumentation	290,595	329,156	326,937	326,937	326,937
Register of Deeds Automation	662,010	2,101,338	2,101,338	2,101,338	2,101,338
<b>Total Other Funds</b>	<b>\$952,605</b>	<b>\$2,430,494</b>	<b>\$2,428,275</b>	<b>\$2,428,275</b>	<b>\$2,428,275</b>
<b>Total Expenditures</b>	<b>\$10,755,546</b>	<b>\$13,677,577</b>	<b>\$13,494,059</b>	<b>\$13,449,390</b>	<b>\$13,476,758</b>

**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 6<sup>th</sup> Judicial Circuit Court paper and electronic documents in accordance with all statutory and Supreme Court guidelines. Legal Records also processes passport applications. Vital Records is responsible for recording and safeguarding birth, death, marriage, notary public and assumed names documents. Vital Records also processes concealed weapons permits.

**Register of Deeds**

The Register of Deeds records and safeguards all land related documents including subdivision plats and condominium plans. This office was one the first to become fully automated. It has the distinction of being the first in Michigan to accept electronic filings. Internet users have the ability to search records and obtain recorded copies back to January 1, 1964. In 2007, we were the first county in the U.S. to offer Fraudcheck; a free tool for property owners to check if any fraudulent documents have been filed on their property.

**Elections Division**

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

**Micrographics**

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

**Jury Commission**

The three (3) member Jury Commission is appointed by the Board of Commissioners. They oversee the process of compiling a list of names of those eligible for jury duty and providing those lists to all thirteen District Courts in Oakland County.



## Clerk/Register of Deeds - Programs

### Summary of Major Program Changes

#### Revenue

No changes.

#### Expenditures

The overall decrease in Personnel expenditures for Fiscal Years 2013 through 2015 reflect staff changes and reductions in healthcare rates subsequent to the adoption of Fiscal Year (FY) 2012 budget. The budget for FY 2012 was amended to reflect the decrease. Contractual Services and Commodities overall decrease is a result of meeting the department's budget task for fiscal years 2011 through 2014. Line item budgets such as, Maintenance Contract, Printing of County Directory and Election Supplies were reduced. County Directories will be printed in every odd numbered year. In addition, Professional Services budget decreased because new document costs will be charged directly to the Automation Fund, 21160. Furthermore, the overall decrease in expenditure for Internal Services are due to rate and usage adjustment for various line items such as, Convenience Copier, Telephone Communications, Equipment Rental and Insurance Fund; offset by inflationary adjustments for building maintenance.

Department Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	981,380	949,603	900,948	877,172	900,336
Court Records Mgmt	3,367,781	3,829,350	3,733,930	3,733,106	3,734,906
Election Services	1,371,717	1,795,947	1,788,648	1,795,960	1,797,081
General Services	734,111	839,103	840,860	835,526	835,526
Land Records Auto	660,796	2,243,986	2,243,986	2,228,986	2,228,986
Land Records Mgmt	3,349,167	3,690,431	3,658,750	3,651,703	3,652,986
Remonumentation	290,595	329,156	326,937	326,937	326,937
<b>Total Expenditures</b>	<b>\$10,755,546</b>	<b>\$13,677,577</b>	<b>\$13,494,059</b>	<b>\$13,449,390</b>	<b>\$13,476,758</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	6	6	6
Court Records Management	42	42	42
Election Services	9	9	9
General Services	13	13	13
Land Records Mgmt	41	41	41
Remonumentation	1	1	1
<b>Total Personnel</b>	<b>112</b>	<b>112</b>	<b>112</b>



### Clerk/Register of Deeds- Programs

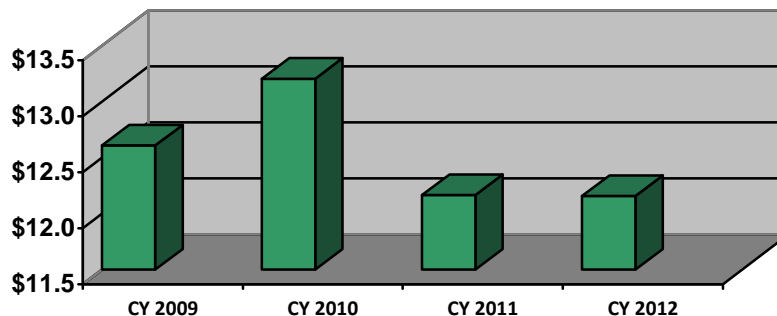
- **Administration Program** - The Administration program sets the overall policies, procedures and gives directions to all divisions. It is responsible for tracking legislation and assists in the shaping of statewide policies.
  - Provide employees and public with state of the art technology.
  - Insure prompt and professional services in recording, maintaining and retrieving records.
  - Promote professional, friendly and courteous service to all users
- **Courts Records Management** - The County Clerk is the general recorder of the 6<sup>th</sup> Judicial Circuit Court.
  - Receive, file (traditional & electronic), maintain and retrieve all records under the County’s jurisdiction in such a manner to allow easy accessibility by the public and business people at the lowest possible costs.

Performance Measures	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
Civil Cases	22,752	21,783	19,433	18,782
Criminal Cases	5,864	4,919	4,651	4,453
District Cases	194	203	241	235

- **General Services** – The County Clerk is the general recorder of various official County records, such as birth, death, marriage, military discharge, business and professional registrations.
  - Receive, file, maintain and retrieve all records under the County’s jurisdiction in such a manner to allow easy accessibility by the public and business people at the lowest possible cost.

Performance Measure	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
Births	19,000	19,358	19,709	19,352
Deaths	10,248	11,141	11,504	11,519
Marriages	5,804	6,619	6,900	6,805
Concealed Weapons	12,000	12,292	11,289	12,584
Assumed Names & Co-partnerships	8,942	7,526	6,851	6,486
Notaries	21,884	1,693	2,976	3,501
Military Discharge (DD-214)	1,266	555	545	2,254

**General Services - Average Cost per Unit**



- **Election Services** - Election Services is responsible for overseeing all county-wide elections and multi-jurisdictional elections, printing ballots, programming voting equipment, maintaining permanent records of election results and assisting local clerks and citizens in interpreting Michigan Election Law and Campaign Finance Law according to state statutes. Also, all campaign finance records, for local offices, are filed with this division. In addition, this division performs functions related to the Qualified Voter File (QVF). The QVF links State, County, City and Township election officials through an automated, interactive statewide voter registration database and provides election officials with the ability to generate master and ID cards, precinct lists, maintain voter history and provide voter registration data in numerous custom formats. This division also records and maintains official minutes of the Oakland County Board of Commissioners.
  - Receive, file, maintain and retrieve all records under the County's jurisdiction in such a manner to allow easy accessibility by the public and business people at the lowest possible cost.

Performance Measures	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
State Primary Elections		1		3
State General Elections		1		1
Other Consolidated Election Dates (municipal, school, etc)	5	2	5	1

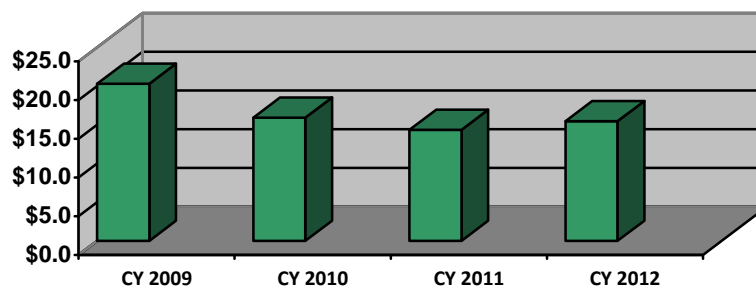
- **Land Records Management** - The Register of Deeds Division records official documents affecting property ownership such as warranty deeds, quit claim deeds, mortgages, land contracts, state, federal and mechanics liens, etc. This division is also the official recorder of subdivision plats and condominiums, records fixture filings in the Financing Unit and facilitates the redemption of Sheriff/Clerk Deeds in the Real Estate Unit.
  - Receive, file, maintain and retrieve all records under the County's jurisdiction in such a manner to allow easy accessibility by the public and business people at the lowest possible cost.

Performance Measures	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
Deeds (b)	46,852	48,282	47,756	49,235
Mortgages (b)	38,626	35,766	38,278	60,168
Misc. Recordings (a)(b)	139,664	149,902	152,633	180,160
Plats	1	0	2	5
Condos/Amendments	8	16	24	14
Sheriffs Deeds	8,553	9,293	7,367	5,085
Clerks Deeds	38	32	24	20
Foreclosures Redeemed	443	810	959	1,064
Documents Filed Electronically	26,379	28,563	34,674	63,966

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

(b) Includes Deeds, Mortgages and Miscellaneous Recordings. The number of electronic documents is included in the individual totals listed above for each category.

**Land Records Management - Average Cost per Unit**

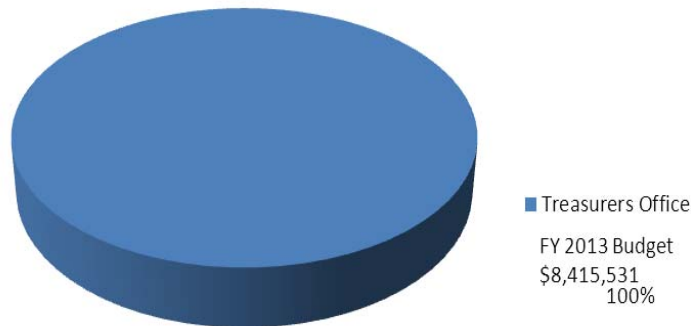


- **Micrographics** - The Micrographics program is responsible for preserving county documents for various departments. Presently, this program is microfilming documents for Register of Deeds, Record Retention, Family Court, Probate Court, Sheriffs Department, Health Division, Medical Examiners and Treasurers 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.
  - To be an effective service bureau by providing accurate and timely service and to expand the Micrographics customer base if possible.

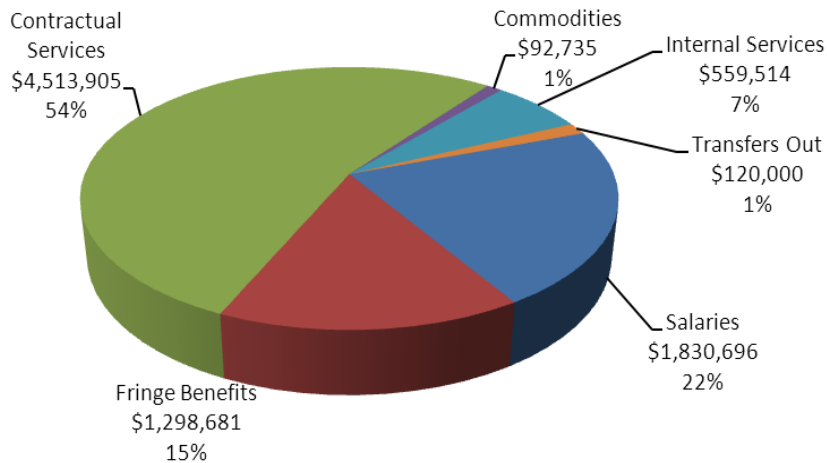
Performance Measures	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Actual
Hard Copies (8 ½ x 11 sheets)	22,667	28,086	59,310	24,583
Hard Copies (bulk, 1,800 pages to a stack)	889,100	0	0	0
Film Duplicating (rolls)	5,613	3,046	4,056	3,381
Microfilming (approx. for all projects)	3,603,601	4,246,655	3,779,152	3,787,320
Plats (11 x 17)	137	125	56	137
Plats (18 x 24)	64	46	71	21
Imaging Daily Recordings	899,100	808,200	876,044	331,200
Microfilming Daily Recordings	899,100	808,200	876,044	331,200
Laminated Plats (11 x 17)	80	273	589	1,573
Laminated Plats (18 x 24)	2	64	79	72
Laminated Plats (8 x 11)	87	11	24	18

- **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.
  - Insure that property controlling corners are accurately identified.
  - Provide ongoing maintenance to monument boxes that have been destroyed or moved.
- **Land Records Automation** - Miscellaneous Resolution #01322, unanimously adopted by the Board of Commissioners on December 13, 2001 authorized the Register of Deeds Division to provide electronic filing of land record documents. This resolution allowed this office to begin to test and implement a system to accommodate electronic recording. In June of 2003 the first land record documents were recorded electronically. 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.

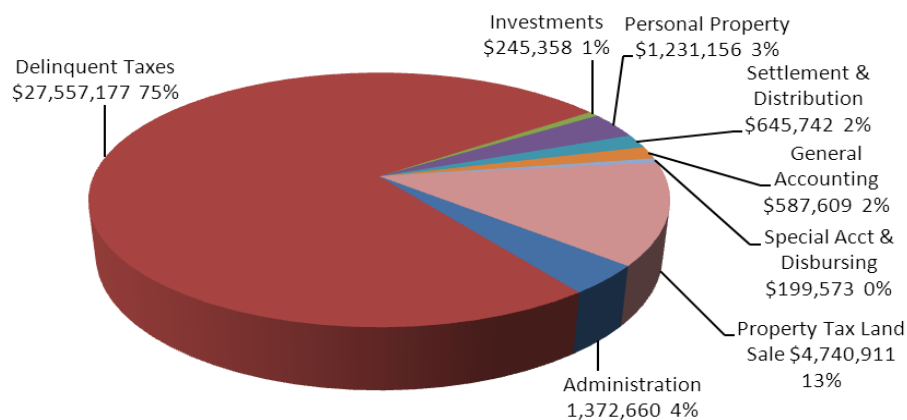
**Budget Distribution by Division (GF/GP)**



**Budget Distribution by Expenditures (GF/GP)**



**Budget Distribution by Program (All Funds)**



**Mission**

Your Oakland County Treasurer’s Office will serve taxpayers, governmental, and private sector partners with respect, professionalism, and a renewed commitment to customer service and innovative problem-solving.

**Vision**

Oakland County taxpayers 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, neighborhood stabilization and financial literacy.

**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 consistently and significantly outperforming its benchmark, the short-term U.S. Treasury T-Bill.

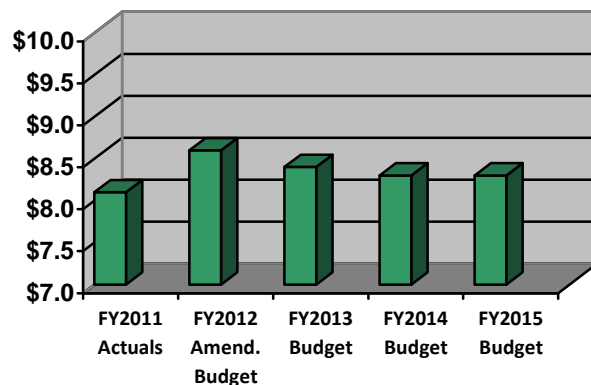
In addition, the Oakland County Treasurer performs several other important functions, including: collection of delinquent real and personal property taxes through the use of monthly payment plans; administration of the Oakland County Land Sale where tax foreclosed properties are sold at public auction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

Department Expenditures by Division (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Treasurer’s Office	8,143,609	8,639,539	8,415,531	8,293,238	8,294,144
<b>Total Expenditures</b>	<b>\$8,143,609</b>	<b>\$8,639,539</b>	<b>\$8,415,531</b>	<b>\$8,293,238</b>	<b>\$8,294,144</b>

**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, and continuing to make cuts in spending necessary to balance the budget and secure the financial future of the County.
- 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, which allow taxpayers to take responsibility for their delinquency and the County to collect needed revenues.
- 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 its coveted AAA bond rating.
- Serve taxpayers, governmental, and private sector partners with respect, professionalism, and a renewed commitment to customer service and innovative problem-solving.

Department Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	1,834,574	1,782,151	1,830,696	1,737,474	1,737,474
Fringe Benefits	1,172,817	1,255,369	1,298,681	1,259,314	1,259,314
Contractual Services	3,899,287	4,518,273	4,513,905	4,513,905	4,513,905
Commodities	53,988	96,976	92,735	92,735	92,735
Capital Outlay	591	0	0	0	0
Internal Services	1,042,582	866,770	559,514	569,810	570,716
Transfers Out	139,770	120,000	120,000	120,000	120,000
<b>Total GF/GP Expenditures</b>	<b>\$8,143,609</b>	<b>\$8,639,539</b>	<b>\$8,415,531</b>	<b>\$8,293,238</b>	<b>\$8,294,144</b>
<b>Other Funds</b>					
Delinquent Tax Revolving (a)	34,563,943	36,400,699	27,022,497	27,107,893	27,107,893
Delinquent Personal Tax Admin(b)	2,718,674	2,822,916	1,142,158	1,142,158	1,142,158
LGIP Brandon Township	164,488	0	0	0	0
LGIP Brandon Twp Fire Dept	295,000	0	0	0	0
LGIP Commerce Twp	5,200,000	0	0	0	0
LGIP City of Keego Harbor	475,000	0	0	0	0
LGIP City of Madison Heights	6,000,000	0	0	0	0
LGIP Oakland Township	727,000	0	0	0	0
LGIP Oxford Twp Sewer	1,379,000	0	0	0	0
LGIP Oxford Twp Water	712,000	0	0	0	0
LGIP Waterford Township	8,184,957	0	0	0	0
LGIP Village of Milford	200,000	0	0	0	0
Road Commission Special Assess	771,929	0	0	0	0
<b>Total Other Funds</b>	<b>\$61,391,992</b>	<b>\$39,223,615</b>	<b>\$28,164,655</b>	<b>\$28,250,051</b>	<b>\$28,250,051</b>
<b>Total Expenditures</b>	<b>\$69,535,601</b>	<b>\$47,863,154</b>	<b>\$36,580,186</b>	<b>\$36,543,289</b>	<b>\$36,544,195</b>

(a) Reduced support for GF/GP Operations-Transfers Out decreased 9.4 million  
 (b) Reduced annual subsidy to General Fund: Transfers Out decreased 1.7 million

**Summary of Major Program Changes**

**Revenue**

Property values are stabilizing throughout the County; coupled with declining number of delinquent parcels returned to the County treasurer for collection. The Treasurer’s overall revenue budget decreased (\$241,156). The primary cause for this decrease is 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 assist in the support of General Fund/General Purpose Operations.

**Expenditures**

The overall decrease in Personnel expenditures for Fiscal Years 2013 through 2015 reflects staff changes. Two Office Assistant II positions will be retiring at the end of fiscal year 2013 as well as transferring the funding for one Accountant II position. This position will be funded through the Delinquent Tax Revolving Fund. Also, the overall decrease is attributable in the reduction of healthcare rates subsequent to the adoption of the Fiscal Year (FY) 2012 budget. The budget for FY 2012 was amended to reflect the decrease. Furthermore, the overall decrease in expenditure for Internal Services are due to rate and usage adjustments for various line items such as, Convenience Copier, Equipment Rental, Motor Pool and Telephone Communications; offset by inflationary adjustments to building maintenance.

Department Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	2,555,296	1,683,632	1,372,660	1,379,956	1,380,862
Delinquent Taxes	35,010,882	36,907,003	27,557,177	27,639,073	27,639,073
Investments	23,569,353	241,313	245,358	244,358	244,358
Personal Property	2,736,452	2,912,275	1,231,156	1,231,156	1,231,156
Settlement & Distribution	601,115	638,035	645,742	556,846	556,846
General Accounting	689,361	576,260	587,609	584,109	584,109
Special Acct & Disbursing	169,107	198,847	199,573	198,573	198,573
Property Tax Land Sale	4,204,035	4,705,789	4,740,911	4,709,218	4,709,218
<b>Total Expenditures</b>	<b>\$69,535,602</b>	<b>\$47,863,154</b>	<b>\$36,580,186</b>	<b>\$36,543,289</b>	<b>\$36,544,195</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	6	6	6
Delinquent Taxes	8	6	6
General Accounting	8	8	8
Investments	2	2	2
Personal Property	8	8	8
Property Tax Land Sale	5	5	5
Settlement / Distribution	7	7	7
Special Acct / Disbursing	2	2	2
<b>Total Personnel</b>	<b>46</b>	<b>44</b>	<b>44</b>



**Treasurer Programs**

- **Administration** - The Oakland County Treasurer Administration Section is responsible for establishing, operating and measuring the policies that govern all functions of the office, including but not limited to investments, tax collections, and disbursements. The Section serves as a liaison to other County departments, state and local partners, and private sector partners, and as an advocate in the County, state and federal legislative and executive arenas for public policy that will benefit the taxpayers of Oakland County and help to shape Countywide policies.

**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 of the office.
- **Investments** - 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 consistently and significantly outperforming its benchmark, the short-term U.S. Treasury T-Bill. In addition, the Treasurer is the Bond Debt Manager for the County, responsible for ensuring that the investment and Debt Management Policies of the County are followed. This function, in conjunction with our General Accounting Section and various departments, determines and facilitates disbursements for the daily cash needs of the County. The Investment 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, the County Treasurer monitors and verifies the activities of the three retirement funds: Pension, Voluntary Employee Benefit Account (VEBA) and Intermediate Retiree Medical Benefit Trust (IRMBT) 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.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Investment Purchases	273	204	165	138
Funds Managed	996	1,083	1,091	1,154
Current Number of Investments	148	157	141	173
Performance Over Benchmark	10.042%	14.136%	13.670%	10.399%
Average Value of Investments	\$7,633,542	\$7,386,263	\$8,414,225	\$7,811,027
Interest Earned (annual)	\$18,417,687	\$12,594,155	\$10,409,517	\$9,556,672
Interest Earned (since purchase)	\$24,551,190	\$17,450,787	\$15,672,365	\$12,295,078
Local Government Pool(1)	\$71,644,972	\$179,257,884	\$232,901,461	\$299,887,832
Total Investments	\$1,129,764,269	\$1,159,643,362	\$1,186,405,748	\$1,351,307,747

(1) 33 Non-County Participants

- **Delinquent Taxes** - The Delinquent Tax Section of the County Treasurer’s Office is responsible for billing and collection of all real property taxes returned delinquent by the County’s sixty-three cities, villages and townships. Additionally, this Section bills and collects Special Assessments for the Oakland County Road Commission and Water Resource Commissioner and responds to incoming telephone calls from taxpayers, businesses and the general public.

**Objectives**

- Ensuring that every delinquent taxpayer is offered a monthly payment plan allowing them to take responsibility for their delinquency, while keeping their property.
- 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.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Real Property Delinquent Parcels	56,573	52,644	47,853	45,547
Real Property Delinquent Taxes	\$149,883,621	\$155,464,907	\$130,215,501	\$107,675,895
Special Assessment Billings	1,052	1,104	953	571
Payments Processed (full & partial)	56,827	55,658	60,841	65,100
Notices Mailed	129,488	133,678	123,044	122,527
Deeds Certified	16,472	17,596	18,063	17,231

- **Property Tax Land Sale** - Real property taxes returned delinquent by the County’s sixty-three cities, villages and townships are sold at a public auction 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 the foreclosing governmental unit (FGU), executing the preparation and analysis of land sale data and subsequent accounting for monies collected.

**Objectives**

- Ensuring responsible participation in the land sale by encouraging neighbors’ purchase of adjacent lots and discouraging real estate speculation.
- Providing for a full accounting of all funds collected from the land foreclosure sale.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Title Searches Processed	9,141	10,177	11,162	10,302
Personal Services Processed	4,746	9,665	14,312	14,467
Taxpayer Assistance Meetings	288	570	1,144	1,312
Number of Parcels Forfeited	11,718	14,090	14,900	13,767
Number of Foreclosed Parcels Offered at Auction	666	1,009	1,140	1,650
Parcels Sold at Auction	174	603	644	956
Auction Total Sold	\$490,172	\$3,131,196	\$7,531,224	\$12,018,383
Proceeds (above min. bid)	\$46,318	\$804,193	\$2,670,875	\$4,918,382
Average Sale Price (August)	\$6,328	\$10,925	\$21,169	\$19,872
Average Sale Price (October)	\$1,194	\$2,062	\$5,524	\$4,634

- **Personal Property Tax and Bankruptcy** - The Personal Property Section of the County Treasurer’s Office is responsible for the collection of delinquent Personal Property taxes, which are levied on furniture, fixtures, equipment, and leasehold improvements of businesses. A great example of County-local collaboration, this Section operates through a contract with the County’s sixty-three cities, villages and townships. County collectors make personal visits to delinquent taxpayers in an effort to work out payment plans, collect tax dollars and, on occasion, seize and sell personal property at a public auction or on bidcorp.com to satisfy the personal property tax lien. This Section also handles all real and personal property bankruptcies filed by property or business owners. This procedure is performed by manually checking each bankruptcy case filed for any unpaid taxes. When there are taxes due, a Proof of Claim is filed on behalf of the city, village or township for the amount due. The County Treasurer’s Office does not charge the cities, townships or villages for any court or attorney expenses related to bankruptcy litigation. The Personal Property Section also assists the local treasurer’s with the collection of current Personal Property Taxes and filing forms necessary to 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.
- Being understanding and sympathetic to taxpayers, helping them understand the Personal Property Tax laws and procedures, and the importance of filing a Personal Property tax form listing the value of their personal property.
- 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Personal Property Delinquent Parcels	8969	14,269	13,663	13,276
Dollars Returned	\$7,338,648	\$8,162,481	\$7,494,276	\$6,486,955
Personal Payments Processed	9,865	10,139	10,273	9,255
Dollars Collected	\$8,337,376	\$8,500,807	\$8,135,380	\$6,380,794
Bankruptcy Payments Processed	1,018	1,323	1,323	801
Bankruptcy Dollars Collected	\$2,163,903	\$9,916,686	\$4,093,500	\$4,654,937

TAX YEARS SHOWN ARE TAX YEAR LEVY

- **Settlement and Distribution** - The Settlement and Distribution Section of the County Treasurer’s Office works with state and local officials to verify the tax collections of the County, local treasurers, and to make adjustments to property tax rolls as ordered by local Boards of Review and state agencies. The Section is also responsible for the tax collection of County operating taxes, as well as accounting for monies on behalf of several other authorities whose taxes are spread on County tax rolls.

**Objectives**

- Adjusting and/or refunding taxes for taxpayers whose assessments are amended by local Boards of Review, Michigan Tax Tribunal, state and other agencies.
- Providing for the settlement of tax rolls with local treasurers facilitating the purchase of delinquent taxes through the Delinquent Tax Revolving Fund.
- 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.

<b>Performance Measures</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Actual</b>	<b>FY2012 Actual</b>
Bonded Dollars	\$1,093,609,474	\$886,403,484	\$906,667,257	\$903,637,955
Settlement Dollars (1)	\$2,552,222,639	\$2,557,038,960	\$2,655,538,647	\$2,608,706,372
Tax Rolls Audited	123	120	127	122
Parcels Settled	555,887	558,514	556,561	558,540
Capture Districts Audited	132	154	162	150
County Captured Dollars (2)	\$7,165,416	\$7,782,520	\$8,234,484	\$8,297,589
Tax Collections (3)	\$926,777,376	\$935,618,928	\$971,262,378	\$968,419,201
Delinquent Tax Load (1)	\$163,627,028	\$133,822,362	\$150,052,592	\$157,625,127
Amended Tax Roll Valuations (4)	62,194,030,936	54,711,043,888	50,378,312,384	49,235,953,993
Number of Adjustments (5)	3,652	4,908	5,054	6,893

- (1) Real, leasehold and personal property ad valorem dollars for all tax authorities.
- (2) County operating ad valorem dollars lost due to capture districts.
- (3) Ad valorem dollars passed through County July 1st through June 30th each year.
- (4) Ad valorem taxable valuations before captures.
- (5) Adjustments processed January 1st through December 31st each year.

- **General Accounting** - The General Accounting Section of the County Treasurer’s Office is responsible for the collection, accounting, depositing and balancing of all funds that come into the County. This Section is essentially the County’s bank. 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 on a daily basis. This Section, in conjunction with our Investment Section and various other departments, determines the daily cash needs of the County. The General Accounting Section also acts as the fund manager for many funds that fall under the responsibility of the County Treasurer.

**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 assuring 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Number of Cash Receipts	7678	9,198	11,256	12,369
Number of Accts Recv Receipts	12,609	12,946	13,072	12,289
Delinquent Tax Receipts	\$180,142,628	\$194,710,965	\$194,403,009	\$232,966,516
Deltax E-tax Receipts	\$3,901,567	\$5,625,273	\$5,529,367	\$7,205,607
Accounts Receivable Receipts	\$152,819,592	\$157,959,637	\$197,093,257	\$212,220,904
All other Cash Receipts	\$271,267,430	\$253,089,687	\$323,154,311	\$282,717,902
Total Receipts Deposited	\$608,131,216	\$611,385,562	\$720,179,944	\$735,110,929
Total Cash	\$9,466,493	\$10,664,753	\$10,891,285	\$12,990,092
Total Checks	\$504,267,681	\$546,250,012	\$651,967,678	\$544,232,991
Total Charge Cards	\$6,367,451	\$7,017,653	\$23,459,309	\$28,310,460
Accts Recv Wire Receipts	\$206,348,953	\$216,386,881	\$142,017,726	\$252,411,221
Other Wire Receipts	\$1,137,567,693	\$1,436,692,382	\$1,492,793,440	\$1,277,706,666
Total Wire Receipts	\$1,343,916,646	\$1,653,079,263	\$1,634,811,166	\$1,530,117,887
Total All Receipts	\$1,952,047,862	\$2,264,464,824	\$2,354,991,110	\$2,265,228,817

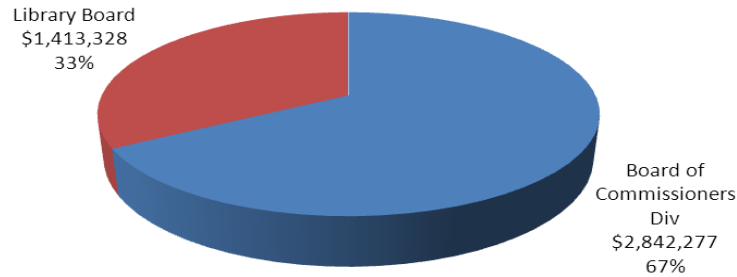
- Special Accounting and Disbursing** - The Special Accounting and Disbursing Section of the County Treasurers Office provides accounting services to a number of functions and funds. This Section also tracks and resolves bad checks received by the County. The disbursing side of this function includes the creation and distribution of all checks and electronic payments issued by the County. In addition, this Section also assists in the transmission of check issued files, to financial institutions, as part of the County's check fraud deterrence program.

**Objectives**

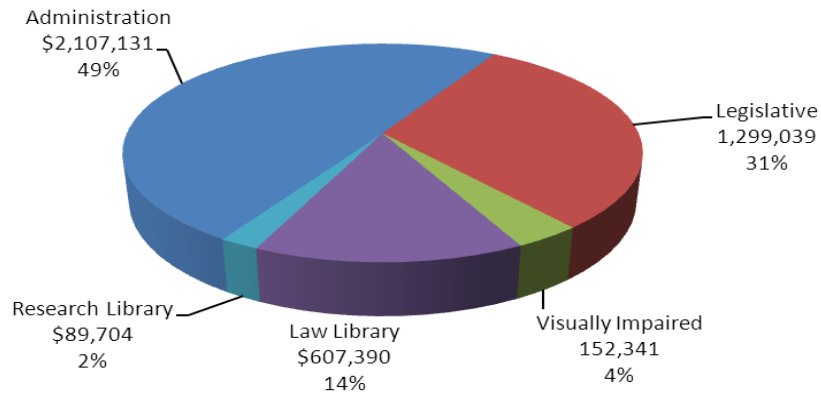
- Providing accounting services and information updates to special functions of the County.
- Accounting for and issuing all authorized County payments.
- Implementing state of the art technology for the safe disbursement of County funds and ensuring cost effectiveness.
- Increasing use of direct deposit and electronic notices to reduce cost and promote environmental conservation.
- Continuing education in all County functions.
- Working together as a team to promote friendly, timely, and courteous service to all County departments, citizens, and taxpayers.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
<u>Total Dollars Disbursed:</u>	\$1,870,029,090	\$2,029,205,036	\$1,823,477,302	\$2,072,029,595
Direct Deposits	13,406	15,182	15,933	17,670
Checks	66,012	60,505	60,055	55,986
<u>Total Dollars Paid Payroll:</u>	\$173,731,616	\$173,417,406	\$158,321,114	\$160,182,730
Direct Deposits	118,171	111,507	110,342	99,292
Checks	23,587	20,522	18,326	13,399
<u>Total Dollars Paid Retirement:</u>	\$44,789,023	\$47,054,608	\$50,125,107	\$51,687,864
Direct Deposits	28,519	29,277	30,307	31,366
Checks	590	521	475	394

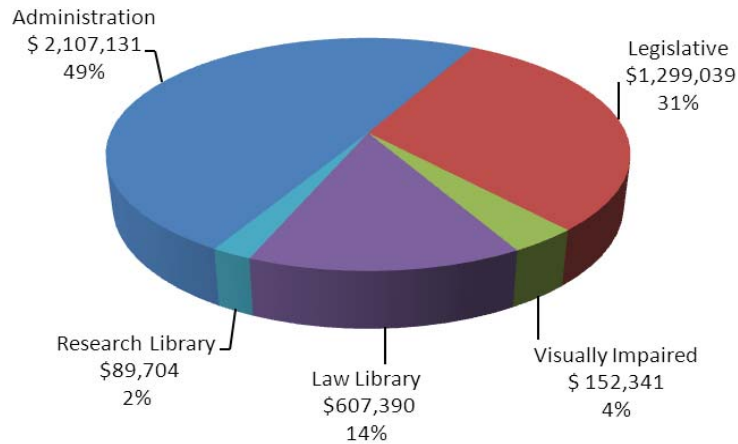
**Budget Distribution by Division (GF/GP)**



**Budget Distribution by Expenditures (GF/GP)**



**Budget Distribution by Program (All Funds)**



## Department Description Summary

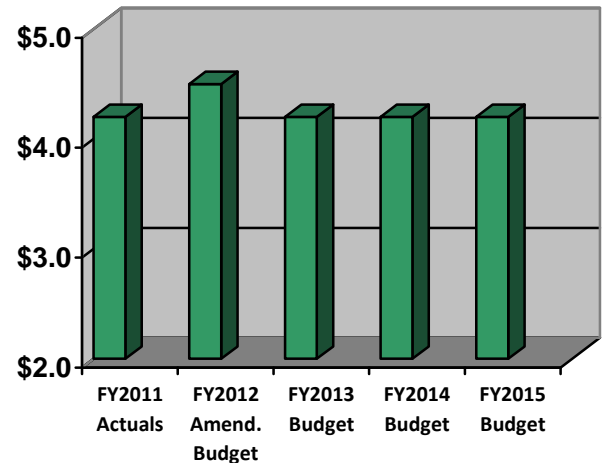
The twenty-one member Board of Commissioners is the governing body of Oakland County. The Commissioners represent 21 equally populated districts and are elected for a two-year term of office. The board is responsible for the adoption of the annual budget, establishing the county property tax millage 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Board of Commissioners Div	2,829,614	3,037,412	2,842,277	2,803,174	2,803,960
Library Board	1,393,569	1,455,946	1,413,328	1,432,538	1,437,275
<b>Total Expenditures</b>	<b>\$4,223,183</b>	<b>\$4,493,358</b>	<b>\$4,255,605</b>	<b>\$4,235,712</b>	<b>\$4,241,235</b>

## Current Issues

- Due to the impact the current economic climate will have on property tax revenues, the Board of Commissioners must strive to develop alternative revenue sources, preferably those that provide greater tax relief for Oakland County residents. Maintaining high quality services in our growing community while the economy is recovering will be a significant challenge in the coming years.
- Oakland County is one of the few counties that send more tax dollars to Lansing than it receives in State services. Because of 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.

## Department Expenditures -GF/GP (\$ in millions)



Department Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	1,768,182	1,781,471	1,593,670	1,555,365	1,555,365
Fringe Benefits	1,144,768	1,292,378	1,164,504	1,145,204	1,145,204
Contractual Services	577,516	657,419	781,664	791,364	794,134
Commodities	14,149	22,041	19,424	19,424	19,424
Capital Outlay	0	32	0	0	0
Internal Services	718,567	740,017	696,343	724,355	727,108
<b>Total GF/GP Expenditures</b>	<b>\$4,223,183</b>	<b>\$4,493,358</b>	<b>\$4,255,605</b>	<b>\$4,235,712</b>	<b>\$4,241,235</b>
<u>Other Funds</u>					
<b>Total Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$4,223,183</b>	<b>\$4,493,358</b>	<b>\$4,255,605</b>	<b>\$4,235,712</b>	<b>\$4,241,235</b>



### 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.

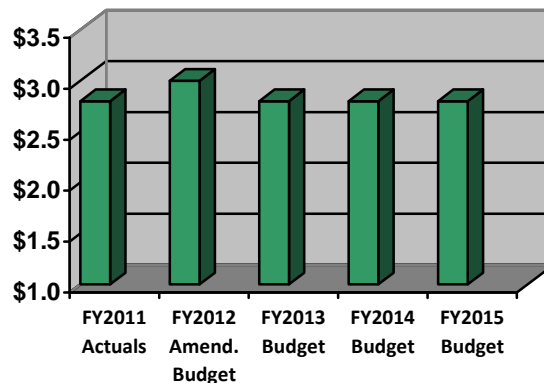
Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Board of Commissioners Div	2,829,614	3,037,412	2,842,277	2,803,174	2,803,960
<b>Total Expenditure</b>	<b>\$2,829,614</b>	<b>\$3,037,412</b>	<b>\$2,842,277</b>	<b>\$2,803,174</b>	<b>\$2,803,960</b>

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	1,358,148	1,364,236	1,262,749	1,226,649	1,226,649
Fringe Benefits	893,654	1,011,781	936,571	918,566	918,566
Contractual Services	336,309	418,790	425,290	432,290	432,290
Commodities	6,770	11,578	11,578	11,578	11,578
Capital Outlay	0	32	0	0	0
Internal Services	234,733	230,996	206,089	214,091	214,877
<b>Total GF/GP Expenditures</b>	<b>\$2,829,614</b>	<b>\$3,037,412</b>	<b>\$2,842,277</b>	<b>\$2,803,174</b>	<b>\$2,803,960</b>
<u>Other Funds</u>					
<b>Total Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$2,829,614</b>	<b>\$3,037,412</b>	<b>\$2,842,277</b>	<b>\$2,803,174</b>	<b>\$2,803,960</b>

### 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 free prescription drug program, the new dental discount program, the addition of new parks and recreation facilities, and using the latest technology to make governmental services more accessible, efficient and transparent.

**Department Expenditures (\$ in Millions)**



### Summary of Major Program Changes

#### Revenue

No changes.

#### Expenditures

The overall decrease in Personnel expenditures for Fiscal Years 2013 through 2015 reflect staff changes due to redistricting the county. It reduced the number of board commissioners; from 25 to 21. Also, it is due to the reduction in healthcare rates subsequent to the adoption of the Fiscal Year (FY) 2012 budget. The budget for FY 2012 was amended to reflect the decrease. Contractual Services increased due to Professional Services annual audit contract. Furthermore, the overall decrease in expenditure for Internal Services are due to rate and usage adjustments for various line items such as, Convenience Copier, Equipment Rental, Insurance Fund and Telephone Communications; offset by inflationary adjustments for building maintenance.

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	1,396,481	1,572,227	1,543,238	1,553,740	1,554,526
Legislative	1,433,133	1,465,185	1,299,039	1,249,434	1,249,434
<b>Total Expenditures</b>	<b>\$2,829,614</b>	<b>\$3,037,412</b>	<b>\$2,842,277</b>	<b>\$2,803,174</b>	<b>\$2,803,960</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	9	9	9
Legislative(a)	25	21	21
<b>Total Personnel</b>	<b>34</b>	<b>30</b>	<b>30</b>

(a)Effective 1/1/13, four positions deleted due to redistricting the county.

### Board of Commissioners Programs

- **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.



## Board of Commissioners – Library Board

### Mission

The Oakland County Library provides free and open access to specialized collections and services generally not found in local public libraries for its residents, elected officials and county employees.

### Department Summary

Established in 1973 under PA 138 of 1917 and Board of Commissioners Resolution #6233, the Oakland County Library Board oversees the administration of the Oakland County Library. The Library is a division of the Oakland County Board of Commissioners and is comprised of two specialized collections: the Adams-Pratt Law Library and the Research Library. In 2010, the Law and Research Library consolidated and now share the physical space in the Oakland County Courthouse. 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. Each of these libraries offer services to County residents and employees that are unique and distinctive from library services provided in local communities. Members of the Library Board are appointed and include representatives from the Board of Commissioners, Circuit Court, County Executive and Oakland Schools.

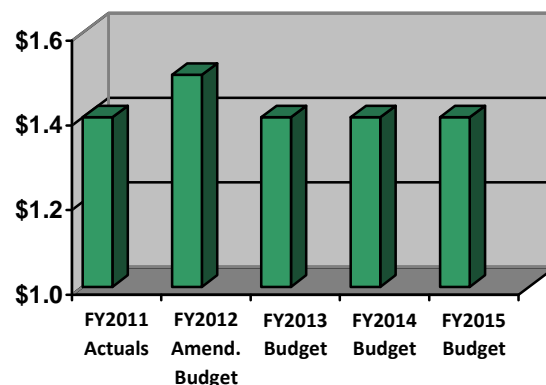
Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Library Board	1,393,569	1,455,946	1,413,328	1,432,538	1,437,275
<b>Total Expenditure</b>	<b>\$1,393,569</b>	<b>\$1,455,946</b>	<b>\$1,413,328</b>	<b>\$1,432,538</b>	<b>\$1,437,275</b>

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	410,034	417,235	330,921	328,716	328,716
Fringe Benefits	251,114	280,597	227,933	226,638	226,638
Contractual Services	241,207	238,629	356,374	359,074	361,844
Commodities	7,379	10,463	7,846	7,846	7,846
Internal Services	483,835	509,022	490,254	510,264	512,231
<b>Total GF/GP Expenditures</b>	<b>\$1,393,569</b>	<b>\$1,455,946</b>	<b>\$1,413,328</b>	<b>\$1,432,538</b>	<b>\$1,437,275</b>
<u>Other Funds</u>					
<b>Total Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$1,393,569</b>	<b>\$1,455,946</b>	<b>\$1,413,328</b>	<b>\$1,432,538</b>	<b>\$1,437,275</b>

### Division Goals

- Provide information services and resources to the Board of Commissioners and County departments that support their work.
- Meet the legal information needs of Oakland County and its people.
- Give Oakland County citizens access to government information and documents.
- Support Countywide activities including the Oakland County HELP Legal Aid Services Taskforce, Oakland County Historical Resources Consortium and the Public Library Trustee Association of Oakland County.

### Division Expenditures (\$ in millions)





## Board of Commissioners – Library Board Programs

### Summary of Major Program Changes

#### Revenue

No changes.

#### Expenditures

The overall decrease in Personnel expenditures for Fiscal Years 2013 through 2015 reflect a reduction in staff due to transferring the library of Library Services for the Visually and Physically Impaired (LVPI) to the Rochester Hills Public Library. Also, it is due to the reduction in healthcare rates subsequent to the adoption of the Fiscal Year (FY) 2012 Budget. The budget for FY 2012 was amended to reflect the decrease. Contractual Services overall increase is due to entering into an agreement with Rochester Hills Public Library to provide LVPI services. The agreement also includes an annual increase of three percent. As a result of transferring LVPI services to the Rochester Hills Public Library, it reflects a reduction in costs for Commodities such as, Office Supplies. Internal Services overall increase is due to inflationary adjustments to building maintenance offset by rate and usage adjustments for various line items such as, Convenience Copier, Equipment Rental, Insurance Fund and Telephone Communications.

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	544,059	567,825	563,893	582,463	584,430
Visually Impaired	166,788	182,580	152,341	155,156	157,926
Law Library	368,239	605,920	607,390	605,120	605,120
Research Library	314,484	99,621	89,704	89,799	89,799
<b>Total Expenditures</b>	<b>\$1,393,569</b>	<b>\$1,455,946</b>	<b>\$1,413,328</b>	<b>\$1,432,538</b>	<b>\$1,437,275</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	2	2	2
Law Library	5	5	5
Visually Impaired (a)	3	-	-
<b>Total Personnel</b>	<b>10</b>	<b>7</b>	<b>7</b>

(a) Effective 1/1/13, three positions deleted due to transfer of services to Rochester Hills Public Library.

### Library Board Programs

- Administration - Administration coordinates the activities of the various units and works to ensure that service is provided in a cost-effective manner without duplication. Responsibilities include planning, budgeting, and personnel. The Director-Library Services reports to the Library Board.
  
- Law Library - The Adams-Pratt Oakland County Law Library provides an extensive, up-to-date 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 and court employees, attorneys, students and other visitors.
  - Maintains an up-to-date federal and all states 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 Michigan Legal Help Self-Help Center as well as providing court rules, procedural information and forms
  - Refers patrons to resources beyond the library for legal aid and assistance



## Board of Commissioners – Library Board Programs

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Library Visits	41,112	46,176	40,593	38,700
Reference Requests	20,362	17,246	16,565	17,736
Electronic Visits	61,474	27,425	23,077	15,656

- Since 1969, the Oakland County Research Library has been open to county residents and employees as a source of reference materials on a wide range of topics. It has been designated as a depository and archive for all official reports and documents issued by departments and commissions falling under the oversight of the Oakland County Board of Commissioners. The library’s collection includes Michigan and Federal government documents, business, demographic and census resources; and historical and genealogical materials. Portions of the library’s collection circulate to the public.
  - Collects and makes available for research the official public reports and documents issued by the Board of Commissioners and county departments
  - Participates in the federal and state government depository programs to give patrons free and local access to government publications
  - Serves county departments by providing print and electronic resources to assist them in carrying out their respective missions
  - Provides reference services to the public and directs them to resources pertinent to their questions
  - Maintains a collection of Oakland County local history for patron research

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Library Visits	10,827	Refer to Law Library Figures*	Refer to Law Library Figures*	Refer to Law Library Figures*
Circulation	344	277	354	319
Reference Requests	2,747	1,665	663	740
Electronic Visits	19,879	12,250	9,920	9,581

\*In 2010, the Law and Research Library moved into the same physical location. Library visits are now calculated as an aggregate figure and are not broken down by unit.

## Oakland County Parks and Recreation Commission Mission Statement

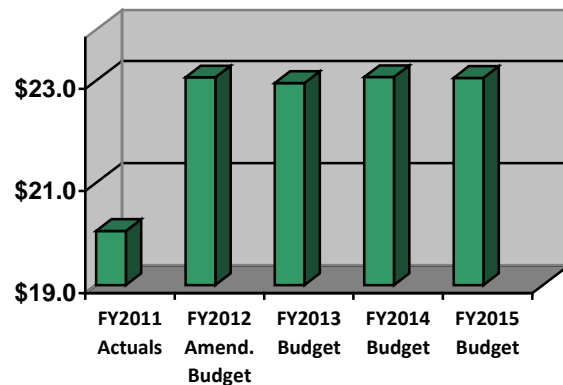
The Oakland County Parks and Recreation Commission is dedicated to providing quality recreation experiences that encourage healthy lifestyles, support economic prosperity, and promote the protection of natural resources.

Expenditures by Department	FY 2011 Actual	FY 2012 Amend Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Parks and Recreation	\$20,061,315	\$23,067,414	\$22,958,010	\$23,074,579	\$23,059,270
<b>Total Expenditures</b>	\$20,061,315	\$23,067,414	\$22,958,010	\$23,074,579	\$23,059,270

## 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 2011 Actual	FY 2012 Amend Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
General Fund / General Purpose	\$-0-	\$-0-	\$-0-	\$-0-	\$-0-
<b>Total GF/GP Expenditures</b>	\$-0-	\$-0-	\$-0-	\$-0-	\$-0-
<b>Parks &amp; Recreation Funds</b>					
Salaries	\$7,481,895	\$7,964,846	\$7,580,233	\$7,631,568	\$7,643,514
Fringe Benefits	2,660,206	2,692,445	2,925,192	2,934,022	2,934,214
Contractual Services	4,700,164	6,594,399	6,471,198	6,406,308	6,267,711
Commodities	669,138	1,019,536	1,114,038	1,071,627	1,076,777
Depreciation	2,862,726	3,110,650	3,090,900	3,090,900	3,090,900
Internal Services	1,357,301	1,685,538	1,776,449	1,940,154	2,046,154
<b>Total Parks &amp; Recreation Fund</b>	\$20,061,315	\$23,067,414	\$22,958,010	\$23,074,579	\$23,059,270
<b>Total Expenditures</b>	\$20,061,315	\$23,067,414	\$22,958,010	\$23,074,579	\$23,059,270



## Parks and Recreation - Programs

### Summary of Major Program Changes

#### Revenue

Property tax revenue decreased (\$434,000) due to projected decrease in property tax values. To continue OCPRC's conservative revenue budget practices, this decrease included an additional (-5%) allowance for any unexpected factors that may further negatively affect the millage revenue. Contributions decreased (\$9,400) due to anticipated decrease in Nature Programs and sponsorships related to Recreational Programs. Charges for Services total revenue increased \$505,509 due to anticipated increases in; Greens Fees \$271,900 related to fee increases, Commission Food Services \$87,900 the result of a new vendor contract, and Rental Facilities \$205,000 based on projected increase in activity due to acquisition of County Market. Decrease in Special Contracts (\$85,000) based on reduced offering of programs. Planned Use of Fund Balance revenue decreased (\$303,963). Note: Depreciation expenses which are non-cash expenses decreased.

#### Expenditures

Salaries expense decreased (\$384,613) because full-time positions are being under-filled with part-time staff or left vacant, part-time positions being left vacant, and fewer part-time staff hours are required because of postponed projects. Controllable Personnel includes a one-time \$500 lump-sum taxable payment to all full-time eligible employees. Fringe Benefits expense has a net increase of \$113,947 reflects use of Salary and Fringe Benefit Forecast tool to correct past negative budget-to-actual fringe variances, In addition, fringe benefit decrease reflects a 10% reduction in healthcare rates subsequent to the adoption of the FY 2012 budget; budget amendments are being recommended in FY 2012. Overall Contractual Services expense decreased (\$133,201) due to completion of various types of FY 2012 projects, and the revision, postponement, and/or cancellation of various types of scheduled projects: major maintenance building and grounds with design fees, American Disabilities Act (ADA) building and grounds maintenance, Natural Resource Management of Grounds, individual park Master Plans development, and branding/marketing awareness initiatives. Contingency decreased (\$1,088,400) based on historical usage. Building Maintenance increased \$59,595 reflects maintenance for the newly acquired County Market and replacement of a tile floor at the Waterford Oaks Activity Center. Funding for the Green Initiative \$84,000 is a new program. Public Information increased \$102,400 to increase marketing efforts for golf, camping and waterpark promotions. Grounds Maintenance increased \$482,714 to fund projects, including \$200,000 for Springfield Oaks Park dam work, County Market \$52,249 for improvements, with the remainder allocated to various County Parks for necessary maintenance.

Expenditures by Program	FY 2011 Actual	FY 2012 Amend Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administrative & Fiscal Svs-P&R	\$5,551,935	\$6,974,436	\$6,011,291	\$6,569,222	\$6,633,975
Golf	4,724,694	5,262,891	5,334,088	5,509,173	5,400,973
Nature	402,862	232,600	495,570	502,635	502,385
Parks	4,865,756	5,476,353	6,026,710	5,540,865	5,547,865
Recreation, Programs & Services	3,498,790	3,815,440	3,772,790	3,722,828	3,741,374
Facilities Maintenance	1,017,279	1,226,480	1,051,237	1,051,347	1,053,347
<b>Total Expenditures</b>	<b>\$20,061,315</b>	<b>\$23,067,414</b>	<b>\$22,958,010</b>	<b>\$23,074,579</b>	<b>\$23,059,270</b>

Personnel by Program	FY 2011 Actual	FY 2012 Amend Budget	FY 2013 Budget	FY 2015 Budget	FY 2015 Budget
Administrative & Fiscal Svs-P&R	56	56	56	56	56
Golf	181.05	177.85	178	178	178
Parks	196.2	194.25	194	194	194
Recreation, Programs & Services	274.25	274.2	274	274	274
Facilities Maintenance	29.4	29.8	29	29	29
<b>Total Personnel</b>	<b>736.9</b>	<b>732.1</b>	<b>731</b>	<b>731</b>	<b>731</b>



### 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 to the other five (5) service categories. 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 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.

*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, and meeting personnel requirements and requests (payroll, hiring/terminating, etc), also “responding to public inquiries and requests for information”.

*Internal Services* 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 L. Wint 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.

- **Facilities and Maintenance** – Facilities and Maintenance staff provides support to all Oakland County golf courses, waterparks and parks in the areas of project planning and design, project and 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 Geographic Information System (GIS) resources, Computer Aided Design (CAD) site plan

development, specification development, and state/local permitting and approvals. Additionally, Facilities and Maintenance staff is responsible for the preventive maintenance, repair maintenance, building and renovation of the parks' system significant buildings and facilities.

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 the Mobile Recreation equipment that includes: trailers, buses, and trucks.

Parks and Recreation's capital funding comes from the net balance of each fiscal year's actual operating revenue minus the operating expense. Projects in the amount of \$11,645,338 are budgeted in FY2013.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Work Orders	1,029	1,141	390	1,129

- **Golf** - The golf staff are 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Visitors: 18 Hole Equiv.	98,352	107,129	105,223	116,502
Visitors: Driving Range	12,429	19,598	11,583	13,779

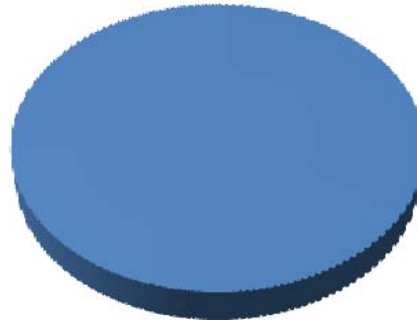
- **Parks** - The Parks staff provide recreation facilities for the general public's use. These facilities consist of, but are not limited to; day use sites, picnic areas, dog parks, pavilions, swimming beaches, Red Oaks and Waterford Oaks waterparks, boating lakes, multi-use trails and campgrounds. The staff is also responsible for maintaining all buildings, roads, trails, and grounds.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Visitors	778,067	843,600	973,918	1,073,765

- **Recreation, Programs and Services** - The Recreation 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 are outreach, special events, adaptive, nature, dog park programming, volunteers, and mobile recreation, including bus transportation and show mobiles (stages). The recreation section plans and implements events in the 13 county parks, including campgrounds and dog parks. The section is responsible for the hiring, training and management of over 150 part-time employees. The recreation section also is responsible for the management of the organization's 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 Lewis E. Wint 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.

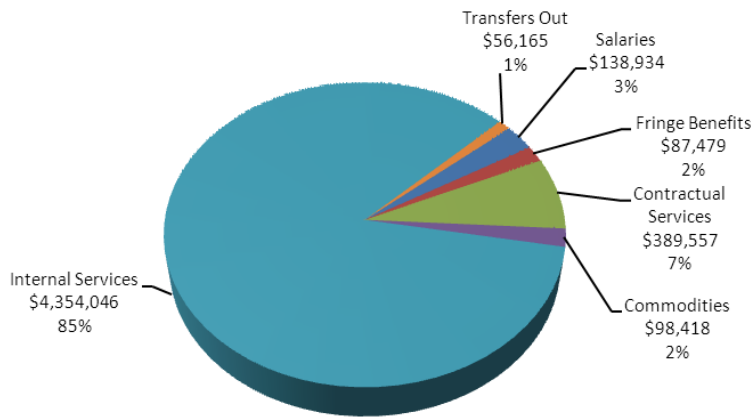
Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Visitors	213,145	233,086	233,379	255,057
Mobile Visits	108,148	137,269	138,445	156,011

### Budget Distribution by Division (GF/GP)

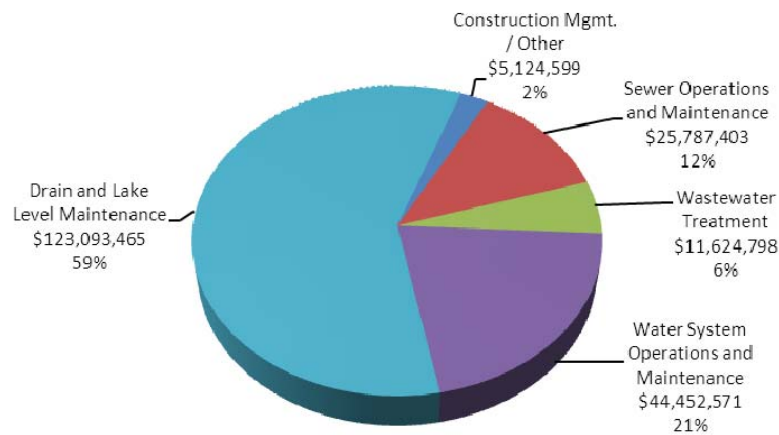


Water Resources  
Administration  
\$5,124,599  
100%

### Budget Distribution by Expenditures (GF/GP)



### Budget Distribution by Program (All Funds)





# Water Resources Commissioner

## Mission

The Water Resources Commissioner's Office (WRC) provides leadership in areas of regional cooperation in order to make 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 supply, drainage systems and sewage disposal systems that protects the environment and promotes responsible growth. State law, Act 40, of the Public Acts of 1956, as amended, also known as the Michigan Drain Code of 1956, gives the office powers and 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 many individual municipal sewer systems and drinking water systems under contract. Other functions of the office include operations and maintenance of facilities such as sewage pump stations, retention treatment basins, storm water 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>Total Water Resources Administration</b>	<b>\$5,338,027</b>	<b>\$5,193,500</b>	<b>\$5,124,599</b>	<b>\$5,181,180</b>	<b>\$5,211,077</b>

## Current Issues

- An agreement was reached with Pontiac to restructure the city's wastewater treatment plant as a Chapter 20 drainage district to help eliminate the city's debt and secure additional capacity for use by adjacent communities. Chapter 20 refers to a section in the Drain Code that provides the blueprint for much of the business conducted by WRC.
- The Office initiated a Collaborative Asset Management System (CAMS) that ascertains the condition of water, sewer and drain infrastructure to establish a preventative maintenance approach to extend the life of these infrastructure systems.
- Numerous projects are under way to remove storm water from sanitary sewer systems to provide additional sewer capacity and improve treatment efficiency.

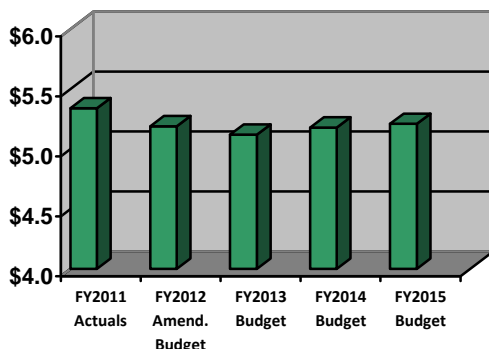
## Current Issues (Con't)

- Several water, sewer and drainage projects are currently being constructed to extend the life of these critical infrastructure systems.
- Significant upgrades to county-owned sewage disposal systems currently in the design stage will assist local communities in resolving infrastructure issues to protect water quality while promoting environmental integrity of the area.
- Environmental outreach programs are being continued to meet Oakland County storm water permit requirements that promote the protection of the ecosystem.

## Department Goals

- Provide careful and 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	1,198,909	330,742	138,934	138,619	138,619
Fringe Benefits	2,524,814	500,876	87,479	87,294	87,294
Contractual Services	212,593	389,821	389,557	389,557	389,557
Commodities	44,287	98,418	98,418	98,418	98,418
Internal Services	1,320,883	3,817,478	4,354,046	4,411,127	4,441,024
Transfers Out	36,541	56,165	56,165	56,165	56,165
<b>Total GF/GP Expenditures</b>	<b>\$5,338,027</b>	<b>\$5,193,500</b>	<b>\$5,124,599</b>	<b>\$5,181,180</b>	<b>\$5,211,077</b>
<u>Other Funds</u>					
Clinton-Oakland SDS	28,395,512	31,012,747	33,741,106	33,746,501	33,751,899
Drain Equipment	3,695,310	24,540,124	28,254,135	28,386,755	28,654,727
George Kuhn SDS	43,193,418	46,324,512	45,971,835	45,981,967	45,997,819
Evergreen-Farmington SDS	35,500,991	37,014,284	37,504,224	37,507,303	37,525,249
Huron-Rouge SDS	4,565,982	5,647,820	5,876,300	5,876,673	5,877,050
Water and Sewer Trust	48,504,467	52,233,708	53,610,637	53,727,433	53,850,255
<b>Total Other Funds</b>	<b>\$163,855,680</b>	<b>\$196,773,195</b>	<b>\$204,958,237</b>	<b>\$205,226,632</b>	<b>\$205,656,999</b>
<b>Total Expenditures</b>	<b>\$169,193,707</b>	<b>\$201,966,695</b>	<b>\$210,082,836</b>	<b>\$210,407,812</b>	<b>\$210,868,076</b>

### Summary of Major Program Changes

#### Revenues

Overall, FY 2013 revenues increased due to the Collaborative Asset Management System (CAMS) \$90,000 maintenance charge to the various systems, the Environmental Unit (\$46,245) decrease due to a reduction in the allocation for salaries and fringe benefits and Soil Erosion Fees (\$10,000) decrease due to the downturn in the housing market.

#### Expenditures

Salary and fringe accounts decreased due to the CAMS implementation which changes how Time and Labor Distribution is entered for Payroll purposes. Effective 12/03/2011, all Water Resources Commissioner employees are paid from the Drain Equipment Fund and CAMS will track the detail labor by system/fund and charge the various system funds for payroll expenses through the Internal service account Drain Equipment Labor.

The Collaborative Asset Management System "CAMS" is a computerized system on maintenance management, customer request management, permitting systems that will provide information on work orders, inspection reports and other work activities in order to collect and share information with other Oakland County governmental agencies.



## Water Resources Commissioner - Programs

Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Construction Management	4,260,720	3,852,376	3,824,309	3,874,377	3,897,692
Environmental	440,342	557,569	516,368	519,090	521,839
Site Plan and Plat Review	53,060	53,100	53,100	53,100	53,100
Soil Erosion	583,905	730,455	730,822	734,613	738,446
Sewer Operations and Maint.	16,442,930	24,183,757	25,787,403	25,865,969	25,989,069
Wastewater Treatment	7,412,368	10,901,884	11,624,798	11,660,215	11,715,707
Water System Operation & Maint.	28,344,479	41,688,191	44,452,571	44,588,004	44,800,206
Drain and Lake Level Maintenance	111,655,903	119,999,363	123,093,465	123,112,444	123,152,017
<b>Total Expenditures</b>	<b>\$169,193,707</b>	<b>\$201,966,695</b>	<b>\$210,082,836</b>	<b>\$210,407,812</b>	<b>\$210,868,076</b>

Personnel by Program (*)	FY2013 Budget	FY2014 Budget	FY2015 Budget
Construction Management	7	7	7
Environmental	1	1	1
Site Plan and Plat Review	1	1	1
Soil Erosion	1	1	1
Sewer Operations and Maintenance	26	26	26
Wastewater Treatment	12	12	12
Water System Operation & Maintenance	44	44	44
Drain and Lake Level Maintenance	171	171	171
<b>Total Personnel</b>	<b>263</b>	<b>263</b>	<b>263</b>

(\*) 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 Programs

- **Construction Management** - The Construction Management program performs 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 meet the infrastructure needs of local and regional communities by working in close cooperation with local units of government along with state and federal agencies.
  
- **Environmental** - Environmental program staff manage the current federal storm water permit program for Oakland County. This involves developing and implementing water quality programs for WRC and coordinating programs with other Oakland County agencies, subwatershed groups and communities within the five major watersheds in Oakland County. Environmental program staff coordinate required storm water permit activities, including public education efforts, surface water quality sampling programs, required employee training programs and surface water pollution complaint response through the 24-Hour Pollution Hotline program. Additionally, staff represent the Oakland County Water Resources Commissioner's Office on various interagency environmental and water quality-related projects, and are active on regional planning groups and committees working to define projects and secure State and Federal funding to address water quality issues across the watersheds.



- Objectives** - To ensure WRC is in compliance with federal storm water permit requirements, assist other County Departments and local communities in meeting their permit requirements and to participate in collaborative efforts to address complex water quality issues on a watershed-wide basis.

Performance Measure	FY2010	FY2011	FY2012
Discharge Point Inspections	219	141	188
Environmental Hotline Complaints	31	27	16
Illicit Discharges Eliminated	26	16	9
Estimated Annual Gallons of Pollution Eliminated	698,183	1,953,157	4,580

- 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 reviews and evaluates 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** - The review of subdivision plats, mobile home developments, private development drainage facilities to be maintained by this office, and other site plans are completed in accordance with state statutes including the Drain Code, 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 states that preliminary plans shall be approved or rejected within 60 days.

- Soil Erosion** – This program serves 45 communities in Oakland County by conducting regular construction site inspections and when necessary, initiates enforcement with the cooperation of local communities in accordance with Part 91 of Public Act 451 of 1994, as amended, Soil Erosion and Sedimentation Control.

- Objectives** - To protect Oakland County’s lakes, streams and wetlands from the preventable and detrimental effects of accelerated soil erosion and sedimentation as development occurs.

Performance Measure	FY2010	FY2011	FY2012
<b>Inspection Visits</b>			
Commercial Permits	6,102	5,004	4,414
Single Family/Single Lot /Residential Permits	7,418	7,974	11,332

Performance Measures	FY2010	FY2011	FY2012
<b>Average Days for Plan Reviews</b>			
Commercial Permits	5.10	5.25	3.35
Single Family/Single Lot /Residential Permits	2.10	1.30	0.65



- **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 17 separate communities for this office to operate and maintain their lateral collection systems. Billing services for communities are also provided as requested. This program also provides regulatory plan reviews for proposed sewer extensions which connect directly into the Oakland County interceptor systems.

- **Objectives** - To provide superior service in the maintenance and operation of sewage disposal systems.

Performance Measures	FY2010	FY2011	FY2012
Total Sewer Miles	1,121.0	1,121.0	1,121.1
Retail Sewer Customers	36,067	36,199	36,357

- **Wastewater Treatment** - The Wastewater Treatment program currently operates and maintains two municipal Wastewater Treatment Plants (WWTPs), three community septic systems, a school district WWTP, three County park wastewater treatment systems and four municipal combined sewer overflow retention treatment basins. Additionally, following a restructuring plan approved in May 2012, the Pontiac municipal WWTP now is operated as a Chapter 20 Drainage District. Engineering plan reviews for new and upgraded wastewater treatment facilities and an Industrial Pretreatment Program administered in accordance with EPA requirements and local ordinances is also provided. This program is also responsible for coordinating the Michigan Department of Environmental Quality Land Application Program for the beneficial use of biosolids produced at the Walled Lake/Novi WWTP.

**Past and Proposed Projects** – In FY 2011, construction was completed of the new 8.5 million gallon per day Commerce Township WWTP. In FY 2012, new filter media was installed at the Walled Lake/Novi WWTP to increase filter capacity. Construction of a new retention basin at the Walled Lake/Novi WWTP is scheduled to begin in late FY 2013. The George W. Kuhn Retention Treatment Basin completed a flushing system rehabilitation project in FY 2010 along with other upgrades. The Acacia Park, Bloomfield Village and Birmingham Retention Treatment Basins each received numerous upgrades during FY 2010 – FY 2012 including pump replacements, storage tank rehabilitation, meter replacement and new process control equipment.

- **Objectives** - To ensure that wastewater treatment and retention treatment basins 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	FY2010	FY2011	FY2012
<b><u>Commerce Township WWTP:</u></b>			
Volume Treated (Millions of Gallons)	621	653	680
Volume of Biosolids Land Applied/Land Filled (Millions of Gallons/Dry Tons)	2.6	473.0	486.0
Controllable Permit Violations	0	0	0
<b><u>Walled Lake Novi WWTP:</u></b>			
Volume Treated (Millions of Gallons)	715	760	734
Volume of Biosolids Land Applied (Millions of Gallons)	1.6	3.3	1.5
Controllable Permit Violations	0	0	0

Performance Measure – Combined Sewer Retention Treatment Basins	FY2010	FY2011*	FY2012
Overflows	9	25	7
Volume Captured & Treated (Millions of Gallons)	2,850	6,600	2,940
Vol. Returned to Interceptor (MG)	2,280	4,120	2,000
Vol. Discharged to Rivers (MG)	570	2,480	940
Controllable Permit Violations	0	0	0

\*These numbers are higher due to near record rainfall in 2011.

- **Water System Operations and Maintenance** - The Water System Operations and Maintenance program operates and maintains 1,017 miles of water mains and related appurtenances along with 22 local community water systems within 15 municipalities. More than 10,914 fire hydrants and 10,365 gate valves fall under the responsibility of the Water System Maintenance program. Additionally, personnel read 40,923 water meters four times a year as the first step in customer billing as well as 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.

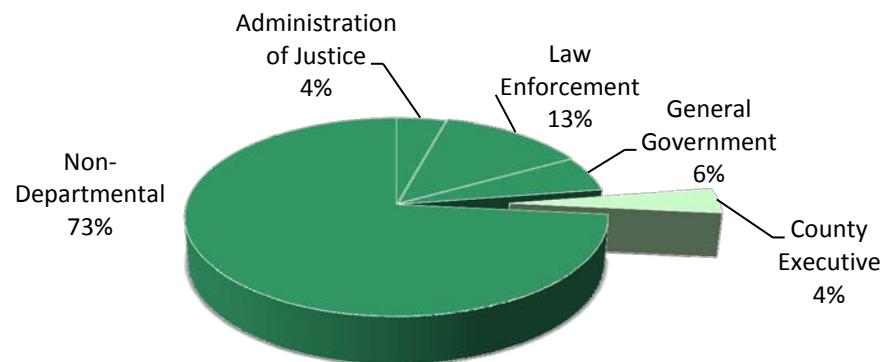
- **Objectives** - To provide superior service in the maintenance and operation of water systems with a focus on customer service. This program also seeks to preserve the accuracy and integrity of data collection to ensure proper billing for services rendered.

Performance Measure	FY2010	FY2011	FY2012
New Water Meters Installed	176	255	282
Water Meters Replaced	965	1,289	1,181
Meter Interface Units Installed	3,680	7,968	8,628
Water Main Break Service Repairs	90	96	79
New Service Water Permits Issued	220	337	626
Retail Water Customers	40,368	40,585	40,923

- **Drain and Lake Level Maintenance** - The Water Resources Commissioner operates and maintains county-owned drains within 61 communities. In addition, 52 lakes are maintained using 35 lake level control structures and seven lake augmentation pumps. Responsibilities include drain and lake level structure inspections, cleaning, repairs and dam operation and maintenance of legally established lake levels.

- **Objectives** - To ensure that facilities are properly maintained and operated in accordance with regulatory requirements.

### FY 2013 General Fund/General Purpose Revenues:



County Executive Revenues	FY 2011 Actual	FY 2012 Amd. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b><u>General Fund/General Purpose:</u></b>					
<b><u>Management and Budget</u></b>					
Charges for Services	4,037,662	3,786,764	3,963,968	3,915,602	3,915,602
Other Revenues	2,518	0	0	0	0
<b>Total</b>	<b>\$4,040,180</b>	<b>\$3,786,764</b>	<b>\$3,963,968</b>	<b>\$3,915,602</b>	<b>\$3,915,602</b>
<b><u>Central Services</u></b>					
Charges for Services	200,583	506,500	418,300	418,300	418,300
Other Revenues	3,581	4,300	3,800	3,800	3,800
<b>Total</b>	<b>\$204,164</b>	<b>\$510,800</b>	<b>\$422,100</b>	<b>\$422,100</b>	<b>\$422,100</b>
<b><u>Human Resources</u></b>					
Charges for Services	965	800	800	800	800
<b>Total</b>	<b>\$965</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>
<b><u>Health and Human Services</u></b>					
Federal Grants	595,786	650,527	374,738	370,728	370,728
State Grants	4,991,076	4,375,486	4,375,486	4,375,486	4,375,486
Other Intergovern. Revenues	118,752	54,000	54,000	54,000	54,000
Charges for Services	6,041,219	6,065,691	5,934,400	5,934,803	5,935,209
Other Revenues	42,464	0	0	0	0
Transfers In	0	3,200	0	0	0
<b>Total</b>	<b>\$11,789,297</b>	<b>\$11,148,904</b>	<b>\$10,738,624</b>	<b>\$10,735,017</b>	<b>\$10,735,423</b>
<b><u>Public Services</u></b>					
Charges for Services	1,231,263	1,446,895	1,357,895	1,357,895	1,357,895
Other Revenues	146	0	0	0	0
Transfers In	0	20,000	0	0	0
<b>Total</b>	<b>\$1,231,409</b>	<b>\$1,466,895</b>	<b>\$1,357,895</b>	<b>\$1,357,895</b>	<b>\$1,357,895</b>
<b><u>Economic Dev. And Comm. Affairs</u></b>					
Charges for Services	372,768	323,000	282,256	294,171	307,173
Contributions	50,668	153,000	44,400	44,400	44,400
Investment Income	2,599	5,000	0	0	0
<b>Total</b>	<b>\$426,035</b>	<b>\$481,000</b>	<b>\$326,656</b>	<b>\$338,571</b>	<b>\$351,573</b>
<b>Total GF/GP Revenues</b>	<b>\$17,692,050</b>	<b>\$17,395,163</b>	<b>\$16,810,043</b>	<b>\$16,769,985</b>	<b>\$16,783,393</b>

County Executive Revenues	FY 2011 Actual	FY 2012 Amd. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>Other Funds:</b>					
Animal Control Grants	10,331	47,173	23,587	23,587	23,587
ARRA 2009 Sher Clem Bryne JAG	490,753	0	0	0	0
Art Culture and Film Grant	25,400	25,400	25,400	25,400	25,400
BFC Personnel	390,132	550,980	550,980	550,980	550,980
Brownfield Consort Assmt FY10	391,815	0	0	0	0
Child Care Grants	5,748	663	0	0	0
Child Lead Poisoning	41,871	37,840	37,840	37,840	37,840
CLEMIS	10,087,342	8,564,704	8,165,042	8,186,929	8,214,145
CLEMIS IT	418,684	0	0	0	0
CMH OSAS Medicaid	2,108,108	2,200,000	2,200,000	2,200,000	2,200,000
Community Corrections	1,190,188	1,274,548	1,281,548	1,274,548	1,274,548
Community Develop Block Grants	3,924,221	4,629,243	4,629,243	4,629,243	4,629,243
County Airports	8,095,372	6,191,848	6,740,969	6,729,774	6,752,618
County Veterans Trust	205,056	63,460	63,460	63,460	63,460
Domestic Preparedness Equipmen	3,324,197	8,011,383	1,187,141	890,355	0
Econ Dev Special Projects	190,000	0	0	0	0
Economic Development Corp	144,494	48,500	48,500	48,500	48,500
Emergency Shelter Grants	152,105	172,054	172,054	172,054	172,054
Energy Efficiency Conservation	760,667	0	0	0	0
Env Health Grants Fund	0	40,000	0	0	0
FEMA Grants	213,213	93,642	0	0	0
Fire Records Management	628,056	641,499	638,927	641,350	645,112
Health Adolescent Screening	67,197	73,000	18,250	18,250	18,250
Health AIDS Counseling	489,847	497,900	124,475	124,475	124,475
Health Bioterrorism	939,822	658,054	658,054	658,054	658,054
Health Communities Planning	12,924	24,279	15,279	15,279	15,279
Health FIMR	5,400	5,400	5,400	5,400	5,400
Health MCH Block	651,706	801,388	801,388	801,388	801,388
Health MDPH OSAS	4,326,981	4,403,645	4,792,578	4,792,578	4,792,578
Health TB Outreach	56,903	59,986	54,223	54,223	54,223
Health Tobacco Reduction	25,694	30,000	30,000	30,000	30,000
Health Vaccines for Children	114,993	101,835	101,835	101,835	101,835
Health WIC	2,413,927	2,579,102	2,579,822	2,579,822	2,579,822
Hlth Early Warn Infect DisSurv	5	0	0	0	0
Hlth Immunization Action Plan	587,462	506,775	506,775	506,775	506,775
Hlth Nurse Family Partnership	0	485,000	485,000	485,000	485,000
Home Investment Partner Grants	2,673,974	2,381,172	2,381,172	2,381,172	2,381,172
Homelessness Prevention	770,454	0	0	0	0
Housing Counseling Grants	63,517	34,479	55,976	55,976	55,976
JAG FY11-14	0	53,811	0	0	0
Juvenile Acct Block Grant	97,044	13,422	13,422	13,422	13,422
Local Law Enforcement Block Gr	143,818	246,485	246,485	246,485	246,485



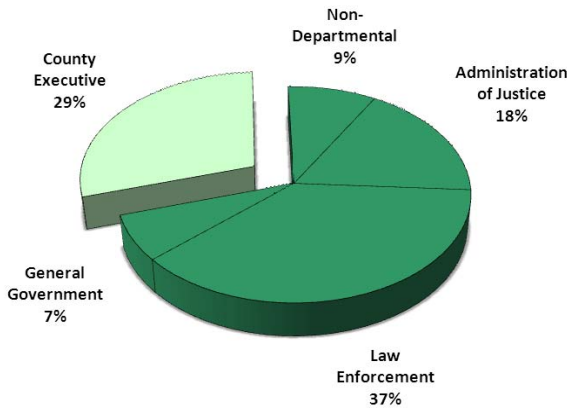
## Budget at a Glance: County Executive Revenues

County Executive Revenues	FY 2011 Actual	FY 2012 Amd. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>Other Funds:</b>					
MI Child	15,818	15,000	15,000	15,000	15,000
MSHDA Counseling	23,650	84,000	84,000	84,000	84,000
Neighborhood Stblztn Program	5,328,397	298,521	298,521	298,521	298,521
Neighborhood Stblztn Program 3	118,802	0	0	0	0
OSAS Adult Benefit Waiver Gt	606,664	574,000	300,000	300,000	300,000
PSP and COPS Program	960,411	0	0	0	0
Radio Communications	10,793,222	9,346,903	10,733,682	10,775,924	10,785,526
Recovery Act Byrne JAG	184,848	0	0	0	0
Second Chance Grant	292,164	328,163	656,327	656,327	656,327
Waste Resource Management	24,852	72,224	59,826	0	0
Wireless Oakland Initiative	76,000	0	0	0	0
Workforce Development	34,070,858	25,619,463	25,671,945	25,671,945	25,671,945
<b>Total Other Funds</b>	<b>\$98,735,107</b>	<b>\$81,886,944</b>	<b>\$76,454,126</b>	<b>\$76,145,871</b>	<b>\$75,318,940</b>
<b>Total Revenues</b>	<b>\$116,427,157</b>	<b>\$99,282,107</b>	<b>\$93,264,169</b>	<b>\$92,915,856</b>	<b>\$92,102,333</b>

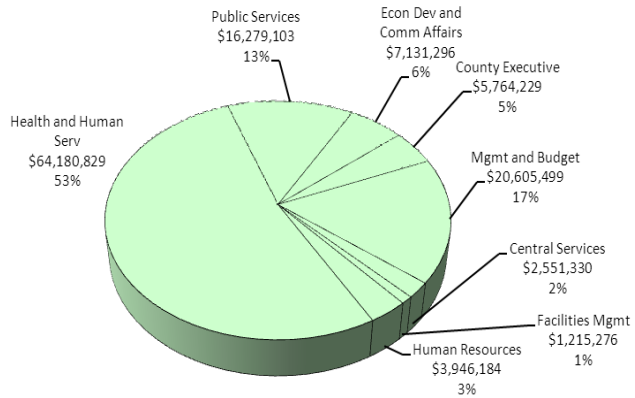


## Budget at a Glance – County Executive General Fund/General Purpose Expenditures

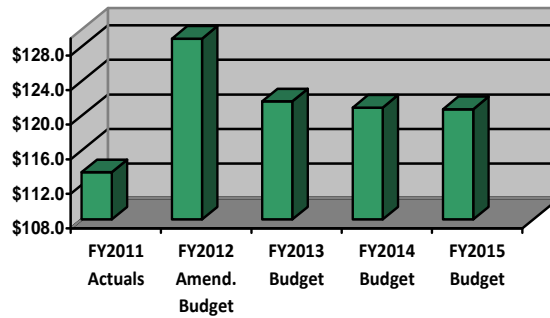
**Total County 2013 Adopted Budget**



**County Executive 2013 Adopted Budget**



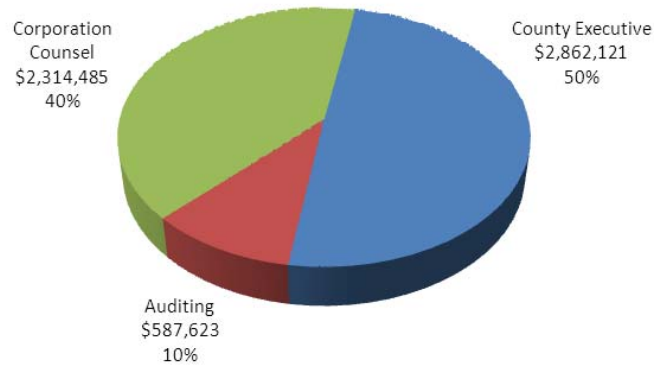
**County Executive GF/GP Expenditures (\$ in millions)**



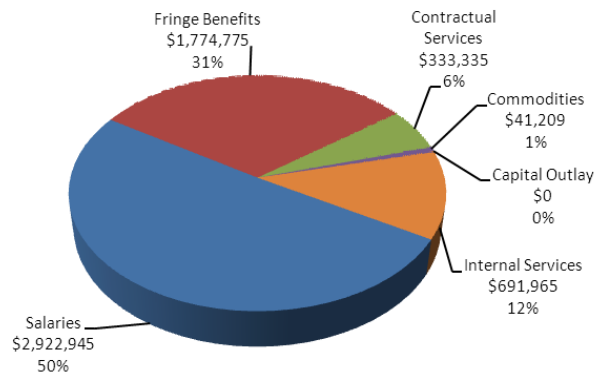
County Executive Expenditures by Department (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
County Executive	5,667,989	5,729,718	5,764,229	5,769,454	5,771,604
Management and Budget	19,645,422	21,211,731	20,605,499	20,561,428	20,566,146
Central Services	2,158,762	2,653,595	2,551,330	2,579,544	2,583,403
Facilities Management Dept	1,053,794	1,250,610	1,215,276	1,213,410	1,213,608
Human Resources	3,789,566	4,082,362	3,946,184	3,948,251	3,949,791
Health and Human Svc Dept	58,828,933	69,546,585	64,180,829	63,426,095	63,198,621
Public Services	15,255,747	16,630,916	16,279,103	16,333,505	16,346,077
Economic Develop/Comm. Affairs	7,081,042	7,834,445	7,131,296	7,133,302	7,147,573
<b>Total Expenditures</b>	<b>\$113,481,256</b>	<b>\$128,939,963</b>	<b>\$121,673,746</b>	<b>\$120,964,989</b>	<b>\$120,776,823</b>

County Executive Personnel by Department (GF/GP)	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
County Executive	38	38	38
Management and Budget	193	193	193
Central Services	19	19	19
Facilities Management Dept	9	9	9
Human Resources	28	28	28
Health and Human Svc Dept	480	480	480
Public Services	138	138	138
Economic Develop/Comm Affairs	53	53	53
<b>Total Personnel</b>	<b>958</b>	<b>958</b>	<b>958</b>

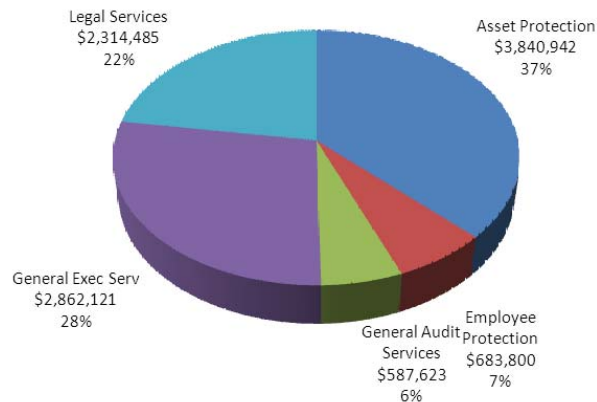
**Budget Distribution by Division (GF/GP)**



**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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
County Executive	2,703,442	2,804,410	2,862,121	2,868,989	2,870,337
Auditing	705,856	590,137	587,623	587,722	587,924
Corporation Counsel	2,258,691	2,335,171	2,314,485	2,312,743	2,313,343
<b>Total Expenditures</b>	<b>\$5,667,989</b>	<b>\$5,729,718</b>	<b>\$5,764,229</b>	<b>\$5,769,454</b>	<b>\$5,771,604</b>

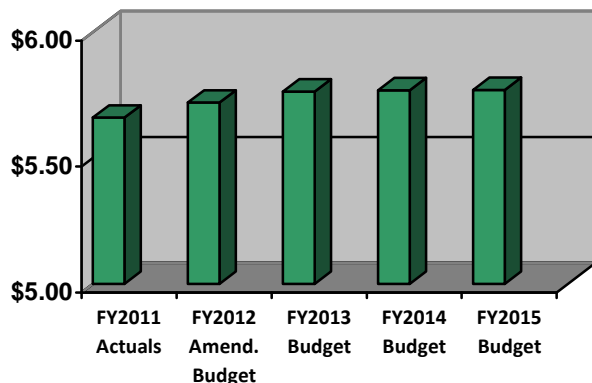
**Current Issues**

- The County Executive has initiated several projects with the goal of securing new commercial entities to locate within Oakland County and 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.
- Recognize that county government is fiscally accountable and transparent to its citizens.
- Make the services as cost-efficient as possible given strained resources.
- 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 21<sup>st</sup> 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.
- Refinance the retirees’ healthcare certificates of participation in late 2013 with the estimated savings of \$100 million.

**Department Expenditures (\$ in millions)**



### **Summary of Major Program Changes**

#### **Expenditures**

Controllable Personnel for FY 2013 reflects a one-time \$500 lump-sum taxable payment to all full-time eligible employees. Other Salary and Fringe Benefit changes were due to staff turnover. The overall Internal Services increase includes Building Space Cost Allocation due to inflationary adjustments and Telephone Communications based on rate and usage level changes. Controllable Personnel for FY 2014 reflects a decrease due to the cessation of the lump-sum taxable payment to all full-time eligible employees. Overall for FY 2014 and FY 2015 the Internal Services increase is primarily due to the Building Space Cost Allocation increase which is a result of inflationary adjustments for building maintenance.

### **Merger of the Auditing and Purchasing Divisions**

Effective November 3, 2012, the Auditing and Purchasing Divisions were merged. Future operating budgets will reflect the combined operations in the County Executive cost center.



**Division Summary**

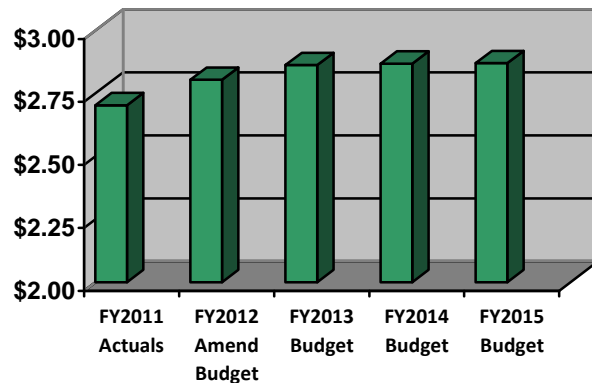
The County Executive Administration is responsible for coordinating County activities, maintaining fiscal policies and interacting with the County Board of Commissioners and other County-wide elected officials. The Administration strives to achieve the goals and objectives as set forth by the County Executive.

Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
County Executive	2,703,442	2,804,410	2,862,121	2,868,989	2,870,337
<b>Total Expenditures</b>	<b>\$2,703,442</b>	<b>\$2,804,410</b>	<b>\$2,862,121</b>	<b>\$2,868,989</b>	<b>\$2,870,337</b>

**Division Goals**

- To promote economic development and secure jobs within the County;
- To 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;
- To ensure policies and programs established by the County comply with required legal and fiscal standards;
- To maintain the quality of life enjoyed by the citizens of Oakland County; and
- Coordinate planning activities in order to address infrastructure and environmental issues.

**Division Expenditures (\$ in millions)**



Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	1,269,428	1,304,487	1,313,167	1,308,757	1,308,757
Fringe Benefits	743,852	829,472	845,576	842,986	842,986
Contractual Services	208,345	256,000	256,000	256,000	256,000
Commodities	23,949	26,944	26,944	26,944	26,944
Internal Services	457,868	387,507	420,434	434,302	435,650
<b>Total GF/GP Expenditures</b>	<b>\$2,703,442</b>	<b>\$2,804,410</b>	<b>\$2,862,121</b>	<b>\$2,868,989</b>	<b>\$2,870,337</b>
<u>Other Funds</u>	0	0	0	0	0
<b>Total Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$2,703,442</b>	<b>\$2,804,410</b>	<b>\$2,862,121</b>	<b>\$2,868,989</b>	<b>\$2,870,337</b>



## County Executive Administration - Programs

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
General Executive Services	2,698,442	2,802,261	2,862,121	2,868,989	2,870,337
Non-Departmental	5,000	2,149	0	0	0
<b>Total Expenditures</b>	<b>\$2,703,442</b>	<b>\$2,804,410</b>	<b>\$2,862,121</b>	<b>\$2,868,989</b>	<b>\$2,870,337</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
General Executive Services	15	15	15
<b>Total Personnel</b>	<b>15</b>	<b>15</b>	<b>15</b>

- 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 and responds to media requests for information and interviews. 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 Auditing Division performs the independent appraisal and evaluation function by providing internal auditing services to the County. The Auditing Division 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.

The Auditing Division reviews, measures and evaluates the effectiveness of the County’s internal controls and planned programs. A system of internal control includes the plans, methods, and procedures used to meet an organization’s missions, goals and objectives. Internal controls should provide reasonable assurance that:

- Operations are effective and efficient,
- Financial reporting is reliable, and
- The County is in compliance with applicable laws and regulations.

Controls should also safeguard assets, and prevent and detect errors and fraud.

Work performed by the Auditing Division is conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS), and other applicable standards. To ensure the Auditing Division’s organizational independence, requests for non-audit services are evaluated to ensure that the Auditing Division:

- 1) Does not perform a management function or make a management decision; and
- 2) Does not audit its own work or provide a service that is significant or material to the subject matter of its audits.

NOTE: Effective November 3, 2012 the Auditing Division and the County’s Purchasing Division were merged into the Compliance Office. As Auditing is no longer independent of the purchasing function, it is unable to perform independent audits of this unit.

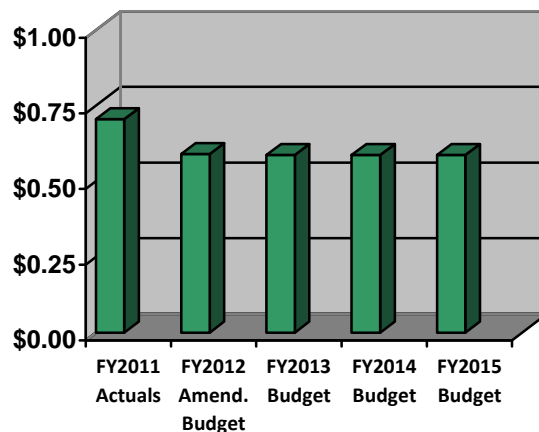
Unlike external auditors that concentrate mainly on financial and compliance reviews, internal auditing conducts financial and compliance reviews as well as performance audits which examine the effective and efficient use of resources and program accomplishments.

Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Auditing	705,856	590,137	587,623	587,722	587,924
<b>Total Expenditure</b>	<b>\$705,856</b>	<b>\$590,137</b>	<b>\$587,623</b>	<b>\$587,722</b>	<b>\$587,924</b>

**Division Goals**

- Provide value-added internal auditing and non-audit services to County departments.
- Gain efficiencies in the audit process to maximize audit resources and to provide useful and timely information to the audit customer.
- Enhance process transparency and accessibility by utilizing current technology available at Oakland County.
- Fully comply with Generally Accepted Government Auditing Standards.
- Develop staff through training, professional certification, and involvement in professional organizations.

**Division Expenditures (\$ in millions)**





## Auditing

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	378,337	294,997	305,679	304,419	304,419
Fringe Benefits	236,718	187,885	182,532	181,792	181,792
Contractual Services	4,389	29,476	29,476	29,476	29,476
Commodities	3,537	2,991	2,991	2,991	2,991
Internal Services	82,875	74,788	66,945	69,044	69,246
<b>Total GF/GP Expenditures</b>	<b>\$705,856</b>	<b>\$590,137</b>	<b>\$587,623</b>	<b>\$587,722</b>	<b>\$587,924</b>
<b>Other Funds</b>					
<b>Total Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$705,856</b>	<b>\$590,137</b>	<b>\$587,623</b>	<b>\$587,722</b>	<b>\$587,924</b>

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
General Audit Services	705,856	590,137	587,623	587,722	587,924
<b>Total Expenditures</b>	<b>\$705,856</b>	<b>\$590,137</b>	<b>\$587,623</b>	<b>\$587,722</b>	<b>\$587,924</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
General Audit Services	5	5	5
<b>Total Personnel</b>	<b>5</b>	<b>5</b>	<b>5</b>

- **Audit and Non-Audit Services** - Auditing provides value-added audit, non-audit, and investigative services to the County administration, management, and elected officials.

The number of hours available to provide audit services has declined significantly as Auditing's staff has been decreased. Planning for the FY 2013 merger with the Purchasing Division also negatively impacted Direct Time hours. Auditing will work to bring its percentage of Direct Time – the hours available to spend on audit projects – into line with our peer audit organizations. The percentage of Direct Time to Available Time for similar sized audit organizations averages 80%.

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual
Direct Time as a Percentage of Available Time	71%	80%	77%	73%
Direct Time Hours	11,767	9,099	5,578	4,823

The Auditing Division'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. Audit priorities are coordinated with the Board of Commissioner's Finance Committee Audit-Subcommittee.

Performance Measures	FY 2009 Actual		FY 2010 Actual		FY 2011 Actual		FY 2012 Actual	
	# of Projects	% of Time	# of Projects	% of Time	# of Projects	% of Time	# of Projects	% of Time
Financial & Compliance Audits	14	56%	12	45%	8	24%	5	28%
Health Div. Office of Substance Abuse Investigations	29	23%	27	22%	10	16%	3	6%
Advisory Services	3	4%	1	0%	0	0%	1	11%
Bank Reconciliations	21	1%	8	1%	1	0%	6	2%
Other Special Projects	16	16%	16	29%	16	55%	16	38%
<b>Total</b>	<b>86</b>	<b>100%</b>	<b>68</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>33</b>	<b>100%</b>

The Auditing Division will begin to document the impact of our audits by measuring the:

- Number of fundamental recommendations made
- Percentage of client agreement with all fundamental recommendations (target 80%)
- Number of fundamental recommendations implemented



- **Audit Process Efficiencies** – To maximize audit resources it is important to have an efficient audit process. The Auditing Division plans to complete our Audit Process Manual in fiscal year 2013. The Audit Process Manual will aid us in standardizing our processes by formalizing audit expectations, administrative procedures, and documentation requirements. Performance measures that will be tracked to measure process efficiency are:
  - Actual time to complete an audit assignment compared to planned time (target within 10% of plan)
  - Percentage of draft audit reports issued within 15 days of end of fieldwork (target 90%)
  - Percentage of final reports produced within 10 days of draft audit report (target 90%)
  
- **Technology** – Auditing plans to update its use of technology on several fronts in fiscal year 2013:
  - Auditing plans to develop webpages on the County’s website to communicate our services and results, and make useful information about process controls and best practices available.
  - Auditing will begin to utilize Sharepoint for efficiencies and transparency.
  - Auditing will research and purchase a data analytics software package and incorporate data analytics into the auditing process to increase audit coverage and audit efficiencies. While Auditing has used data analytic techniques on several audit projects, a software package will allow the analytic process to be streamlined, and more easily repeated for a more productive process.

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual
Number of audit projects incorporating data analysis	0	1	0	2
Number of continuous auditing or monitoring projects that use data analytics	1	1	1	1

- **Compliance with Standards** – Auditing plans to come into full compliance with GAGAS during fiscal year 2013 with the completion of our Audit Process Manual.
  
- **Staff Development** –Auditing places a high priority on staff development, and remaining up to date on internal auditing, and most specifically government internal auditing, developments and best practices. Therefore, Auditing’s staff development efforts are three-fold:
  - GAGAS, other professional standards, and audit related professional certifications require that audit professionals maintain their competence by regularly updating their knowledge and skills through attendance at continuing professional education (CPE) programs.
  - Auditing stresses the importance of professional certifications to our staff members. 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).
  - The County Auditor actively participates on the Detroit Chapter of the Institute of Internal Auditors (IIA) Board of Governors, the Association of Local Government Auditors (ALGA) Board, and the Comptroller General’s Government Accountability Office (GAO) Midwestern Inter-Governmental Audit Forum’s (MIAF) Executive Committee. All audit staff participate in learning opportunities sponsored by these organizations, as well as those sponsored by the Southeastern Michigan Association of Certified Fraud Examiners.

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual
Percentage of staff meeting CPE requirements	100%	100%	100%	100%
Percentage of staff with professional certifications	56%	57%	75%	67%

**Division Summary**

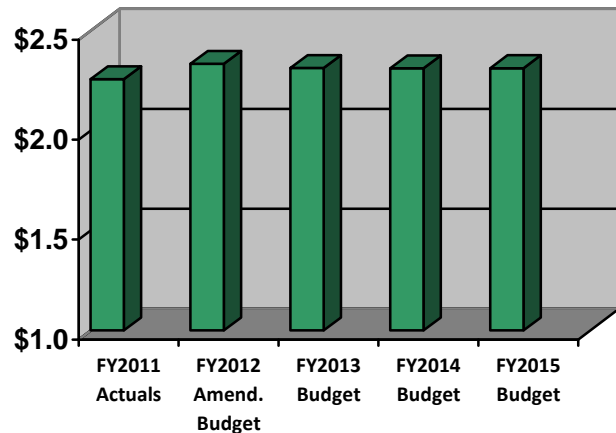
Pursuant to P.A. 139 of 1974 (MCL 45.563(e)), Corporation Counsel performs all civil law functions for the County. The Department supervises and manages all civil cases filed against the County, its divisions, departments, officials, and employees; assists in negotiating business transactions with third parties; reviews contracts with other entities and evaluates changes in laws impacting the County.

Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Corporation Counsel	2,258,691	2,335,171	2,314,485	2,312,743	2,313,343
<b>Total Expenditures</b>	<b>\$2,258,691</b>	<b>\$2,335,171</b>	<b>\$2,314,485</b>	<b>\$2,312,743</b>	<b>\$2,313,343</b>

**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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	1,321,557	1,318,846	1,304,099	1,299,059	1,299,059
Fringe Benefits	688,027	754,479	746,667	743,707	743,707
Contractual Services	31,705	47,859	47,859	47,859	47,859
Commodities	6,933	11,274	11,274	11,274	11,274
Internal Services	210,469	202,713	204,586	210,844	211,444
<b>Total GF/GP Expenditures</b>	<b>\$2,258,691</b>	<b>\$2,335,171</b>	<b>\$2,314,485</b>	<b>\$2,312,743</b>	<b>\$2,313,343</b>
<u>Other Funds</u>					
	0	0	0	0	0
<b>Total Other Funds</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$2,258,691</b>	<b>\$2,335,171</b>	<b>\$2,314,485</b>	<b>\$2,312,743</b>	<b>\$2,313,343</b>



## Corporation Counsel - Programs

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Legal Services	2,258,666	2,335,171	2,314,485	2,312,743	2,313,343
<b>Total Expenditures</b>	<b>\$2,258,691</b>	<b>\$2,335,171</b>	<b>\$2,314,485</b>	<b>\$2,312,743</b>	<b>\$2,313,343</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Legal Services	18	18	18
<b>Total Personnel</b>	<b>18</b>	<b>18</b>	<b>18</b>

- 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 requests, Board of Commissioners resolutions, and collections on behalf of the County; appearing on behalf of the County in administrative hearings and 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
New Assignments	1,181	1,446	1,233	1,200
Ongoing Assignments	293	291	363	307
Mental Health Hearings	832	842	912	856
	*(13 Jury)	*(5 Jury)	*(9 Jury)	*(8 Jury)
Assignment Totals	2,306	2,579	2,508	2,363

\*Jury Total counted in New Assignments Total

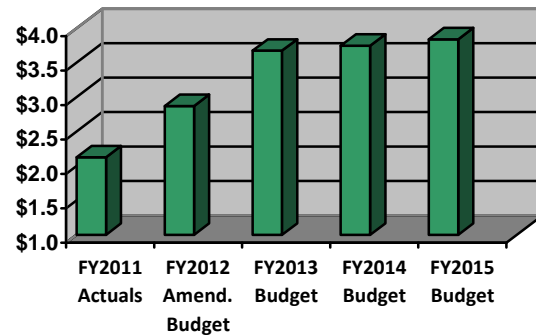
### Division Summary

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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>Other Funds</b>					
Fringe Benefits	565,856	672,665	683,800	686,000	688,400
Building Liability Insurance	2,291,612	3,044,161	3,840,942	3,913,376	4,008,593
<b>Total Expenditures</b>	<b>\$2,857,468</b>	<b>\$3,716,826</b>	<b>\$4,524,742</b>	<b>\$4,599,376</b>	<b>\$4,696,993</b>

Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Asset Protection	2,291,612	3,044,161	3,840,942	3,913,376	4,008,593
Employee Protection	565,856	672,665	683,800	686,000	688,400
<b>Total Expenditures</b>	<b>\$2,857,468</b>	<b>\$3,716,826</b>	<b>\$4,524,742</b>	<b>\$4,599,376</b>	<b>\$4,696,993</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Asset Protection	6	6	6
Employee Protection	3	3	3
<b>Total Personnel</b>	<b>9</b>	<b>9</b>	<b>9</b>

### Risk Management Programs

- **Asset Protection** - Risk Management categorizes County exposures and determines the most cost effective method of protecting our 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
<b><u>Subrogation</u></b>				
Number of Subrogations	43	36	52	47
Subrogation Amount Collected	\$49,941	\$16,488	\$37,218	\$58,484
<b><u>General Liability Claims</u></b>				
Number of New Claims	48	33	54	20
Claim Amount Paid	\$18,512	\$34,484	\$71,295	\$166,894
<b><u>Auto Claims</u></b>				
Number of Accidents / Incidents	201	198	217	187
Claims Paid	\$12,201	\$32,928	\$15,403	\$20,058

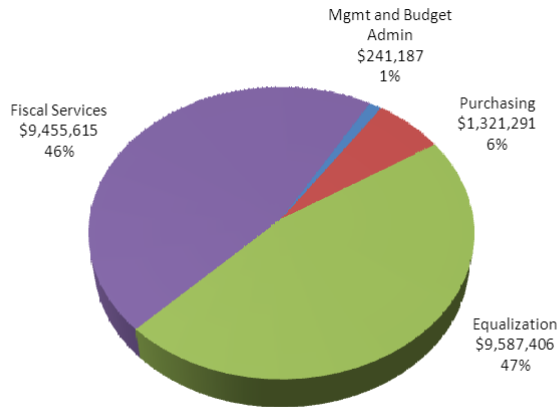
- **Employee Protection** - The Risk Management program is primarily related to preventing County employees from injury on the job and the administration of the Worker’s Compensation Program for Oakland County employees that may be injured on the job. Risk Management personnel conduct work site safety 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**

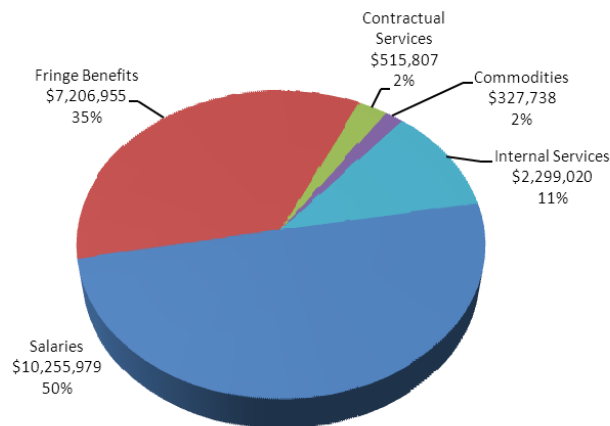
To return employees to a productive status as soon as practical.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
<b><u>Worker’s Comp Claims</u></b>				
Number of Claims	331	277	294	237
Indemnity	87	60	68	50
Medical	244	217	226	187
Open	71	157	86	48
<b>Total Claims Paid</b>	<b>\$810,994</b>	<b>\$718,964</b>	<b>\$818,633</b>	<b>\$952,528</b>
<b><u>Employee Safety Activity</u></b>				
Safety Inspections / Inspections & Loss Control Visits	64	76	52	59
Training Classes Held	54	63	66	62

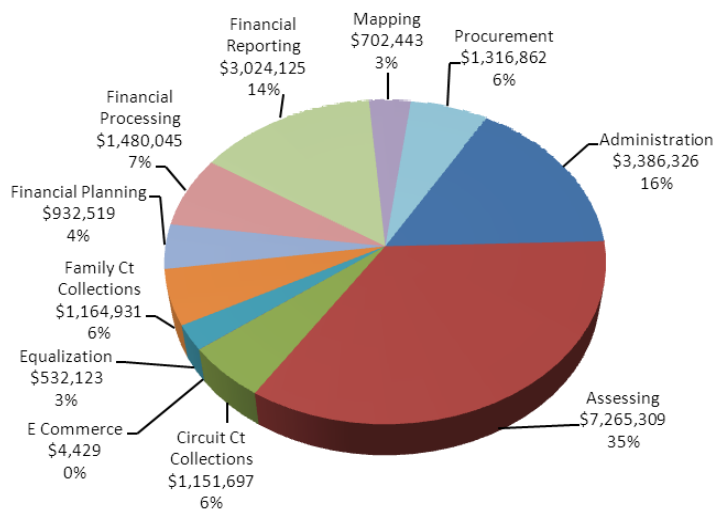
**Budget Distribution by Division (GF/GP)**



**Budget Distribution by Expenditures (GF/GP)**



**Budget Distribution by Programs (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,
- to **protect** the county's financial resources and assets, and
- to **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

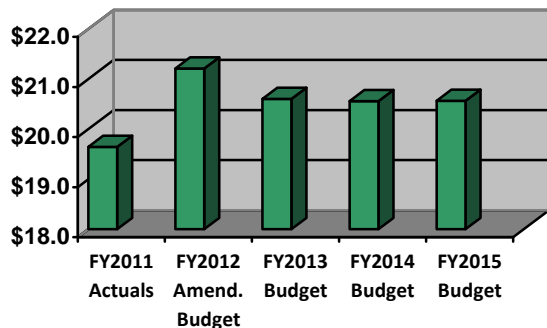
The Department of Management and Budget (DMB) was established under the authority of Public Act 139 of 1973, the Unified Form of County Government Act, and Public Act 621 of 1978, the Uniform Local Budgeting Act. DMB supervises the preparation and execution of the County's Biennial Budget and maintains 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; performs the central purchasing function; 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 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Management and Budget Admin	234,587	234,027	241,187	241,418	241,491
Purchasing Admin Unit	1,125,109	1,283,371	1,321,291	1,320,720	1,321,250
Equalization Admin Unit	9,150,444	9,912,371	9,587,406	9,556,529	9,557,521
Fiscal Services	9,135,282	9,781,962	9,455,615	9,442,761	9,445,884
<b>Total Expenditures</b>	<b>\$19,645,422</b>	<b>\$21,211,731</b>	<b>\$20,605,499</b>	<b>\$20,561,428</b>	<b>\$20,566,146</b>

## Department Expenditures

(\$ in millions)



## Current Issues

- The DMB Administration's primary focus has been on resolving budgetary issues and participating in operational restructuring and service outsourcing initiatives with other County departments.
- Management and Budget works with local Cities, Villages and Townships (CVT's), and through various professional associations by providing technical support and shared information to assist with financial forecasting and best practices that are utilized by Oakland County.



### Current Issues (Continued)

- In 2010, Oakland County expanded its multi-year biennial budgeting process and implemented a Triennial Budget for FY 2010 through FY 2012 to identify long-term trends, establish financial goals and strategies, and to support early implementation of operational restructuring where needed. This multiple year "rolling" budget ensures a current and dynamic long-term outlook to assist the County through its current economic challenges and beyond. In spite of the worst financial period for governments in recent history, Oakland County's budget is balanced through FY 2015.
- Over the next three years, the percentage of employees eligible to retire will increase from the current level of approximately 18% of the full-time workforce to about 30%. This will create 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 the workforce and take the vast amount of institutional knowledge with them. This will also create opportunities for reorganization savings, however, as retirements occur.
- In an effort to reduce costs over the years, DMB has significantly downsized the number of top management positions with the elimination of one Department Deputy Director, one Divisional Manager, and one Divisional Chief. Most recently since the adoption of the FY 2013 – FY 2015 budget, the Purchasing Division with DMB was merged with the Auditing Division within the County Executive Administration to form a new Compliance Office effective November 3, 2012. This merger resulted in another deletion of a Manager position and ongoing savings of \$179,000 annually, all possible as a result of the retirement of an incumbent employee who retired from one of the manager positions.

### 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 biennial budget document, Comprehensive Annual Financial Report (CAFR), and the Popular Annual Financial Report (PAFR). Also included in this goal is to obtain the Outstanding Agency Accreditation Achievement Award from the National Institute of Governmental Purchasing (NIGP).

**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.

**Innovations:** In the role of Fiscal Officer, DMB Administration seeks innovative means to maintain or enhance financial stability with emphasis on cost reduction/containment and program efficiency. At present, the following initiatives are underway:

- Refinance the retirees' healthcare certificates of participation in late 2013 with estimated savings of \$100 million.
- Succession planning which includes enhanced training of key employees to provide for a smooth transition as employees are expected to retire at an accelerated rate over the next several years.
- Comprehensive review and update of the accounting policies and procedures manual, which will include publication in digital media format for availability on the intranet.
- The State recently passed legislation to phase-out commercial and industrial personal property tax (PPT). DMB anticipated this law change and, when possible, has been relocating employees assigned to the PPT function so as to avoid having to lay off employees as the majority of this tax is eliminated over the next several years. Another two to three remaining employees will need to be relocated over the next couple years.
- Continue to focus on resolving anticipated budget shortfalls in advance. This approach allows the time necessary to identify potential areas of savings throughout the County and adequate implementation time that may be required to change the manner services are provided.



### Summary of Major Program Changes

#### **Revenue**

Increases in revenues for FY 2013 are due to Fiscal Service's increase in Late Penalty and Tax Intercept Fee due to reimbursement efforts for collections. Revenue also increased due to Purchasing's increase in Refunds Miscellaneous as a result of increased sales rebates.

#### **Expenditures**

Controllable Personnel for FY 2013 reflects a one-time \$500 lump-sum taxable payment to all full-time eligible employees. Other Salary and Fringe Benefit changes were due to staff turnover. Internal services overall decrease in Information Technology Development and Information Technology Operations is primarily a result of appropriations being budgeted in a Non-Departmental account and transferred to departments as needed per the General Appropriation Act and because of expected rate and usage level changes. Controllable Personnel for FY 2014 decreased due to the cessation of the one-time lump-sum taxable payment to all full-time eligible employees. Internal Services overall increase for FY 2014 and FY 2015 is primarily a result of the Building Space Cost Allocation which is due to inflationary adjustments for building maintenance and Information Technology Operations which is due to expected rate and usage level changes.



## Management and Budget - Administration

### Division Summary

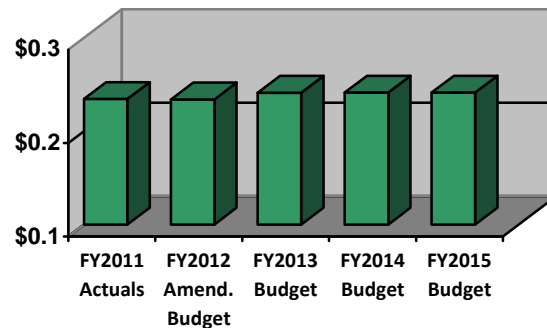
Management and Budget Administration is responsible for the overall administration of the Department of Management and Budget and oversees the Purchasing, Equalization, and Fiscal Services functions of the County. The Director is designated as the Fiscal Officer of the County and is responsible for ensuring 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Management and Budget Admin	234,587	234,027	241,187	241,418	241,491
<b>Total Expenditure</b>	<b>\$234,587</b>	<b>\$234,027</b>	<b>\$241,187</b>	<b>\$241,418</b>	<b>\$241,491</b>

### 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	135,732	135,212	135,527	135,212	135,212
Fringe Benefits	81,341	83,790	88,479	88,294	88,294
Contractual Services	3,804	3,917	3,917	3,917	3,917
Commodities	0	100	100	100	100
Internal Services	13,711	11,008	13,164	13,895	13,968
<b>Total GF/GP Expenditures</b>	<b>\$234,587</b>	<b>\$234,027</b>	<b>\$241,187</b>	<b>\$241,418</b>	<b>\$241,491</b>
<b>Total Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$234,587</b>	<b>\$234,027</b>	<b>\$241,187</b>	<b>\$241,418</b>	<b>\$241,491</b>

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	233,354	234,027	241,187	241,418	241,491
General Audit Services	1,233	0	0	0	0
<b>Total Expenditures</b>	<b>\$234,587</b>	<b>\$234,027</b>	<b>\$241,187</b>	<b>\$241,418</b>	<b>\$241,491</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Management and Budget Admin	1	1	1
<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>1</b>

### Management and Budget – Administration Program

- **Administration** - The Administration program is responsible for the overall administration of the Department of Management and Budget and oversees the Purchasing, Equalization, and Fiscal Services functions of the County. Activities include promoting fiscal responsibility among the departments, providing fiscal advice for major County initiatives, implementing a program management system throughout the County, coordinating technology initiatives within DMB, 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, reduced State and Federal funding, and rising health costs. 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.
- A multi-year budget plan balanced through Fiscal Year 2015.
- Balanced budget recommendations provided to the County Executive enabling the County to maintain its general operating tax levy rate at 4.19 mills, less than the authorized maximum rate of 4.2240 mills.
- Enhanced financial reporting transparency through posting of monthly and annual financial reports on the County's web site.
- 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 and Fiscal Services Manager are Certified Public Finance Officers (CPFO). This certification is administered by the Government Finance Officers Association (GFOA).
- Three DMB employees serve as budget reviewers for the GFOA Distinguished Budget Presentation Award Program.
- 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.
- The DMB Director currently serves as a Director on the Michigan Government Finance Officers Association (MGFOA) Board. The Fiscal Services Manager is an Honorary Life Member and Past President of the MGFOA. Also, in general, DMB representatives actively serve on the various MGFOA committees.
- The Equalization Manager is required by law to hold a Michigan Master Assessing Officer (4) Certification, the highest level of certification – there are six employees within the Equalization Division that are certified at the highest level. State-wide, there are only 143 people that hold this certification to serve 95 taxing jurisdictions in Michigan. Ninety-five percent of the Division's employees are certified assessors at various levels of certification. The remaining employees who are not certified are primarily new employees and will likely be working on certification in the near future.
- The Chief in Purchasing earned the Certified Public Purchasing Officer (CPPO) credential from the Universal Public Purchasing Certification Council.
- One of the buyers in Purchasing was recognized by the Michigan Public Purchasing Officers Association as the 2012 Buyer of the Year.
- DMB staff have been recognized as subject matter experts by various professional organizations and have been invited to be guest speakers at national and state conferences.



## Management and Budget – Purchasing

### Division Summary

Purchasing is responsible for the acquisition of supplies, materials, equipment, and contracted services used by County departments and countywide elected officials. The division was established as a centralized operation to implement the County's procurement policies, reduce and control acquisition costs, and formalize the acquisition process.

### Mission Statement

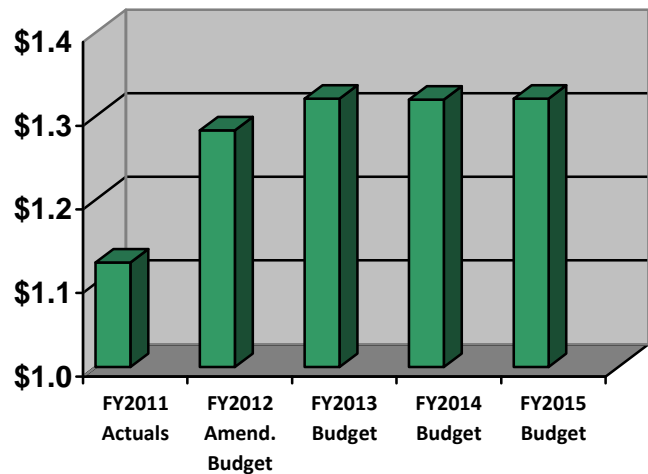
The mission of the Purchasing Division is to provide equal opportunity to the vendor community, while acquiring products and services at the best value for all County departments, through an efficient procurement process.

Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Purchasing Admin Unit	1,125,109	1,283,371	1,321,291	1,320,720	1,321,250
<b>Total Expenditure</b>	<b>\$1,125,109</b>	<b>\$1,283,371</b>	<b>\$1,321,291</b>	<b>\$1,320,720</b>	<b>\$1,321,250</b>

### Division Goals

- Optimize the acquisition costs and quantity of goods and services purchased while maintaining expenditures within adopted budget parameters.
- Foster compliance with the County's acquisition process by proactively developing relationships with County departments.
- Enhance process transparency by utilizing current technology available at Oakland County.
- Encourage participation of all vendors in the procurement process.
- Expand p-card usage to gain ordering and payment efficiencies.
- Expand cooperative purchasing efforts with, and the number of extended contracts available to, other counties and CVTs.
- Utilize the web-based procurement process when applicable.
- Develop staff through training, professional certification, and involvement in professional organizations.
- Obtain 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	607,848	677,007	691,443	687,663	687,663
Fringe Benefits	335,641	451,340	458,160	455,940	455,940
Contractual Services	3,597	9,934	9,934	9,934	9,934
Commodities	4,487	6,851	6,851	6,851	6,851
Internal Services	173,536	138,239	154,903	160,332	160,862
<b>Total GF/GP Expenditures</b>	<b>\$1,125,109</b>	<b>\$1,283,371</b>	<b>\$1,321,291</b>	<b>\$1,320,720</b>	<b>\$1,321,250</b>
<u>Other Funds</u>					
Domestic Preparedness Equip	41,845	77,534	0	0	0
<b>Total Other Funds</b>	<b>\$41,845</b>	<b>\$77,534</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$1,166,954</b>	<b>\$1,360,905</b>	<b>\$1,321,291</b>	<b>\$1,320,720</b>	<b>\$1,321,250</b>



## Management and Budget – Purchasing Programs

### Purchasing Programs

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
E Commerce	0	4,429	4,429	4,429	4,429
Homeland Security	41,845	77,534	0	0	0
Procurement	1,125,109	1,278,942	1,316,862	1,316,291	1,316,821
<b>Total Expenditures</b>	<b>\$1,166,954</b>	<b>\$1,360,905</b>	<b>\$1,321,291</b>	<b>\$1,320,720</b>	<b>\$1,321,250</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Procurement	14	14	14
Homeland Security	1	1	1
<b>Total Personnel</b>	<b>15</b>	<b>15</b>	<b>15</b>

- **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 continuously:
  - Instruct county employees on the County’s Purchasing Policies and Procedures, Pro Card Policies and Procedures, and financial system procurement process.
  - Assist departments and divisions with bid specifications and documents, solicit bids and proposals, tabulate and evaluate bids and proposals, summarize solicitation results, and recommend award of contracts or purchase orders.
  - Post bid solicitations and receive solicitations on the Michigan Inter-governmental Trade Network (MITN) website that sends e-mail notices to registered vendors/bidders. Purchasing actively participates in the MITN community to incorporate “best practices” into the electronic exchange of solicitations and responses.
  - Encourage vendor participation by attending vendor outreach programs, and initiating vendor contacts.
  - Develop and communicate standardized processes to ensure departmental consistency.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Bid Solicitations	481	479	398	405
Average Number of Vendors Notified	n/a	167	143	137
Average Number of Vendors Accessing Bid	n/a	37	29	26
Average Number of Responses per Bid	n/a	5.07	4.51	4.37
Number of Fully Electronic Bids	0	2	75	218
Purchase Orders Generated	27,242	19,456	21,542	26,045
Total Purchase Order Expenditures (millions)	\$93.2	\$109.6	\$142.1	\$129.9
New Contracts	607	340	332	276

- **Cooperative Purchasing** - Purchasing administers and operates a cooperative purchasing program used by over 100 municipalities. Participating cities, villages, townships (CVTs) and counties are able to 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.

## Management and Budget – Purchasing Programs

The County’s extended contracts are posted on Purchasing’s webpage. One of these – the OfficeMax contract – provides a rebate to users when volume surpasses certain thresholds, thereby providing an additional revenue source for the County, and participating entities.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Number of Cooperative Contracts	17	23	23	23

Purchasing, in cooperation with 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Number of Multi-Department Contracts	n/a	n/a	n/a	69

- **P-Card Administration** - The County’s Procurement Card (p-card) Program allows departments to use County-issued credit cards to make purchases (products, travel, professional development). Merchant codes are used to control the types of purchases cardholders are authorized to make. The County utilizes one program that requires oversight on a daily basis. The administration of the program includes expanding its use to reduce dependencies on traditional time-consuming procedures, 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 to develop potential contracts and update procedures.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Number of P-Card Transactions	18,839	19,456	21,542	26,045
Total P-Card Expenditures (millions)	\$4.30	\$3.75	\$4.81	\$6.26
P-Card Transaction Average	\$228	\$193	\$223	\$240

- **Employee Development** – Purchasing strives to continually upgrade staff knowledge of procurement best practices and to continually upgrade the County’s purchasing process by encouraging professional staff to become National Institute of Government Purchasing (NIGP) Certified Professional Public Buyers (CPPB), requiring staff to attend public purchasing training courses, and participating in professional associations, including the NIGP and the Michigan Public Purchasing Officers Association (MPPOA).

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Percentage of Buyers with Procurement Certifications	29%	58%	58%	67%



### Division Summary

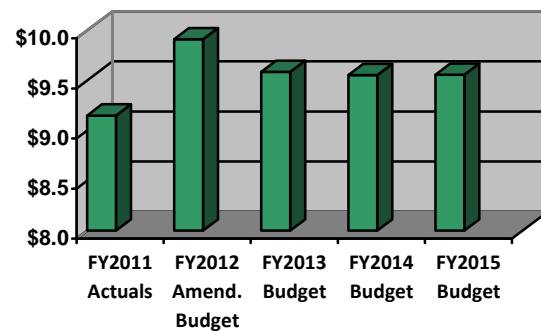
Pursuant to the General Property Tax Law of the State of Michigan, the Equalization Division assists the Board of Commissioners in ascertaining whether the real and personal property in the townships and cities of Oakland County have been equally and uniformly assessed at true cash value. If, on such 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 51 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 Equalization Division is also responsible for determining homestead exemption of homeowners and ownership transfers as well as handling the appeals pertaining to these activities.

Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Equalization Admin Unit	9,150,444	9,912,371	9,587,406	9,556,529	9,557,521
<b>Total Expenditure</b>	<b>\$9,150,444</b>	<b>\$9,912,371</b>	<b>\$9,587,406</b>	<b>\$9,556,529</b>	<b>\$9,557,521</b>

### 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 to generate revenues for the support of police, fire, schools, roads, parks, libraries and other services that citizens require.
- To provide assessing, reappraisals, and maintenance or service contracts for both real and personal property for cities and townships requesting the service.

**Division Expenditures (\$ in millions)**



Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	4,555,316	4,800,934	4,822,832	4,795,742	4,795,742
Fringe Benefits	2,981,047	3,436,077	3,441,191	3,425,281	3,425,281
Contractual Services	124,747	272,378	272,378	272,378	272,378
Commodities	53,943	159,026	159,026	159,026	159,026
Internal Services	1,435,390	1,243,956	891,979	904,102	905,094
<b>Total GF/GP Expenditures</b>	<b>\$9,150,444</b>	<b>\$9,912,371</b>	<b>\$9,587,406</b>	<b>\$9,556,529</b>	<b>\$9,557,521</b>
<u>Other Funds</u>					
<b>Total Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$9,150,444</b>	<b>\$9,912,371</b>	<b>\$9,587,406</b>	<b>\$9,556,529</b>	<b>\$9,557,521</b>



## Management and Budget – Equalization - Programs

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	909,032	1,132,891	1,087,531	1,087,616	1,087,616
Assessing	7,175,571	7,537,583	7,265,309	7,234,347	7,235,339
Equalization	523,266	528,066	532,123	532,123	532,123
Mapping	538,779	713,831	702,443	702,443	702,443
Non Departmental	3,796	0	0	0	0
<b>Total Expenditures</b>	<b>\$9,150,444</b>	<b>\$9,912,371</b>	<b>\$9,587,406</b>	<b>\$9,556,529</b>	<b>\$9,557,521</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	6	6	6
Assessing	69	69	69
Equalization	5	5	5
Mapping	9	9	9
<b>Total Personnel</b>	<b>89</b>	<b>89</b>	<b>89</b>

### 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 and monitors approved budget expenditures, schedules staff training, monitors staff development and performance, and responds to public inquiries and requests for information.
- **Assessing** - Real Property Assessing: renders quality assessment services in fulfillment of Equalization Division's responsibilities as the contracted assessor to 27 units of government, maintains and balances assessment rolls in contracted assessing units, and 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 35 units of government, performs assessing services to enable 3 local units of government to access current technology and trained staff to ensure uniform and equitable personal property assessment. Maintains contact and provides assistance to all 51 assessing units within Oakland County to achieve uniform and equitable assessments of personal property.
  - Processes Tax Tribunal appeals on behalf of 32 assessing units from initial filing to appraisal and final state determination of the property value under appeal.
  - Standards & Data Control: Maintains and updates division manuals pertaining to real property consisting of two volumes (residential and commercial/industrial), personal property, and office procedures.
  - Reviews and studies state bulletins and communications. Incorporate changes into appropriate operating manuals. Oversees production and distribution of reports and notices of change of tax and assessment rolls for each new cycle for assessing units.
  - Certifies millage rates and rectifies certified rates to rates spread. Calculates Headlee rollbacks for all assessing units.
  - Monitors Truth in Assessing and Truth in Taxation calculations.
  - Monitors community actions and elections and ensures 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 169,712 parcels.
- Maintain real property records for approximately 180,322 residential and 15,599 commercial and industrial parcels.
- Attend and assist board of review sessions of 32 assessing units.
- Conduct audits of personal property records of taxpayers involving some 25,211 parcels within 35 contracted units of government.

Performance Measures (Parcel Counts)	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Real Property (assessor 32 units)	159,533	209,958	268,942	192,739
File Maintenance (assisting 32 assessor)	169,712	209,958	268,942	192,739
Personal Property (assessor 35 units)	25,629	27,246	25,055	25,211

- **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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
<u>Equalization of Parcels:</u>				
Agricultural	466	457	451	455
Business	18,980	19,224	21,333	21,571
Industrial	7,296	7,058	4,878	4,688
Developmental	27	27	27	24
Residential	451,414	451,478	451,193	451,392

- **Mapping** - Maintains parcel identification numbers, tax descriptions, and GIS tax parcel mapping for the Oakland County Land File System consisting of 533,798 parcels of land. Processes new parcels to the Land File System arising from land divisions, combinations, or newly platted subdivision lots and condominium units in the 62 assessing units of Oakland County. Approximately 10,000 parcels are processed annually.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Parcel ID #'s in Land File System	*	*	*	535,564
<u>Parcels processed to the Land File System:</u>				
Additions	2,564	2,767	12,137	5,510
Deletions	3,656	6,593	6,557	4,411

\*Information not available



## Management and Budget – Fiscal Services

### Division Summary

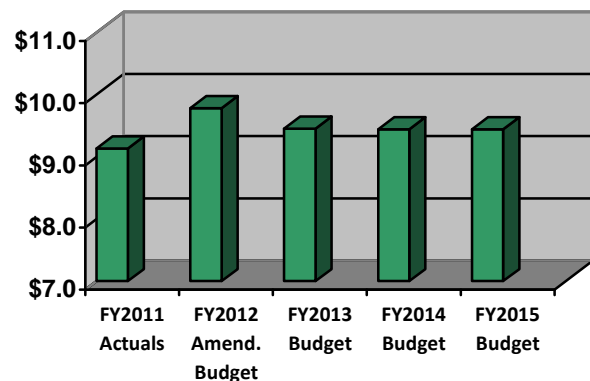
The Fiscal Services Division provides all financial services to the County's departments and divisions, with the exception of cash management and investments, which are provided by the Treasurer. The division's responsibilities extend to externally reporting the financial position and economic condition 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Fiscal Services	9,135,282	9,781,962	9,455,615	9,442,761	9,445,884
<b>Total Expenditure</b>	<b>\$9,135,282</b>	<b>\$9,781,962</b>	<b>\$9,455,615</b>	<b>\$9,442,761</b>	<b>\$9,445,884</b>

### 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 quantities needed to accomplish the operational objectives of all County agencies.
- Respond efficiently to requests by elected officials and county staff for financial information and analysis.
- Operate an efficient collections process, assess fees in an accurate and timely manner, ensure maximum recovery of costs to the Courts and the County.

### Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	4,446,948	4,699,371	4,606,177	4,580,977	4,580,977
Fringe Benefits	2,679,778	3,219,302	3,219,125	3,204,325	3,204,325
Contractual Services	162,192	229,578	229,578	229,578	229,578
Commodities	79,335	161,761	161,761	161,761	161,761
Internal Services	1,767,030	1,471,950	1,238,974	1,266,120	1,269,243
<b>Total GF/GP Expenditures</b>	<b>\$9,135,282</b>	<b>\$9,781,962</b>	<b>\$9,455,615</b>	<b>\$9,442,761</b>	<b>\$9,445,884</b>
<b>Other Funds</b>					
Recovery Act Byrne JAG	154,114	0	0	0	0
JAG FY2011 to FY2014	0	53,811	0	0	0
Community Develop Block Grants	56,876	80,314	80,314	80,314	80,314
Local Law Enforcement Block Gr	126,642	158,372	158,372	158,372	158,372
Neighborhood Stabilization	37,608	0	0	0	0
Workforce Development	46,220	90,455	21,124	16,124	16,124
Fringe Benefits	121,923	95,900	95,500	95,900	96,800
Office Equipment	4,076,176	0	0	0	0
<b>Total Other Funds</b>	<b>\$4,619,560</b>	<b>\$478,852</b>	<b>\$355,310</b>	<b>\$350,710</b>	<b>\$351,610</b>
<b>Total Expenditures</b>	<b>\$13,754,842</b>	<b>\$10,260,814</b>	<b>\$9,810,925</b>	<b>\$9,793,471</b>	<b>\$9,797,494</b>



## Management and Budget – Fiscal Services Programs

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	2,436,174	2,293,778	2,057,608	2,034,960	2,035,691
Circuit Court Collections	1,034,136	1,140,415	1,151,697	1,140,742	1,141,048
Family Court Collections	993,474	1,150,249	1,164,931	1,167,976	1,168,282
Financial Planning	823,932	979,075	932,519	937,100	937,561
Financial Processing	5,678,744	1,496,142	1,480,045	1,483,903	1,482,622
Financial Reporting	2,788,382	3,201,155	3,024,125	3,028,790	3,032,290
<b>Total Expenditures</b>	<b>\$13,754,842</b>	<b>\$10,260,814</b>	<b>\$9,810,925</b>	<b>\$9,793,471</b>	<b>\$9,797,494</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	8	8	8
Circuit Court Collections	15	15	15
Family Court Collections	16	16	16
Financial Planning	9	9	9
Financial Processing	21	21	21
Financial Reporting	30	30	30
<b>Total Personnel</b>	<b>99</b>	<b>99</b>	<b>99</b>

### 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 all; and supervising contractual and technological resources, specifically the County’s human resources/financial information system, 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	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
General Fund Balance	\$163,419,150	\$192,333,299	\$210,276,189	\$201,161,884	\$223,429,440

#### Objective

- 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; and an updated “financial scorecard” reporting the County’s progress on a number of key financial indicators.

## Management and Budget – Fiscal Services Programs

- 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 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 triennial budget that provides flexibility to meet unanticipated and emergency needs.
  - Accurately forecast General Fund/General Purpose revenues and expenditures, 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 (property taxes) 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	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Average number of payments issued per pay period	4,615	4,560	4,452	4,358	4,332
Average gross payroll each pay <i>(Please note FY 2010 includes retro-payments for several union agreements)</i>	\$8,736,023	\$8,411,168	\$9,095,553	\$7,962,918	\$8,026,576

### Objectives

- Record revenue items in an accurate manner.
- Process vendor payments and maintain appropriate records for Federal reporting on form 1099.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Number of direct vouchers	78,485	74,512	71,071	69,411	65,113
Number of purchasing payments	38,580	35,254	32,789	32,211	28,581
Number of cancelled payments	1,142	989	1,060	899	885



## Management and Budget – Fiscal Services Programs

- 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 statutes, 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.

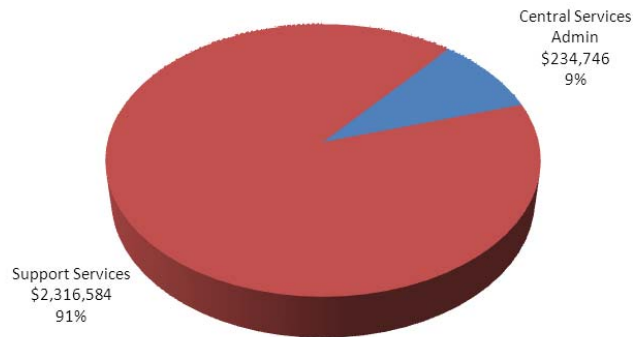
### Objectives

- 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.

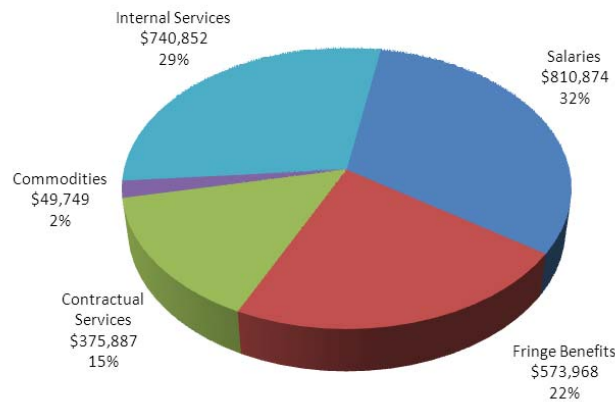
Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Number of awards received	3	3	3	3	3



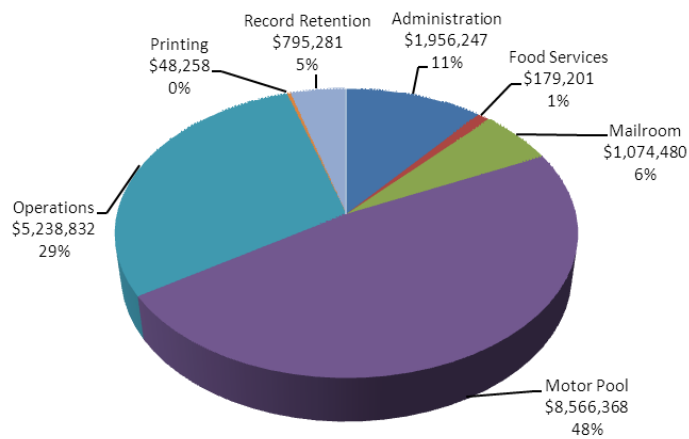
**Budget Distribution by Division (GF/GP)**



**Budget Distribution by Expenditures (GF/GP)**



**Budget Distribution by Program (All Funds)**





**Department Summary**

Central Services Administration is responsible for the overall administration and operations of two primary areas of Oakland County and several units:

Support Services Division. This Division provides a wide variety of governmental and internal services to county departments including Vehicle Operations, Record Retention, Mailroom, and the Courthouse Cafeteria.

Airport Division. This Division is comprised of three county-owned airports; Oakland County International Airport, Oakland/Troy Airport, and Oakland/Southwest Airport.

The Director of Central Services also represents the County Executive on the Oakland County Parks and Recreation Commission.

Department Expenditures by Division (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Aviation and Transportation	0	0	0	0	0
Central Services Admin	225,618	230,030	234,746	234,556	234,587
Support Services	1,933,144	2,423,565	2,316,584	2,344,988	2,348,816
<b>Total Expenditures</b>	<b>\$2,158,762</b>	<b>\$2,653,595</b>	<b>\$2,551,330</b>	<b>\$2,579,544</b>	<b>\$2,583,403</b>

**Current Issues**

**Support Services:**

- Continue to security screen incoming mail and packages.
- Ensure outgoing mail is USPS Move Update compliant.
- Continually work with County departments to monitor record retention schedules.
- Expand Central Garage facility to accommodate added equipment installation workload.

**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.
- Complete Master Plan update at Oakland/Troy Airport.

**Department Goals**

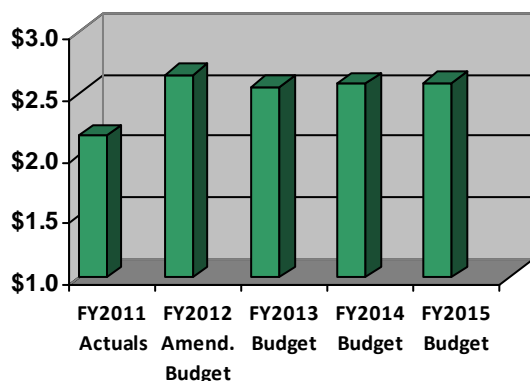
**Support Services:**

- 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 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.

**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.

**Department Expenditures (\$ in millions)**





## Central Services

Department Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	762,060	801,764	810,874	805,834	805,834
Fringe Benefits	469,642	559,860	573,968	571,008	571,008
Contractual Services	145,742	429,782	375,887	376,037	376,187
Commodities	31,859	74,580	49,749	49,749	49,749
Internal Services	749,458	787,609	740,852	776,916	780,625
<b>Total GF/GP Expenditures</b>	<b>\$2,158,762</b>	<b>\$2,653,595</b>	<b>\$2,551,330</b>	<b>\$2,579,544</b>	<b>\$2,583,403</b>
<b>Other Funds</b>					
Energy Efficiency Conservation	554,644	0	0	0	0
Mailing Copier and Printing	1,269,237	0	0	0	0
Motor Pool	8,456,840	8,405,447	8,566,368	8,283,391	8,283,391
Airport	5,957,175	6,191,848	6,740,969	6,729,774	6,752,618
<b>Total Other Funds</b>	<b>\$16,237,896</b>	<b>\$14,597,295</b>	<b>\$15,307,337</b>	<b>\$15,013,165</b>	<b>\$15,036,009</b>
<b>Total Expenditures</b>	<b>\$18,396,658</b>	<b>\$17,250,890</b>	<b>\$17,858,667</b>	<b>\$17,592,709</b>	<b>\$17,619,412</b>



## Central Services - Programs

Department Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	1,913,506	2,020,114	1,956,247	1,939,506	1,924,857
Convenience Copier	205,818	0	0	0	0
Food Services	172,583	182,061	179,201	189,032	190,021
Mailroom	1,469,132	1,137,695	1,074,480	1,075,094	1,075,596
Motor Pool	8,456,840	8,405,447	8,566,368	8,283,391	8,283,391
Operations	5,051,127	4,636,299	5,238,832	5,243,188	5,280,712
Printing	391,275	50,641	48,258	49,697	49,834
Record Retention	736,376	818,634	795,281	812,801	815,001
<b>Total Expenditures</b>	<b>\$18,396,658</b>	<b>\$17,250,890</b>	<b>\$17,858,667</b>	<b>\$17,592,709</b>	<b>\$17,619,412</b>

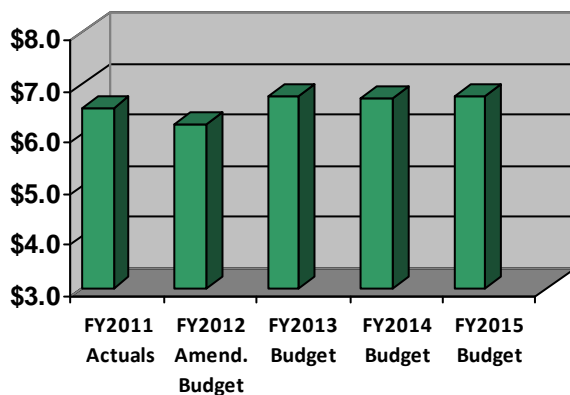
Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	8	8	8
Mailroom	8	8	8
Motor Pool	14	14	14
Operations	21	21	21
Record Retention	8	8	8
<b>Total Personnel</b>	<b>59</b>	<b>59</b>	<b>59</b>

### Division Description

The primary mission of the Airports Division is to provide the aviation segment of the Oakland County transportation system, currently comprised of three county-owned airports. The division is mandated by applicable federal and state agencies (Federal Air Regulations promulgated by the Federal Aviation Administration and rules and regulations of the Michigan Aeronautics Commission) to fulfill a number of requirements for the operation of airports. The numerous functions and level of services mandated by these agencies include the following categories: 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, and 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 *118th* busiest airport in the nation with *119,581* takeoffs and landings. It is ranked as the nation's thirteenth busiest general aviation airport and second to Detroit Metro in Michigan. The total based aircraft at the three County-owned airports exceeds all other towered airports in Michigan combined.

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Contractual Services	0	0	0	0	0
<b>Total GF/GP Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<u>Aviation &amp; Transportation Fund</u>					
Salaries	1,101,490	1,183,702	1,170,510	1,185,297	1,206,058
Fringe Benefits	672,388	758,407	756,632	762,722	772,286
Contractual Services	1,547,936	1,439,347	1,482,151	1,484,633	1,479,029
Commodities	80,656	87,773	87,773	87,773	87,773
Depreciation	1,873,558	1,937,515	2,552,026	2,527,720	2,527,720
Interest on Debt	480,978	470,328	362,783	342,928	329,569
Internal Services	200,170	314,776	329,094	338,701	350,183
<b>Total Aviation &amp; Trans Fund Exp.</b>	<b>\$5,957,175</b>	<b>\$6,191,848</b>	<b>\$6,740,969</b>	<b>\$6,729,774</b>	<b>\$6,752,618</b>
<u>Other Funds</u>					
Energy Efficiency Conservation	554,644	0	0	0	0
<b>Total Other Funds</b>	<b>\$554,644</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$6,511,819</b>	<b>\$6,191,848</b>	<b>\$6,740,969</b>	<b>\$6,729,774</b>	<b>\$6,752,618</b>

### Division Expenditures (\$ in millions)





## Aviation & Transportation – Programs

### Summary of Major Program Changes

#### Revenues

In FY2013, capital asset contributions increase \$549,121 to offset an anticipated increase in expenditures.

#### Expenditures

In FY2013, salaries and fringe benefits decrease (\$49,184) due to under-filled positions, new hires, and a controllable \$500 one-time lump sum payment to all full-time eligible employees. A decrease of (\$16,999) is expected for indirect costs based on a two year average. Depreciation for buildings decrease (\$126,181) due to assets being fully depreciated, with increases in depreciation for land improvements \$531,414 and depreciation for roads parking lots \$234,418 due to the closing of several land improvement and road parking lots capital projects. In FY2014, a decrease of (\$21,962) for depreciation of land improvements is expected due to assets being fully depreciated.

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Aviation Administration	1,460,691	1,555,549	1,502,137	1,486,586	1,471,906
General Airport Operations	5,051,128	4,636,299	5,238,832	5,243,188	5,280,712
<b>Total Expenditures</b>	<b>\$6,511,819</b>	<b>\$6,191,848</b>	<b>\$6,740,969</b>	<b>\$6,729,774</b>	<b>\$6,752,618</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Aviation Administration	5	5	5
General Airport Operations	21	21	21
<b>Total Personnel</b>	<b>26</b>	<b>26</b>	<b>26</b>

- Administration - Administration provides the operational and clerical support necessary to operate Oakland County International, Oakland/Troy and Oakland/Southwest Airports. Responsibilities include obtaining/administering Federal Grants for airport development and safety programs (\$7,288,331 in 2012); development of the budget and monitoring of budget expenditures; evaluating and modifying of division procedures to meet federal/state mandates; management of over 700 individual T-hangar units; strategic planning for development of airports; and responding to public inquiries and requests for information.

Performance Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual
Federal Grants	\$6,264,500	\$12,426,645	\$6,264,500	\$7,288,331
Land Acquisition	0 parcels/	0 parcels/	0 parcels/	0 parcels/
Construction / Design	0	0	\$2,434,803	\$3,873,000
Sound Attenuation (67 Homes)	\$3,750,000	\$6,259,482	\$4,560,874	0
New Construction	\$2,145,000	\$3,145,550	\$2,431,000	\$4,964,000
Land Lease Admin	47	47	47	47
Based Corporations	141	136	129	123
Based Aircraft	701	675	632	619

- Operations - Operations at Oakland County International Airport provide 24-hour Aircraft Rescue Fire Fighting emergency response; equipment and building maintenance for county-owned buildings and 478 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 and an additional 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 260 T-hangar units. Airport employees also maintain 2.27 miles of irrigation systems at the three airports. In addition to the foregoing services, in order to promote public health and safety and to fulfill our Airport Certification Manual (ACM) requirements, the Operations Division 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, ground operations).

Performance Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual
Lawn Mowing	625 acres	625 acres	625 acres	625 acres
Snow Removal	85 acres	85 acres	85 acres	85 acres
Pavement Maintenance & Repair	34 acres	34 acres	34 acres	34 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 (45 major/25 minor)	70	70	70	70

- In 2010, County Executive, L. Brooks Patterson announced that the first "green" terminal would be constructed 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. In April 2010, ground was broken signifying the start of the county's first green building.

**Features:** The new terminal utilizes wind and solar energy, geothermal heating and cooling, plus other energy efficiencies becoming the county's first LEED certified building. (LEED: Leadership in Energy and Environmental Design) 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 airport has already become a very busy destination for school and college classes, and civic organizations from around the county and region.

**Savings:** Comparing utility charges for October 2009 – March 2010, (which predates the installation of our green technology) with the same six months - October 2011 – March 2012, the Oakland County International Airport Terminal is 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.

**Funding:**

- Federal/State aviation grants
- EECBG (Energy Efficiency and Conservation Block Grant from the U.S. Department of Energy)
- Airport User Fees

The terminal was dedicated on August 23, 2011 and staff began occupying the building on September 23, 2011. 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 80 people. In March 2012, the terminal achieved LEED Gold status from the U.S. Green Building Council by earning more than 40 rating points.



### Division Summary

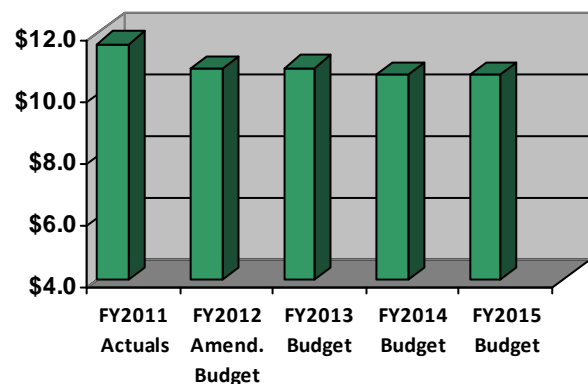
The Support Services Division of the Department of Central Services provides a wide variety of internal support services to county departments. The division is comprised of both governmental and internal service funds. The governmental fund portion includes Administration, Record Retention, Mailroom, and emergency print 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	625,838	666,552	675,347	670,622	670,622
Fringe Benefits	394,461	482,060	491,853	489,078	489,078
Contractual Services	145,440	427,166	373,271	373,421	373,571
Commodities	31,773	74,098	49,267	49,267	49,267
Internal Services	735,633	773,689	726,846	762,600	766,278
<b>Total GF/GP Expenditures</b>	<b>\$1,933,144</b>	<b>\$2,423,565</b>	<b>\$2,316,584</b>	<b>\$2,344,988</b>	<b>\$2,348,816</b>
<b>Other Funds</b>					
Mailing Copier and Printing	1,269,237	0	0	0	0
Motor Pool	8,456,840	8,405,447	8,566,368	8,283,391	8,283,391
<b>Total Other Funds</b>	<b>\$9,726,078</b>	<b>\$8,405,447</b>	<b>\$8,566,368</b>	<b>\$8,283,391</b>	<b>\$8,283,391</b>
<b>Total Expenditures</b>	<b>\$11,659,222</b>	<b>\$10,829,012</b>	<b>\$10,882,952</b>	<b>\$10,628,379</b>	<b>\$10,632,207</b>

### 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.
- Promote vehicle operations equipment installation and maintenance services to CVT's.
- To store and retrieve records efficiently, utilizing minimal space.
- To continue to market mail services to cities, villages and townships (CVT's) and schools.

**Division Expenditures (\$ in millions)**



### Summary of Major Program Changes

#### Mailroom Fund

##### Revenues

In FY2013, charges for services reflect decreases in metered postage (\$11,000), standard mail (\$49,200), and printing (\$33,000) due to loss of CVT's mailing business and business of printing municipality water bills after outsourcing print jobs to Oakland Schools.

##### Expenditures

In FY2013, contractual services reflect a decrease of (\$50,850) for mail handling-postage services, along with a reduction in commodities for metered postage (\$15,500) due to the loss of CVT's business. Internal services reflect a decrease (\$21,870) in building space cost allocation due to reduction in square footage assigned to Central Services. In FY2014, Internal services reflect an increase of \$35,835 in building space allocation due to inflationary adjustments for building maintenance.

#### Motor Pool Fund

##### Revenues

In FY2013, lease equipment increased \$19,625 due an increase in vehicle purchases. Planned Use of Fund Balance increased \$160,542 to balance FY2013 costs, and gain or loss on exchange of assets reflects an increase of \$50,000 due to the expected sale of more vehicles under the new billing method. A decrease in transfers in of (\$16,500) is expected due to no anticipation to transfer vehicles in FY2013, and a decrease in external ISF charges for services of (\$27,000) for productive labor due to CVT's requesting less service. In FY2014, a decrease of (\$282,977) for planned use of fund balance is expected to balance FY2014 costs.

##### Expenditures

In FY2013, contractual services are reduced (\$128,817) for indirect costs based on a two year average. Sublet repairs are reduced (\$30,000) and insurance (\$228,057) based on past history. An increase in commodities of \$184,500 is expected due to an increase of used vehicles purchases. Transfers out increases \$329,000 due to an anticipated transfer to the general fund. In FY2014 planned use of fund balance decreases (\$282,977) to balance FY2014 costs, commodities decrease (\$247,500) due to a decrease of used vehicle purchases, and transfers out decrease (\$829,000) as there are no anticipated transfers. An increase in depreciation \$73,000 due to an increase of vehicle purchases and an increase of \$700,724 for budgeted equity adjustment to balance the FY2014 fund budgets are expected. In FY2015, commodities increases \$33,000 due to the purchase of used vehicles, and budgeted equity adjustment is reduced (\$53,926) to balance the FY2015 fund budgets.

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	227,197	234,535	219,364	218,364	218,364
Convenience Copier	205,818	0	0	0	0
Food Services	172,584	182,061	179,201	189,032	190,021
Mailroom	1,469,132	1,137,695	1,074,480	1,075,094	1,075,596
Motor Pool	8,456,840	8,405,447	8,566,368	8,283,391	8,283,391
Printing	391,275	50,641	48,258	49,697	49,834
Record Retention	736,376	818,634	795,281	812,801	815,001
<b>Total Expenditures</b>	<b>\$11,659,222</b>	<b>\$10,829,012</b>	<b>\$10,882,952</b>	<b>\$10,628,379</b>	<b>\$10,632,207</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	2	2	2
Mailroom	8	8	8
Motor Pool	14	14	14
Record Retention	8	8	8
<b>Total Personnel</b>	<b>32</b>	<b>32</b>	<b>32</b>

- Administration - The Administration program is 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. In addition, the manager represents Oakland County as an alternate on the SEMCOG Transportation Authority (TAC).
- Food Services - The Food Services Program 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 \$155,000 annually. The manager of Support Services is the contract administrator for these contracts.
- Record Retention - Record Retention is the custodian of county records. It is the responsibility of Record Retention to store and maintain County records as required by law. Staff members review departments' record retention guidelines and destruction schedules 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Boxed Records Stored	38,720	38,254	38,060	36,956
Rolls of Microfilm	38,522	39,897	41,058	42,162
Drawers of Microfiche	227	227	228	227
Open Shelf Files	711,640	750,888	750,888	726,190
Number of Transactions	180,386	170,784	156,965	140,000

- The Mailroom is the central point for all incoming and outgoing County mail. The primary daily operation consists of picking up approximately 12,000 pieces of mail daily from the U.S. Post Office and sorting for delivery to County departments. In an effort to provide additional safeguards for all County employees, 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. Inter-county mail (approximately 10,000 pieces daily) is also sorted and delivered with the daily mail.

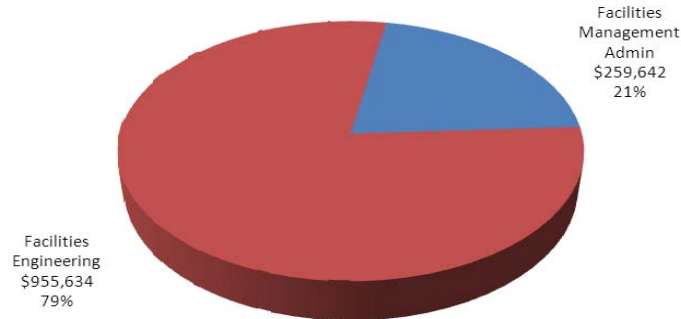
The Mailroom staff meters and automates outgoing mail in an effort to receive the maximum postal discounts allowed through the United States Post Office. This automation process saves county departments over \$200,000 annually in postage costs. The internal mail program was converted entirely to a General Fund operation in 2011. The mailroom processes both daily and special mailings for other governmental agencies.

- Vehicle Operations - The Vehicle Operations program provides, maintains repairs and installs specialized equipment in County vehicles. The program operates under a separate working capital program that purchases and leases both new and used vehicles. The unit also operates a central garage facility. In addition to the maintenance and vehicle repair function, the Vehicle Operations staff builds patrol cars for the Oakland County Sheriff's Office and local agencies. In FY2011, the Sheriff's office contracted with the City of Pontiac for police services. This contract increased the vehicle fleet by 35 vehicles. As a result, an automobile mechanic was added in 2012. 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, transmission and heavy engine jobs are taken to local dealers. All collision and glass repairs have been privatized and are performed by outside vendors.

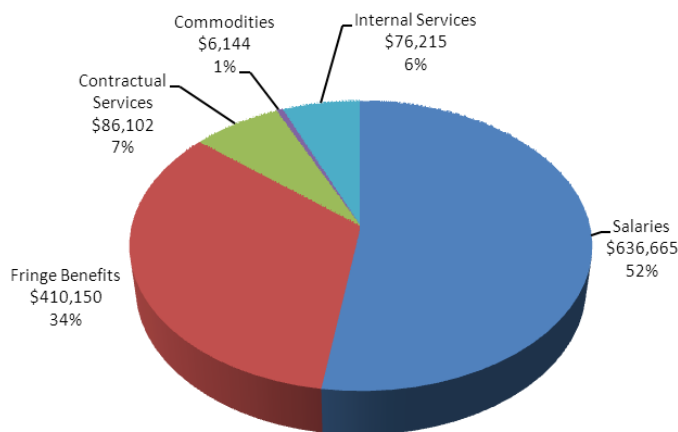
Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Number of Vehicles	756	722	766	767
Miles Driven	10.2 million	9.3 million	8.8 million	9.5 million
Mechanics	9	8	8	9

- Print Shop – In 2010, the County began the process of outsourcing print work to the Oakland County Intermediate School District. In 2011, the entire print shop was outsourced with the Intermediate School District receiving a majority of the work. Oakland County Purchasing Department is responsible for the establishment of outside print contracts. The Mailroom has retained one high speed networked color copier for emergency print work.
- Convenience Copier - As part of the printing transition and a reorganization of Print/Mail, the Convenience Copier unit was moved to Information Technology to be combined with desktop printers.

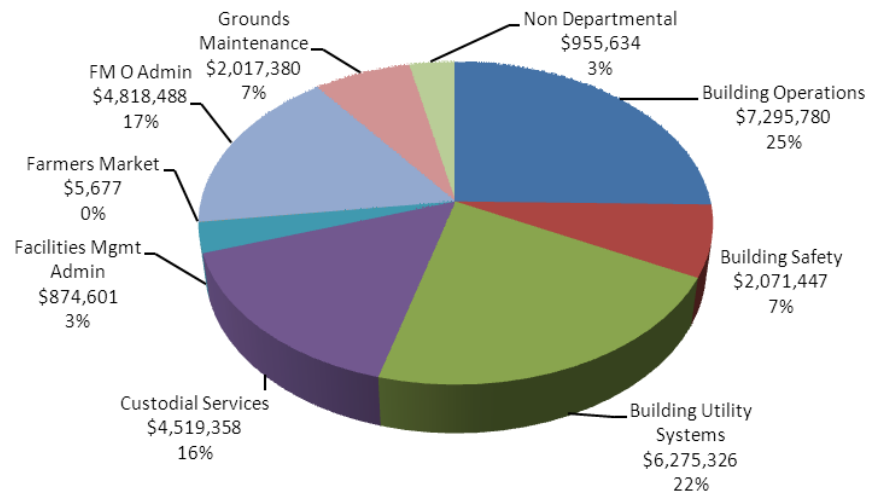
**Budget Distribution by Division (GF/GP)**



**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, and provides security for the facilities and grounds owned and maintained by the Oakland County General Fund.

In addition, the Department:

- Prepares and administers all lease agreements.
- Assists departments in the sale or purchase of property.
- Responsible for the preparation of the County’s five-year Capital Improvement Program.

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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Facilities Management Admin	254,780	270,523	259,642	259,592	259,633
Facilities Engineering	799,014	980,087	955,634	953,818	953,975
<b>Total Expenditures</b>	<b>\$1,053,794</b>	<b>\$1,250,610</b>	<b>\$1,215,276</b>	<b>\$1,213,410</b>	<b>\$1,213,608</b>

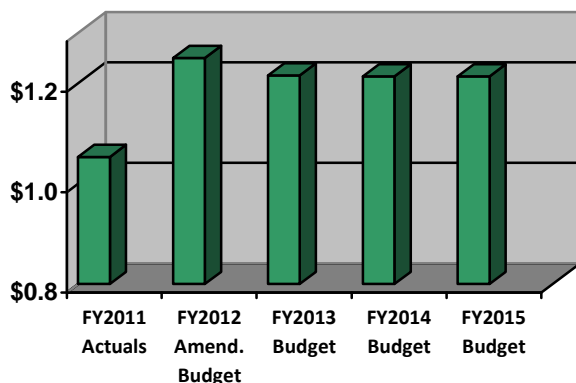
## Current Issues

- Given the County’s current budget situation, Facilities Management must:
  - Continuously reduce costs per square foot.
  - Extend the useful life of capital assets while ensuring the operational integrity and safety of the public and employees.

## 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 through benchmarking with similar public and private sector organizations.
- Continuously improve support service responsiveness.
- Continual evaluation of leveraging 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 in all buildings.

## Department Expenditures (\$ in millions)





### **Summary of Major Program Changes**

#### **Revenues – General Fund**

No revenues are anticipated in FY 2013 – FY 2015

#### **Expenditures**

The Salaries decrease in FY 2013 (\$17,496) reflects the net effect of miscellaneous salary adjustments for the Facilities Project Coordinator position and provision for a one-time \$500 lump-sum payment to FTE employees. The net Fringe Benefit decrease in FY 2013 (\$22,065) reflects primarily a 10% reduction in healthcare rates subsequent to adoption of the FY 2012 Budget and provision for the one-time payment to FTE employees. The FY 2014 decreases in Salaries (\$2,520) and Fringe Benefits (\$1,480) are due to discontinuation of the one-time \$500 payment to FTE employees. Changes in Internal Services recommendations of are based on expected rates and usage requirements, primarily for IT Operations and Building Space Cost Allocation.



### Division Summary

Administration oversees the departmental budget and sets strategic goals for the Facilities Maintenance & Operations Division and Facilities Planning and 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 and the purchase/sale of off-site facilities, including the district courts and office/storage space utilized by County departments.

Division Expenditure (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Facilities Management Admin	254,780	270,523	259,642	259,592	259,633
<b>Total Expenditure</b>	<b>\$254,780</b>	<b>\$270,523</b>	<b>\$259,642</b>	<b>\$259,592</b>	<b>\$259,633</b>

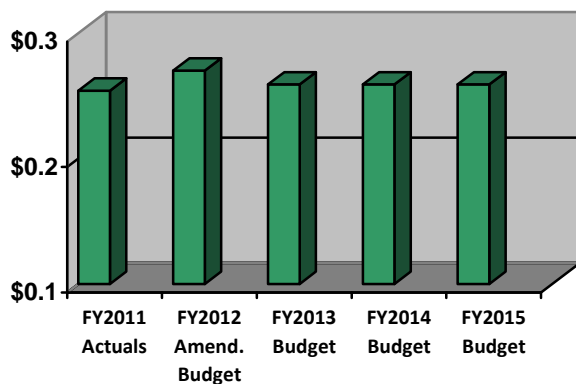
### Division Goals

- To continuously ensure that all facilities and grounds are operated on behalf of the County Executive and the other County elected officials in accordance with the highest standards and best practices of both the public and private sector, 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:

- Budget constrictions have eased demand for office space, a trend that will continue for a number of years. As a result, off-campus operations are being moved either onto the main campus / owned facilities.
- Further, CIP plans have been scaled back.
- Maintenance PMs and custodial cleaning cycles have been lengthened. This will increase the likelihood of unplanned labor demands and repairs.
- In most cases, it is more cost effective to own rather than to lease space over the long term.
- Law Enforcement and Judicial Services will continue to be the primary growth area for the County.
- The events of 9/11 have resulted in the need for increased security.

### Department Expenditures (\$ in millions)





## Facilities Management – Administration

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	155,695	156,092	156,407	156,092	156,092
Fringe Benefits	72,583	79,835	79,161	78,976	78,976
Contractual Services	2,780	5,077	5,077	5,077	5,077
Commodities	136	687	687	687	687
Internal Services	23,586	28,832	18,310	18,760	18,801
<b>Total GF/GP Expenditures</b>	<b>\$254,780</b>	<b>\$270,523</b>	<b>\$259,642</b>	<b>\$259,592</b>	<b>\$259,633</b>
<b>Other Funds</b>					
Facilities Maint Operations	607,993	25,973	1,486	1,486	1,486
<b>Total Other Funds</b>	<b>\$607,993</b>	<b>\$25,973</b>	<b>\$1,486</b>	<b>\$1,486</b>	<b>\$1,486</b>
<b>Total Expenditures</b>	<b>\$862,773</b>	<b>\$296,496</b>	<b>\$261,128</b>	<b>\$261,078</b>	<b>\$261,119</b>

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Building Operations	247,602	1,473	1,486	1,486	1,486
Facilities Management Admin	608,849	295,023	259,642	259,592	259,633
Facilities Maint and Op Admin	2,737	0	0	0	0
Grounds Maintenance	3,249	0	0	0	0
Project Management	336	0	0	0	0
<b>Total Expenditures</b>	<b>\$862,773</b>	<b>\$296,496</b>	<b>\$261,128</b>	<b>\$261,078</b>	<b>\$261,119</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Facilities Management Admin	2	2	2
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>2</b>



## Facilities Management – Administration Programs

### Facilities Management Administration Programs

- Facilities Management oversees the construction, management, and operation of the facilities and properties owned and operated by the Oakland County General Fund. It oversees the activities of the Facilities Maintenance and Operations Division and the Facilities Planning & Engineering Division.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Cost per Square Foot (avg.)	\$13.71	\$12.77	\$12.57	\$12.43
Staff	209	189	188	189
Square Footage	1,877,780	1,913,681	1,881,125	1,936,042
Leased Square Footage	105,834	105,834	96,803	96,803
Sublets	\$3,431,762	\$2,713,675	\$2,820,191	\$3,327,166

## Division Summary

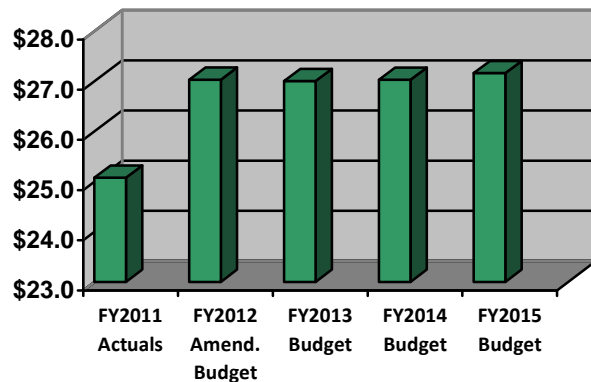
The Facilities Maintenance and Operations (FM&O) Division is responsible for energy management, maintenance, operations, and security for 47, County facilities with  $\pm 1.9$  million square feet of floor space, 600 acres of grounds, 60 acres of parking lots, and more than 30 miles of utilities. Activities include building maintenance, facility security, grounds maintenance, custodial services, minor building alterations, maintenance and operation of the Service Center heating plant and utilities, and providing support services to approximately 95, departments, divisions, and units occupying the County facilities. The division also provides a variety of contracted services to Parks & Recreation, the Road Commission, and other agencies.

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
<b>Total GF/GP Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>FM&amp;O Fund</u>					
Salaries	6,894,032	7,012,391	6,988,587	7,007,441	7,074,207
Fringe Benefits	4,639,851	5,293,939	5,334,584	5,338,499	5,370,481
Contractual Services	9,044,538	11,021,606	10,148,629	12,012,583	12,045,523
Commodities	1,137,336	1,182,350	1,180,250	1,180,250	1,180,250
Depreciation	76,050	56,000	63,000	63,000	63,000
Internal Services	942,553	913,734	1,020,920	1,022,966	1,023,734
Transfers Out	900,163	1,548,110	2,266,000	400,000	400,000
<b>Total FM&amp;O Fund Expenditures</b>	<b>\$23,634,522</b>	<b>\$27,028,130</b>	<b>\$27,001,970</b>	<b>\$27,024,739</b>	<b>\$27,157,195</b>

## Division 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 program operations through benchmarking with similar public and non-public sector organizations.
- Continuously meet all existing and new local, state, and Federal guidelines for facility operations.
- Improve responsiveness in the provision of support services to other County departments where applicable.
- Optimize staffing levels to meet demand and address upcoming retirements in a manner which creates a stable, skilled workforce.

## Department Expenditures (\$ in millions)





## Facilities Maintenance & Operations - Programs

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### Summary of Major Program Changes

#### **Facilities Maintenance and Operations Fund:**

##### **Revenues:**

Decrease in Charges for Services (\$54,755) in FY 2013 reflects reduced receipt of Building Space Charge revenue from departments based on building space rates calculated to recover fund expenditures. Fund expenditures are reduced in FY 2013 primarily due to lower fringe benefit healthcare costs. The increase in Charges for Services/Building Space Charge revenue in FY 2014 of \$1,370,066 is primarily due to discontinuation of planned loss of \$1,345,011 in FY 2014, implemented in previous fiscal years to reduce the FM&O Fund balance; as well as the net effect of a recommended one percent general salary increase. The increase in Charges for Services of \$137,795 in FY 2015 is due mainly to recover costs of a recommended one percent general salary increase. External Charges for Services revenue is decreased (\$51,540) in FY 2013 primarily due to transfer of the County Market operation to Parks and Recreation and lower External – Other Revenue based on expected maintenance charge revenue received from external agencies. Investment Income is expected to decrease (\$55,000) in FY 2013 based on expected interest rates and FM&O Fund investment base. The Planned Use of Fund Balance decrease of (\$1,345,011) in FY 2014 reflects discontinuation of building space rate reductions implemented to reduce FM&O Fund balance. Decrease in FY 2013 Transfers In (\$137,598) reflects one-time FY 2012 Transfers-In for the closure of the CAMS Project.

##### **Expenditures:**

The FM&O Fund Salaries decrease in FY 2013 (\$18,161) reflects the net effect of the deletion of one Market Master position as a result of transfer of the County Market operation to Parks and Recreation; other miscellaneous salary decreases; and provision for a one-time \$500 lump-sum payment to FTE employees. The Salaries increase of \$20,538 in FY 2014 reflects the net effect of a one percent general salary increase and discontinuation of the one-time \$500 lump-sum payment provided in FY 2013. The FY 2015 Salaries increase of \$70,376 is for an additional one percent general salary increase in FY 2015. The net Fringe Benefit decrease of (\$205,787) in FY 2013 reflects primarily a 10% reduction in healthcare rates subsequent to adoption of the FY 2012 Budget; decrease of (\$18,581) for deletion of the Market Master position; and provision of \$28,860 for the one-time payment to FTE employees. The FY 2015 Fringe Benefit increase of \$33,711 is based on a recommended one percent general salary increase. The FY 2013 Contractual Services decrease reflects: reduced provision for Electrical Services (\$600,000), Natural Gas (\$400,000), and Fuel Oil (\$150,000) due to savings resulting from lower cost third-party contracts, locked-in long-term pricing contracts, and energy conservation initiatives; reduced Sublet Repairs (\$328,477) due to reduced project activity; transfer of the County Market operation to Parks and Recreation; and discontinuation of rental of equipment storage space. The majority of these reductions are recommended to be used for required one-time maintenance projects in FY 2013. The FY 2014 Contractual Services increase reflects higher recommendations for Electrical Services \$700,000; Natural Gas \$500,000; and Fuel Oil \$450,000 due to anticipated utilities prices and expiration of locked-in pricing contracts, as well as reinstatement of funding used in FY 2013 for required one-time maintenance projects. Sublet Repairs increase of \$213,954 also reflects reinstatement of funding used in FY 2013 for one-time maintenance projects. The \$32,940 Sublet Repair increase in FY 2015 is based on expected repair requirements. Increased FY 2013 Internal Services recommendations of \$107,199 are based on expected rates, primarily IT Operations including annual license charge for maintenance of CAMS. Increase in Transfers Out of \$1,324,390 in FY 2013 reflects increased provision for required maintenance projects. The decrease in FY 2014 for Transfers Out of (\$1,866,000) is for reduction of funding provided for maintenance projects from the FY 2013 level.



## Facilities Maintenance & Operations - Programs

Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Building Operations	7,248,387	8,176,503	7,294,294	7,520,263	7,591,115
Building Safety	1,399,301	2,038,926	2,071,447	2,074,464	2,087,608
Building Utility Systems	5,572,752	6,796,143	6,275,326	7,926,730	7,931,803
Custodial Services	3,945,888	4,531,554	4,519,358	4,518,493	4,543,881
Facilities Management Admin	457	0	0	0	0
Farmers Market	108,565	60,113	5,677	5,747	5,897
FM&O Administration	3,452,778	3,389,179	4,818,488	2,956,975	2,964,180
Grounds Maintenance	1,901,361	2,035,712	2,017,380	2,022,067	2,032,711
Non Departmental	4,501	0	0	0	0
Project Management	532	0	0	0	0
<b>Total Expenditures</b>	<b>\$23,634,522</b>	<b>\$27,028,130</b>	<b>\$27,001,970</b>	<b>\$27,024,739</b>	<b>\$27,157,195</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Building Operations	52	52	52
Building Safety	23	23	23
Building Utility Systems	7	7	7
Custodial Services	52	52	52
FM&O Administration	9	9	9
Grounds Maintenance	29	29	29
<b>Total Personnel</b>	<b>172</b>	<b>172</b>	<b>172</b>

### 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 other FM&O Divisional units. It strives to maintain continuity and standardization of operating procedures for operational units
- **Building Operations** - The Building Operations unit has 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 the general office requirements, specialty environments for large computer operation centers, Medical Examiner autopsy functions, kitchen services, crime labs, gun ranges, and medical unit requirements fall under the control of this unit.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Completed service requests	8,300	9,826	11,278	11,518

## Facilities Maintenance & Operations - Programs

- Building Safety** - The Building Safety unit provides building security for over 40 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 3,000 alarm points, 715 card access readers, and 706 CCTV cameras are administered and maintained by the unit. A 24-hour centralized control center is staffed for reporting of facility-related problems, alarm monitoring, and dispatching of appropriate personnel. The Safety unit also handles the opening and closing of all County buildings on a daily basis along with the raising and lowering of all flags. It also handles submission of safety issues, maintenance of emergency contact numbers and names by facility, and implementation of the Facilities Management Emergency Response Plan.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Number of calls for service	985	1,082	1,081	1,308

- Building Utility Systems** - The Building Utility Systems unit monitors the purchase, distribution, cost accounting, and system maintenance of all gas, electric, steam, water, and sewer utility service to the County. Conservation efforts include improved efficiency of building HVAC, lighting, and equipment; the education of staff; support of the Green Team; and the rollout of the County's Energy Management Procedures.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
<b>Utility Cost</b>				
Electric	\$2,599,041	\$2,815,885	\$2,679,262	\$2,496,974
Gas	\$1,962,243	\$1,797,721	\$1,381,736	\$989,413
Water	\$769,143	\$937,438	\$866,618	\$978,541

- Custodial Services** - The Custodial Unit is responsible for the cleaning of facilities on and off of the Service Center, including floors, waste management, doors and window washing services, and recycling. Custodial services are provided by both County employees and contractors.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Completed service requests	383	414	448	471

- Grounds Maintenance** - The Grounds Maintenance unit in FM&O oversees the maintenance and landscape construction on the Service Center grounds and the County's outlying facilities, including lawns and irrigation systems, snow removal, on-site composting and brush / tree chipping, pest control, signage, and minor asphalt repair.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Completed service requests	321	332	463	505

- Central Heating** - On a 24/7 basis, Central Heating operates, performs preventive maintenance, and make necessary repairs to the high-pressure steam boilers that provide all heating, cooling, and hot water to 15 campus buildings, including the Courthouse and Law Enforcement Complex. Central Heating also performs preventive maintenance and necessary repairs to 1.3 miles of underground steam tunnels and the steam utilities that contain the steam distribution network and condensate return piping.



### Division Summary

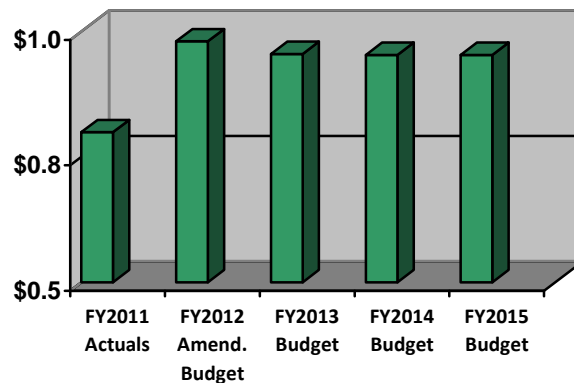
The Facilities Planning & Engineering (FPE) division is responsible for the Project Management of major construction and renovation projects undertaken by the County. It oversees the cost estimating, planning, design, construction, inspections and testing of new County-owned facilities, roads, parking lots, and utilities. FPE is also responsible for design and construction management of interior renovation projects, design and coordination of furniture installation, and move management services for existing County buildings. In addition, it performs planning for exterior building maintenance projects such as roofing, caulking, waterproofing, masonry restoration, window replacement and sidewalks. FPE provides technical support to FM&O, Facilities Management Administration, and property management. FPE prepares the five-year Capital Improvement Plan (CIP), forecasts future County space needs, and prepares the Facility Master Plan, along with maintaining space allocation, assignment data and more than 12,000 facility record drawings, campus utility infrastructure records.

Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Facilities Engineering	799,015	980,087	955,634	953,818	953,975
<b>Total Expenditures</b>	<b>\$799,015</b>	<b>\$980,087</b>	<b>\$955,634</b>	<b>\$953,818</b>	<b>\$953,975</b>

### Division Goals

- Work closely with the operating departments to plan for and execute renovation and new construction projects.
- Maintain facility master 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	404,414	498,069	480,258	478,053	478,053
Fringe Benefits	253,780	335,034	330,989	329,694	329,694
Contractual Services	81,024	81,025	81,025	81,025	81,025
Commodities	2,246	5,986	5,457	5,457	5,457
Internal Services	57,551	59,974	57,905	59,589	59,746
<b>Total GF/GP Expenditures</b>	<b>\$799,015</b>	<b>\$980,087</b>	<b>\$955,634</b>	<b>\$953,818</b>	<b>\$953,975</b>
<u>Other Funds</u>					
Facilities Maint Operations	190,981	580,791	614,959	617,245	622,584
<b>Total Other Funds</b>	<b>\$190,981</b>	<b>\$580,791</b>	<b>\$614,959</b>	<b>\$617,245</b>	<b>\$622,584</b>
<b>Total Expenditures</b>	<b>\$989,996</b>	<b>\$1,560,878</b>	<b>\$1,570,593</b>	<b>\$1,571,063</b>	<b>\$1,576,559</b>



## Facilities Planning & Engineering - Programs

### Facilities Planning & Engineering Programs

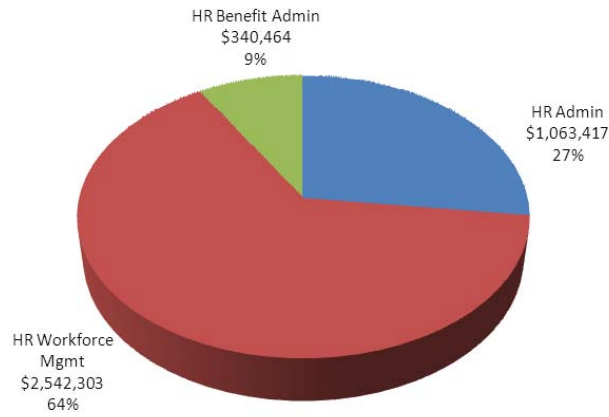
- **Project Management**

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Building Operations	324	0	0	0	0
Facilities Management Admin	190,657	580,791	614,959	617,245	622,584
FM&O Administration	247	306	0	0	0
Non Departmental	727,037	979,252	955,634	953,818	953,975
Project Management	71,731	529	0	0	0
<b>Total Expenditures</b>	<b>\$989,996</b>	<b>\$1,560,878</b>	<b>\$1,570,593</b>	<b>\$1,571,063</b>	<b>\$1,576,559</b>

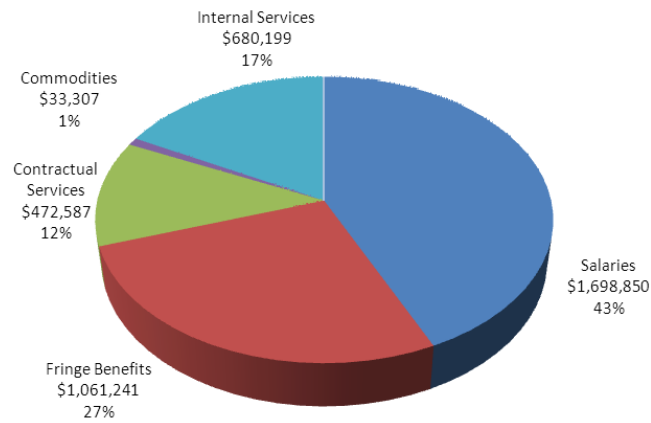
Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Facilities Management Admin	6	6	6
Project Management	7	7	7
<b>Total Personnel</b>	<b>13</b>	<b>13</b>	<b>13</b>

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Number of projects managed	7	8	7	9	9
Project dollars managed per FE staff	\$4,556,985	\$1,224,684			
CIP Budget (five-year total)	\$198,877,000	\$72,644,000			
Professional Services	\$84,696	\$33,922			

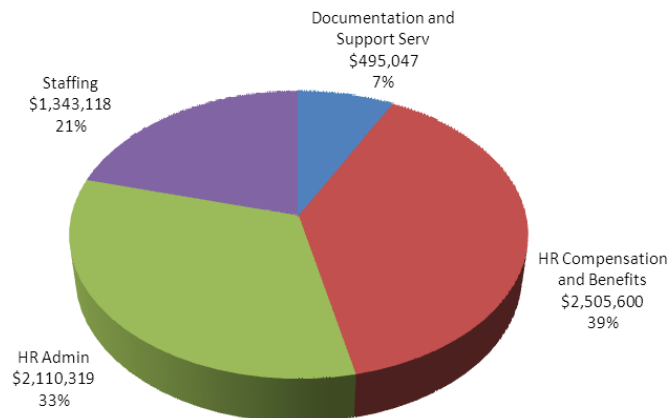
**Budget Distribution by Division (GF/GP)**



**Budget Distribution by Expenditures (GF/GP)**



**Budget Distribution by Program (All Funds)**



## Department Summary

The Human Resources Department, as mandated by Public Act 139, “directs the performance of all personnel 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 and employee relations services including: labor relations, merit system administration, equal employment opportunity, recruitment, selection, employee records, human resources information system (HRIS), compensation, employee benefits, retirement and training.

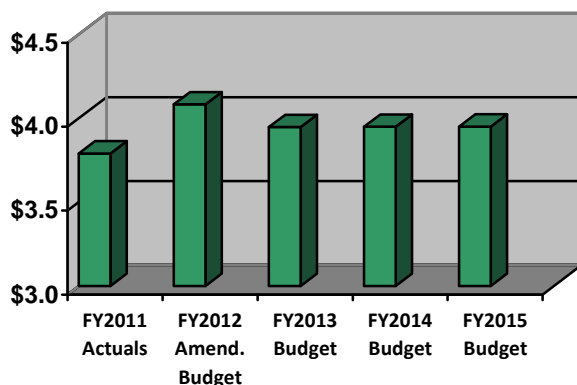
The Human Resources Director is also responsible for the department budget and serves as the County Executive’s liaison to the Board of Commissioners’ Human Resources Committee.

Department Expenditures by Division (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Human Resources Administration	787,957	1,167,301	1,063,417	1,059,727	1,059,908
Human Resources Workforce Mgmt	2,621,488	2,596,540	2,542,303	2,540,735	2,541,307
Human Resources Benefit Admin	380,121	318,521	340,464	347,789	348,576
<b>Total Expenditures</b>	<b>\$3,789,566</b>	<b>\$4,082,362</b>	<b>\$3,946,184</b>	<b>\$3,948,251</b>	<b>\$3,949,791</b>

## Current Issues

- With the tax base revenue declines starting to taper off, a shift in the focus of the Human Resources Department is occurring. The past four years of economic strife required the Human Resources Department to focus on assisting Departments and Elected Officials with position reductions, minimizing layoffs, budget cuts, reorganizations, implementing salary reductions, administering the hiring freeze and competitively bidding and modifying our employee benefit package. The uncertainty of this economic time period temporarily stalled a number of employees in their current jobs. This included individuals eligible to retire who were unable to do so as a result of this uncertainty and individuals qualified and ready for promotion but unable to move internally due to the hiring freeze and position cuts. With the economy leveling off, we are starting to see more individuals retiring. In fact, projections indicate that 30% of the County’s current workforce are eligible to retire in the next four years. Succession planning and training efforts will be critical for the organization during the next several years. There will also be a need to identify growth opportunities for current employees to expose them to assignments that stretch their current skillsets. Efforts will be made to retain our current workforce as well as to position the County as an employer of choice to attract individuals outside the organization where needed. This shift from a reactive to proactive focus will be both challenging and exciting as the Human Resources Department partners with the Departments and Elected Officials to insure the continuity of a quality workforce.

## Department Expenditures (\$ in millions)



### Current Issues (Cont.)

- The County's total compensation package (wages and benefits) will remain subject to review to insure it is competitively positioned in the labor market. Wage cuts and salary freezes over the past four years have resulted in a need to pay close attention to how our wages stack up against private sector and other public sector employers, especially in difficult to recruit classifications. Additionally, the Federal Patient Protection Affordable Care Act (PPACA) and recent changes in state legislation regarding public sector employer benefits create challenges in the employee health care arena. The Human Resource Department continues to competitively bid its various health care components to insure competitive pricing. The Human Resources Department also keeps abreast of evolving legislative requirements to insure compliance. The Department plans to expand health care options for employees and to integrate the County's wellness program into the health care plan design.
- The Human Resources Department will be pursuing an update to our computer based applicant system. This update is intended to improve the County's image as a cutting edge, tech savvy organization, highlighting the positive aspects of working for Oakland County and improving our on-boarding process.
- The Human Resources Department will continue to educate and support our supervisory level workforce. Research has shown one of the main reasons an employee stays with or leaves an organization is because of their supervisor. With the ongoing changes in supervision due to turnover and projected retirements, the need to educate and support our supervision remains critical.

### Department Goals

- To support Department Directors and Elected Officials in meeting their staffing needs through succession planning, staffing projections, training and other strategic approaches.
- Conduct a County-wide job fair for Oakland County employees to explore internal career options in other Department/ Elected Official areas.
- Encourage use of interns, use of tuition reimbursement, computer based training, etc. to increase the number of qualified employees for anticipated vacancies.
- Review existing salary administration plan to insure alignment with current labor market salaries.
- Competitively bid active employee health care and Medicare supplemental plans.
- Continue to enhance employee Wellness Program offerings.
- Develop a marketing campaign for employee recruitment.
- Upgrade employee applicant system and new hire on-boarding process.
- 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.
- To complete negotiations with all bargaining units with open contracts to continue in FY2013.

**Summary of Major Program Changes**

**Revenue**

No changes for FY 2013-FY2015

**Expenditures**

Controllable Personnel for FY 2013 reflects a one-time lump-sum taxable payment to all full-time eligible employees. Other Salary and Fringe Benefit changes are due to staff turnover. Overall change in Contractual Services is due to Legal Services and Professional Services decreases which are due to a one-time carry forward of unspent funds in FY 2012 budget. Overall decrease in Internal Services is due to Allocations for Maintenance Charges and Information Technology Development because appropriations for these areas are budgeted in a Non-Departmental account and transferred to departments as needed per the General Appropriations Act. Information Technology decrease is based on rate adjustments and usage level changes. The overall decrease is offset by an increase for Building Space Cost Allocation in FY 2013 (as well as FY 2014-2015) which is due to inflationary adjustments for building maintenance. Controllable Personnel decrease for FY 2014 is due to the cessation of the lump-sum taxable payment to all full-time eligible employees. Contractual Services decreased due to reduction of Membership and Dues in the Human Resources Administration Division.

### Division Description

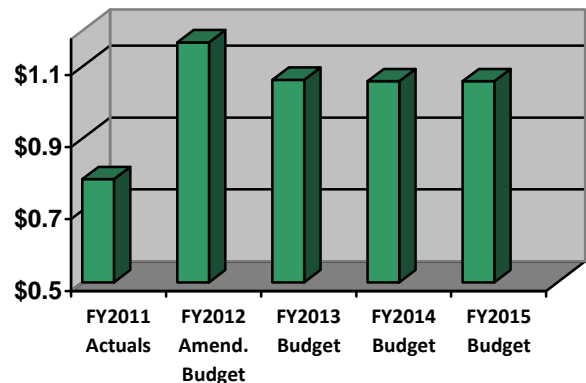
The Human Resources – Administration Division plans activities, ensures adherence to applicable Merit System Rules and federal and state laws and regulations, works with divisional managers to develop and monitor the HR Department budget, and ensures the provision of adequate resources to accomplish the department’s functions.

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	365,995	458,323	461,332	459,442	459,442
Fringe Benefits	195,405	311,119	277,596	276,486	276,486
Contractual Services	173,790	348,565	275,565	273,065	273,065
Commodities	8,167	14,557	14,557	14,557	14,557
Internal Services	44,599	34,737	34,367	36,177	36,358
<b>Total GF/GP Expenditures</b>	<b>\$787,957</b>	<b>\$1,167,301</b>	<b>\$1,063,417</b>	<b>\$1,059,727</b>	<b>\$1,059,908</b>
<u>Other Funds</u>					
<b>Total Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$787,957</b>	<b>\$1,167,301</b>	<b>\$1,063,417</b>	<b>\$1,059,727</b>	<b>\$1,059,908</b>

### Division Goals

- The Labor Relations/EEO Unit is charged with the responsibility of negotiating collective bargaining agreements with our 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.
- Maintain the County’s Equal Employment Opportunity efforts by encouraging fair and inclusive labor practices and address employee complaints.
- Revitalization of the Employee Suggestion Program through an active marketing program to encourage employees to submit money saving suggestions.
- Keep abreast of all new labor laws and assist in the training of managers and supervisors as needed.

### Division Expenditures (\$ in millions)







## Human Resources – Administration Programs

Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Human Resources Administration	787,957	1,167,301	1,063,417	1,059,727	1,059,908
<b>Total Expenditures</b>	<b>\$787,957</b>	<b>\$1,167,301</b>	<b>\$1,063,417</b>	<b>\$1,059,727</b>	<b>\$1,059,908</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Human Resources Administration	6	6	6
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>6</b>

- Human Resources – Administration Program – Aside from the basic administrative functions of the division, the Administrative Program includes the Labor Relations and Equal Employment Opportunity function which is responsible for all aspects of 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.). Conduct pre-termination and pre-suspension hearings as required by U.S. Supreme Court Case, *Loudermill v Cleveland Board of Education*, receive appeals of disciplines and coordinate and assists the Personnel Appeal Board at all hearings. Provide information to management and employees related to Merit Rule interpretation and general labor laws pertaining to county employment. Consult with and advise management regarding disciplinary actions to ensure uniformity and compliance with Merit Rules. Coordinate bumping, layoff and recall process in accordance with Merit System Rules and/or collective bargaining agreements. Oversee the county’s employee assistance program through outside vendor. Responsible for compiling requested E.E.O./A.A. data from other agencies (e.g., EEOC, federal grants, etc.); investigate accommodation requests of employees/applicants; investigate internal EEO complaints and provide assistance to Corporation Counsel or other attorneys, as requested, related to formal EEO complaints. Review examinations for job relatedness to avoid potential adverse impact. Participate in county training related to the above. Coordinate county’s Employee Suggestion Program by processing and implementing employee suggestions.



## Human Resources – Administration Programs

Performance Measures	FY 2008 Actual	FY2009 Actual	FY 2010 Actual	FY2011 Actual	FY2012 Actual
Administered Labor Relations Activities for Certified Bargaining Units				1	
Began Negotiations on New Contracts/ Wage and Benefit Re-openers	6	9	7	7	8
Labor Agreements Completed	4	4	7	7	6
Grievances Processed and Respond to	18	26	4	5	10
Special Conferences	8	3	4	9	5
Arbitrations	6	3	6	7	3
Number of Arbitration hearing dates	11	6	6		2
312 Arbitration dates	14	4		6	1
Number of Fact Finding Dates	2	8	4	5	
Number of Mediation Dates	26		6	6	
Unfair Labor Practices filed	3		1	4	2
Unfair Labor Practice hearing dates at Michigan Employment Relations Commission				2	1
Disciplinary Action Hearings					
Pre-termination Hearings Conducted	16	19	17	27	18
Pre-suspension Hearings Conducted			32	21	19
Disciplinary Action Appeals processed	22	27	23	18	16
Appeal Board hearings	10	12	8	6	10
Personnel Appeal Board Hearings Resolved	11	28	14	7	13
Employee Suggestions Processed and Reviewed	119	116	85	60	33
Employee Suggestions Implemented	12	10	10	5	3
Participated in Employee Training	9	10	16	16	32
Internal ADA Accommodation Requests Processed	5	6	11	9	15
Internal EEO Complaints Investigated	1	1	5	3	2



## Human Resources – Workforce Management

### Division Description

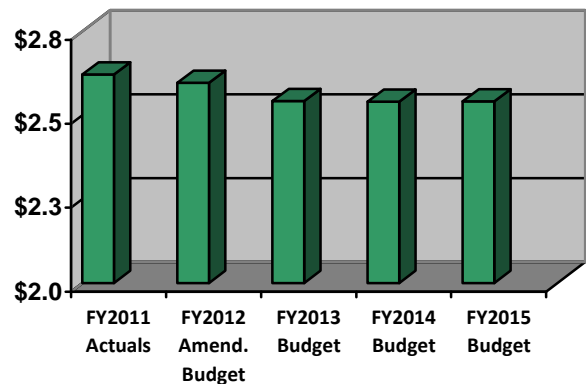
Responsible for administering and overseeing the Oakland County Merit System’s Human Resources activities in the areas of Recruitment, Compensation and Workforce Planning, Employee Records and Human Resources Information Systems.

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	1,085,838	1,094,448	1,124,069	1,118,714	1,118,714
Fringe Benefits	636,601	716,114	727,696	724,551	724,551
Contractual Services	111,289	187,298	187,298	187,298	187,298
Commodities	9,778	11,497	11,497	11,497	11,497
Internal Services	777,982	587,183	491,743	498,675	499,247
<b>Total GF/GP Expenditures</b>	<b>\$2,621,488</b>	<b>\$2,596,540</b>	<b>\$2,542,303</b>	<b>\$2,540,735</b>	<b>\$2,541,307</b>
<u>Other Funds</u>					
<b>Total Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$2,621,488</b>	<b>\$2,596,540</b>	<b>\$2,542,303</b>	<b>\$2,540,735</b>	<b>\$2,541,307</b>

### Division Goals

- Assist Departments in meeting their employment needs pursuant to the Merit Rules, working with them to determine cost effective ways to fill positions and streamlining departmental human resources needs while continuing to provide service to the public.
- Oversee the preparation of Board of Commissioners resolutions that impact personnel, department reorganizations, position additions/deletions or grant acceptances.
- Review Division procedures to determine more efficient ways to perform tasks (e.g., consolidating the Workforce Planning and Classification and Salaries Units [2008], reassigning the position management function, including emergency salaries and organization charts to the Employee Records Unit [2012]). Review available Applicant Systems to ensure we continue to provide the best service to County departments and applicants.
- Continue to implement the Department’s scanning program with regard to scanned personnel files to scan all files in a timely, organized manner without additional employee cost.
- Keep abreast of relevant employee law changes impacting the Family and Medical Leave Act, EEOC guidance and clarification, ADA accommodation for applicant testing, Personnel files, etc.

### Division Expenditures (\$ in millions)





## Workforce Management - Programs

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Documentation and Support Serv	416,112	496,447	495,047	492,547	492,547
HR Compensation and Benefits	0	(2,300)	(2,300)	(2,300)	(2,300)
Human Resources Administration	932,860	802,799	706,438	712,870	713,442
Staffing	1,272,516	1,299,594	1,343,118	1,337,618	1,337,618
<b>Total Expenditures</b>	<b>\$2,621,488</b>	<b>\$2,596,540</b>	<b>\$2,542,303</b>	<b>\$2,540,735</b>	<b>\$2,541,307</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Documentation and Support Serv	7	7	7
Human Resources Admin	1	1	1
Staffing	12	12	12
<b>Total Personnel</b>	<b>20</b>	<b>20</b>	<b>20</b>

### Workforce Management Programs

- **Administration** - Responsible for overseeing the Oakland County Merit System's Human Resources activities in the areas of Recruitment, Compensation and Workforce Planning, Employee Records and Human Resources Information Systems. The development and monitoring of the division's budget is also a function of administration.
- **Recruitment and Workforce Planning (Staffing)**

Employees in the Recruitment and Workforce Planning are a resource for County Department management, employees and applicants in all areas of recruitment and workforce planning in accordance with the Oakland County Merit System.

This Unit is responsible for internal and external hiring processes for the County. This includes: Administering the application, testing and appointment process defined by the Merit System Resolution and Rules; ensure 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 employees per Merit System rules; maintain and update as necessary the Internet applicant system; proactively create a diverse applicant population that reflects the population in Oakland County by communicating our open competitive examinations through extensive community mailing lists, newspaper and Internet advertisements, professional organizations, etc.; administering the clerical pool program for Oakland County departments to utilize part-time non-eligible employees for short-term staffing needs; processing candidates for employment by verifying credentials, conducting background checks and coordinating employment physicals.

Further responsibilities include administering Oakland County's Salary Administration and Classification Plan as mandated by the Merit System. This involves conducting classification reviews to determine appropriate job classification and salary range; maintaining accurate job descriptions and minimum qualifications for all County classifications; conducting and participating in salary surveys; preparing recommendations, resolutions, and supporting documentation for the Board of Commissioners for any position additions/deletions, grant acceptances and Countywide department reorganizations; coordinating the summer program; providing information and recommendations to the County Executive regarding budget requests; coordinating the County budget process as it relates to position, salary and/or applications/acceptances for personnel implications.

### Objectives

- Continue to ensure the employment process results in the selection of qualified candidates for hire and promotion, using the most cost efficient and effective means possible while complying with Merit Rules, related laws, test validation standards, diversity initiatives.
- Review recruitment activity outcomes to determine effectiveness and define future recruiting strategy.
- Continue to upgrade current tests and research new testing processes to ensure accurate measurement of the knowledge, skills and abilities required for successful job performance.
- Continue to attend job fairs that promote the County to the largest 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.
- Timely review, assessment and response to requests for grant reviews, job audits and departmental reorganizations.
- Timely review, analysis, and recommendations pertaining to Countywide departmental budget requests related to position creations/deletions, reclassifications, salary levels, reorganizations and transfers.
- Generate and provide relevant salary survey data to support salary and classification determinations for job classifications that fall within and outside of the County’s Salary Administration Plan.
- Maintain and update job descriptions for all County classifications covered under the Merit System, including ADA and essential functions of FSLA exempt/non-exempt status.

### Recruitment and Workforce Planning Statistics

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Job Audits and Classification Determinations	12	30	25	28
Completed Salary Grade Reviews	13	5	9	14
Agenda Items Prepared	61	45	55	34
Job Descriptions Finalized (created/revised)	162	90	55	70
Emergency Salary Request Reviewed and Authorized (new positions)	45	36	37	12
Exams Opened	42	83	116	165
Applications Screened and Processed (total)	5,337	11,157	13,028	12,830
Applicants Tested	2,768	1,749	4,588	3,298
Eligible Lists Certified	227	133	232	368
Employee Physical Facilitated	629	603	778	776
Transfer, Re-employment & Career Counseling Sessions	34	35	50	61
Job Fairs Attended	3	1	4	5
Exit Interviews Completed by Separated Employees	19	32	54	53
Internet Hits to HR Job Link	536,429	468,267	450,328	449,022

● **Employee Records Unit (Documentation and Support Services)**

The Employee Records Unit is responsible for processing transactions for all County employees in accordance with Merit System Rules and collective bargaining agreements. They maintain employee records in compliance with federal and state laws; ensure compliance with the 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 publishes quarterly updates to the County’s salary schedule book; provide applicable information as a result of subpoenas, Freedom of Information Act requests, and other requests for information regarding employee records; develops, implements, and maintains the Human Resources Information System to process employee, position, salary, and classification information and changes and provides reports for employee related statistical data. This unit is responsible for maintaining position management, which interfaces with the time and labor system and financial system, which now includes approving and tracking Departments’ request for emergency salaries, ensuring that the request falls within the guidelines for usage; updating Organizational charts after changes are made by Board of Commissioner action as a result of reorganizations, or position creation/deletion. As well as continue to implement scanning of employment records with the goal of having all personnel files, past and present, as scanned documents.

**Objectives**

- Process all employees transactions, classifications, salary and position changes accurately and efficiently.
- Maintain the confidentiality of employee files and employee records in accordance with merit system rules, and federal and state laws.
- Provide training to attendance clerks and management employees in order to assist them in accurately completing Employee transactions in accordance with merit system rules and federal and state laws.
- Upgrade the Human Resources Information System (Oracle/People Soft applications) to allow consistency and Uniformity with one central database.
- 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 in a timely manner.
- Maintain the County Salary Schedule.
- Continue to train management and supervisory staff in various employee issues (e.g., use of Leave without Pay, Family Leave, salary rates, etc.)
- Upgrade and support the use of the Human Resources Information System (Oracle/People Soft applications) to allow consistency, uniformity, and lessen the need for shadow systems, with one central Database to meet the needs of the HR department and users of HR information systems throughout the County.
- Prepare statistical reports for management and departments from the Human Resources Information System.
- Implementation of the scanning project with the objective to have all County employment records scanned.

**Employee Records Unit Statistics**

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Transactions Approved and Processed	20,595	20,421	19,684	18,943
Employment, Medical, Personal & I9 Files Set Up	2,740	2,584	3,136	3,248
E-Verify Transactions Processed*		100	778	776
Family Medical Leave Act Requests Processed**				***361
Verification, Subpoena, FOIA Requests Responded to	471	613	655	928
Reference Checks Processed	200	136	354	428
Filing/Scanning of Transaction and Miscellaneous Papers	23,000	23,356	23,125	21,689

\* Employee Records Unit now handles  
 \*\* Began including Family Medical Leave Act in Statistics  
 \*\*\* Tracked by Calendar Year



## Human Resources – Benefits Administration

### Division Summary

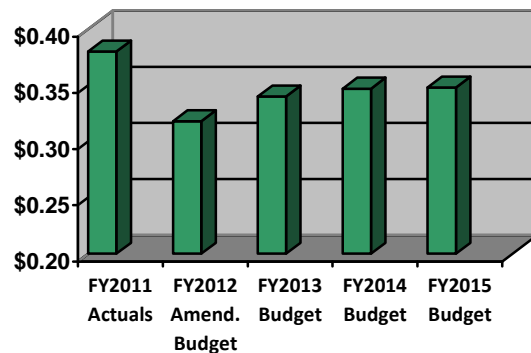
The Human Resources Benefits Administration Division is responsible for administering the County’s benefit programs including medical and hospitalization coverage, prescription drug coverage, disability income coverage (short-term and long-term), dental coverage, life insurance, vision care, and flexible spending accounts for active employees, as well as unemployment compensation and COBRA compliance for former employees. The division coordinates the Defined Contribution and Defined Benefit Retirement Plans, and the Deferred Compensation Program with employees, retirees, the Retirement Board and outside vendors. The division administers the Tuition Reimbursement Program, Employee Service Award Program, OakFit Wellness Program and provides and/or coordinates training opportunities for all County employees. The division also oversees all contracts with benefit providers.

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	108,566	113,134	113,449	113,134	113,134
Fringe Benefits	56,199	57,145	55,949	55,764	55,764
Contractual Services	3,628	9,724	9,724	9,724	9,724
Commodities	2,127	7,253	7,253	7,253	7,253
Internal Services	159,602	131,265	154,089	161,914	162,701
Transfers Out	50,000	0	0	0	0
<b>Total GF/GP Expenditures</b>	<b>\$380,121</b>	<b>\$318,521</b>	<b>\$340,464</b>	<b>\$347,789</b>	<b>\$348,576</b>
<u>Other Funds</u>					
Fringe Benefits	1,995,631	2,595,800	2,507,900	2,516,500	2,531,400
<b>Total Other Funds</b>	<b>\$1,995,631</b>	<b>\$2,595,800</b>	<b>\$2,507,900</b>	<b>\$2,516,500</b>	<b>\$2,531,400</b>
<b>Total Expenditures</b>	<b>\$2,375,752</b>	<b>\$2,914,321</b>	<b>\$2,848,364</b>	<b>\$2,864,289</b>	<b>\$2,879,976</b>

### Division Goals

- Ensure that all benefit programs are administered appropriately, cost effectively and in a timely and responsive manner.
- Ensure that changes in benefit related legislation are evaluated and implemented as needed.
- Manage the administration of benefit contracts with outside vendors and recommend changes as needed, including issuing competitive bids for current and new contracts.
- Promote and expand employee access to benefit, retirement and training information via the internet.
- Continue to evaluate County benefits to ensure cost effectiveness and competitiveness with regional public and private employers.
- Issue a competitive request for proposal bid for alternative medical coverage plans for active employees and retirees for 2014.
- Ensure that retirement plans and programs are administered appropriately, cost effectively and in a timely and responsive manner.
- Ensure that employee training programs and educational opportunities are developed and offered to assist county employees and departments better perform their required services.
- Expand Wellness Program initiatives to further engage employees and retirees in an effort to improve or maintain employee health and the health of their family members.

**Division Expenditures (GF/GP) (\$ in millions)**







## Benefits Administration - Programs

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Human Resources Administration	330,121	318,521	340,464	347,789	348,576
HR Compensation and Benefits	2,045,631	2,595,800	2,507,900	2,516,500	2,531,400
<b>Total Expenditures</b>	<b>\$2,375,752</b>	<b>\$2,914,321</b>	<b>\$2,848,364</b>	<b>\$2,864,289</b>	<b>\$2,879,976</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Human Resources Admin	2	2	2
HR Compensation and Benefits	18	18	18
<b>Total Personnel</b>	<b>20</b>	<b>20</b>	<b>20</b>

### Benefit Administration Division Programs

- **Administration** - Responsible for managing the Human Resource employees and programs within the Benefits Division, including employee benefit programs for medical, dental, vision, disability, life insurance, tuition Reimbursement, and flexible spending accounts. Responsible for employee Training and Development initiatives and Wellness programs. Also responsible for Retirement Administration plans and benefits. Additional responsibilities include developing and monitoring the Benefit Administration Division budget, oversight of benefit contracts with vendors, planning for future benefit related changes, and managing division employees and contracted services
  
- **Employee Benefits** - Process and administer all county benefit programs for active employees including medical, dental, life, vision, short-term and long-term disability insurance, and flexible spending accounts. Process unemployment claims and COBRA benefits for former employees. Administer a comprehensive flexible benefit program and an annual open enrollment process, ensuring IRS requirements are met. Responsible for contract selection and administration with benefit vendors, including new contracts, contract changes, rate renewals and review of annual accountings with The Hartford, Blue Cross/Blue Shield, Health Alliance Plan, Delta Dental, WageWorks, and Navitus. Also responsible for contract with the Benefit Consulting firm and communicating with employees on any changes in benefit plan designs and options.

#### **Objectives & Goals**

- Continue to monitor and evaluate State and Federal regulations regarding healthcare coverage and recommend plan design changes as needed.
- Ensure all State and Federal laws, requirements and reports are met in a timely and accurate manner.
- Effective administration of benefit contracts with Blue Cross/Blue Shield, The Hartford, Delta Dental, WageWorks, and Navitus Rx Solutions.
- Continue to review benefit survey data and claims utilization reports to develop medical plan alternatives and other means of addressing the escalation of medical costs.
- Develop and issue a request for proposal for employee medical coverage for 2014.
- Continue to administer daily benefit claims, biweekly billings, and answer questions from employees.
- Explore the feasibility of making more wellness features/options available in the current benefit package.
- Continue to update and improve benefits information for employees on the Oakland County benefits website and with the Open Enrollment materials.
- Continue to scan existing employee benefit documents for Oakdocs project, thereby reducing the volume of paper records.

Performance Measures	FY2009 Actual	FY2010 Actual	FY 2011 Actual	FY2012 Actual
Employee medical, dental & vision coverage administered	3,528	3,450	3,342	3,253
Disability claims processed (long & short term)	439	479	416	373
Unemployment claims processed	307	329	288	276
Active Employee Life insurance claims processed	8	3	3	3
COBRA Notices sent and tracked	427	280	335	379

- Training and Development** - Training and Development's purpose is to enhance employee effectiveness by identifying and improving organizational and individual competencies. Using employee competency models, staff is able to assist departments with assessment needs and design a strategy to minimize or eliminate critical performance gaps across the county. The Training and Development Unit is responsible for designing and presenting training courses; contracting with outside vendors for certain courses; tracking employee participation; administering the in-service training budget; facilitating off-site training registration and payment; administering the Tuition Reimbursement program; providing policy training to all county employees; administering the Service Awards Program recognizing employee's years of service; and administering the county's OakFit Wellness Program.

#### Objectives & Goals:

- Partner with departments to understand their performance needs and offer training and assessment solutions to facilitate the achievement of county objectives.
- Increase the marketing and utilization of County training programs in a cost-effective and efficient manner by presenting in-house instructor-led training programs, in-house computer-based training programs, coordination of outside training vendors and programs where appropriate, and the use of the training website.
- Administer the Tuition Reimbursement program in accordance with parameters described in Merit Rule 20.
- Administer the Educational Achievement program recognizing county employees who have completed a higher level degree program (Associates, Bachelors, and Masters).
- Ensure completion of diversity awareness training for all current and future supervisory and managerial employees.
- Assist departments in assessing their succession planning needs and developing a heightened awareness of potential skill gaps that may be addressed through various training courses and solutions.
- Extend existing training courses to Oakland County municipalities as part of the intergovernmental cooperation initiative.
- Assist departments and divisions in the expanded use of the Human Resources system Enterprise Learning module of the HRIS system, resulting in the elimination of shadow tracking systems used to track employee development and licenses/certifications.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Instructor-led Training Sessions	212	234	206	201
# of Attendees	1,030	1,379	1,841	1,130
Computer-Based Training Courses Requested	776	160	533	475
# of Users	511	69	214	185
Oakland County Courses Created/Revised	17	12	10	3
Custom Course Sessions Facilitated	22	29	41	11
# of Attendees	334	496	918	201
Department-Specific Training Sessions Requested	340	372	333	284
# of Attendees	1,301	1,248	2,529	1,836
Training Expenditures Reviewed and Processed	476	691	676	537
Intergovernmental Cooperative Learning Program for Oakland County Municipalities:				
# Municipalities Participating	17	20	13	14
# of Attendees	95	94	96	115
Tuition Reimbursement Participants	193	181	163	148
# Applications	616	545	490	486
# Reimbursements	491	415	371	307
Service Award Recipients	571	592	663	515

- **OakFit Wellness Program** - The OakFit Wellness Program’s mission is to assist Oakland County employees with establishing and maintaining healthy behaviors in order to improve overall quality of life, enhance productivity, and stabilize long-term employee/employer healthcare costs. The program seeks to build employee awareness, invite participation from all employees, engage employees in improving overall health and track and measure improvement efforts in order to improve overall health and reduce long term healthcare costs to employees and the county.

**Objectives & Goals:**

- Provide resources and incentives for employees to learn about wellness and adopt healthy lifestyle choices.
- Evaluate data collected from Health Screenings and Health Risk Assessments to assist with ongoing program planning and design.
- Track results and trends to ensure program success and plan future initiatives.
- Focus on modifying lifestyle choices that are associated with risk factors including diet, physical activity and preventative medical care.
- Develop and roll out additional aspects of the OakFit Wellness Program to active county employees, retirees and their families.
- Incorporate more wellness components into our employee medical plans.
- Continue participation as an active member of the Michigan Wellness Council, HAP Wellness Advisory Council and Healthy Oakland Partnership.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
<u>Number of Participants:</u>				
Health Screening	1,920	2,008	1,973	1,904
Health Risk Assessment	1,774	1,923	1,912	1,878
Flu Shot Program	1,200	925	1,036	1,046
Lunch n' Learn Events Held	13	12	10	11
Number of Attendees	287	460	272	271
OakFit Wellness Fair Participants	449	405	(a)	485
Weight Watchers at Work (lbs lost)	596	570.4	723.2	612
Employee Market Day	100	200	250	250
Employee Appreciation Massage	-	618	422	324
Employee Count Your Steps Program	-	733	663	578
<u>Marketing:</u>				
Wellness Website Hits	55,919	101,110	99,965	123,030
Subscribers	902	1,718	2,161	2,307
Pages Subscribed to	1,920	5,680	5,884	5,731
eNews Bulletins Sent	-	80	56	44

(a) Event held in FY 2012 on October 13, 2011

In the spring of each year, Oakland County employees are invited to participate in a Count Your Steps program, where participants receive a pedometer and track the number of steps they take over a 4 week period. Employees record the number of steps they walk, and those with the most steps win prizes. Another new program is a six week Couch to 5K Running program that prepares employees for the Brookside Way 5K run and other 5K running events.

OakFit offers various avenues for employees to access information on wellness topics. Besides the Lunch 'n' Learn series and *Healthier at Home* guides, employees, retirees, and family members are able to view wellness videos provided by Aetna and HAP as well as access wellness educational courses offered through SkillSoft.

In 2012, three tobacco cessation programs were offered (group coaching, telephonic coaching, and laser therapy). The weight management program was also expanded to include laser therapy as an add-on to the existing Weight Watchers at Work program.

The OakFit Wellness Program continues to garner national attention. In 2010 the Human Resources Department received a National Association of Counties (NACo) Achievement Award. The program was also featured in the Detroit Free Press and nationally on FOX News. In 2011, a Value Based Health Award was given to the County in recognition of its dedication to employee health and maximizing its impact on business performance through improved productivity. The Human Resources Department is often sought out to speak at events focusing on wellness topics.

- Retirement Administration** - The Retirement Unit is responsible for all aspects of the Defined Benefit Retirement Plan (DB), Defined Contribution 401(a) Plan (DC), Deferred Compensation 457 Plan, and retiree health, dental, vision, and Medicare reimbursement programs. Other responsibilities include calculation of military time for eligible county employees, and maintaining the HRIS system as it pertains to payroll and benefit administration for retirees. The retirement unit staff prepare materials for the Retirement and Deferred Compensation Board meetings including agendas and member materials, and act as an information resource. The Retirement Administrator acts as Secretary to the Retirement and Deferred Compensation Board, is responsible for coordination between DB money managers, DC Plan record keepers, advisors and the retirement board, and assists in developing and updating investment policy statements and asset allocations of the DB, DC, VEBA and Intermediary Trust funds. Other responsibilities include coordinating the search for new money managers for the DB plan and discontinuing money managers as determined by the Retirement and Deferred Compensation Board. Also responsible for retiree benefit contract administration, contract changes, rate renewals and review of annual accounting with Aetna, Blue Cross/Blue Shield, Health Alliance Plan, Navitus and Delta Dental.

**Objectives & Goals:**

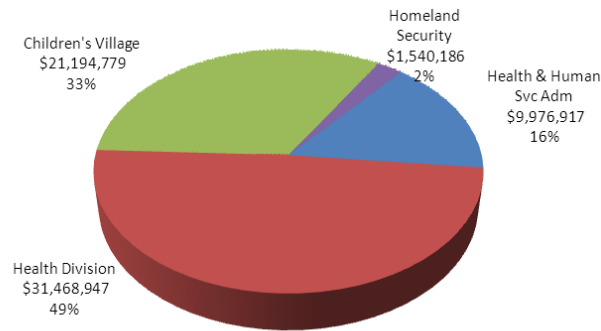
- Continue to administer the Defined Benefit plan for retirees and active employees that remain in the plan.
- Continue to administer the Defined Contribution plan for active employees, ensuring enrollments and fund transfers are completed accurately and timely.
- Continue to improve personalized education campaigns for Deferred Compensation and Defined Contribution plan participants.
- Continue to review retiree benefits and look for alternative ways to manage costs.
- Issue an RFP, review responses and select a provider for Medicare Supplemental retiree health insurance for 2014.
- Continue to scan existing retiree documents for Oakdocs project, thereby reducing the volume of paper records.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
<u>Administration for active employees:</u>				
- Defined Contribution plan participants	2,722	2,689	2,707	2,698
- Defined Benefit plan participants	728	638	575	504
- Deferred Compensation plan participants	2,217	1,953	1,879	1,862
- Processed Retirement Health Savings Plans	413	476	525	568
- Process PTNE FICA Alternative Savings Plans	1,474	1,536	1,417	1,514
<u>Administration for retirees:</u>				
- Defined Benefit plans	1,823	1,842	1,929	1,943
- Defined Contribution plans	361	403	449	468
- Health, dental and vision coverage	2,026	2,083	2,157	2,189
Process retirements for Defined Benefit and Defined Contribution employees	69	130	128	102

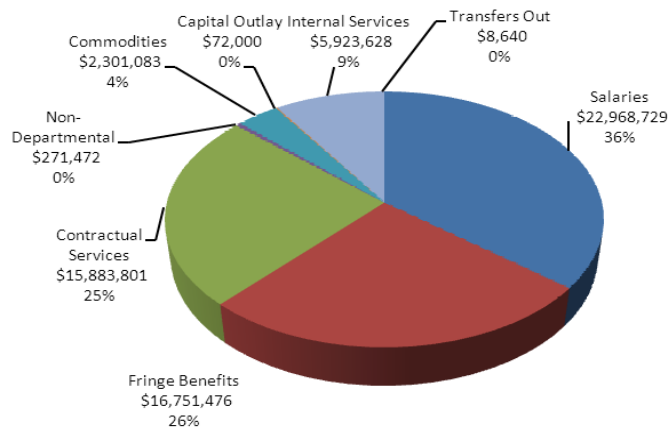
The Retirement unit received recognition from the National Association of Government Defined Contribution Administrators (NAGDCA) in 2011 for our retirement website, and was selected for a Leadership Recognition Award under the Outreach and Education category. In addition, the unit was one of only three national award recipients of the special "Award of Distinction". This award recognizes defined contribution plans for their outstanding achievements in Effective Communication.

In 2012 the Retirement Unit was chosen as an award recipient by NAGDCA for the Leadership Recognition Award that recognizes defined contribution plans for their outstanding achievements in National Save for Retirement Week, for their "Mission Possible" campaign. This was one of only five projects chosen on a national level.

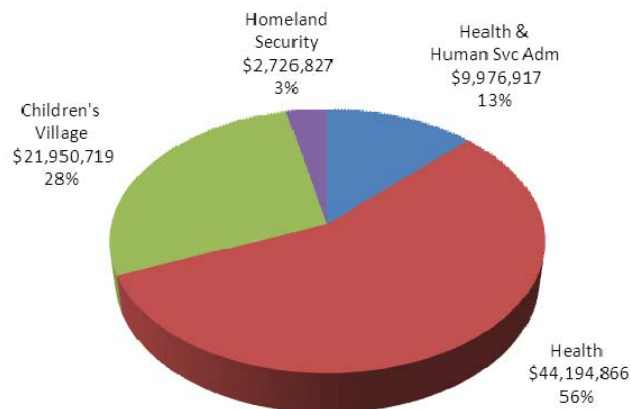
**Budget Distribution by Division (GF/GP)**



**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 Human Services (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 Michigan Department of Human Services (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; oversees the Indigent Hospitalization Program (IHP); and engages in needs assessment, planning, evaluation activities, and conflict resolution efforts.

Department Expenditures by Division (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Health and Human Svc Adm Div	7,340,206	9,984,224	9,976,917	9,226,828	8,976,867
Health Division	29,879,987	36,529,110	31,468,947	31,422,724	31,430,457
Children’s Village	20,158,297	21,517,437	21,194,779	21,232,157	21,245,561
Homeland Security	1,450,443	1,515,813	1,540,186	1,544,386	1,545,736
<b>Total Expenditures</b>	<b>\$58,828,933</b>	<b>\$69,546,585</b>	<b>\$64,180,829</b>	<b>\$63,426,095</b>	<b>\$63,198,621</b>

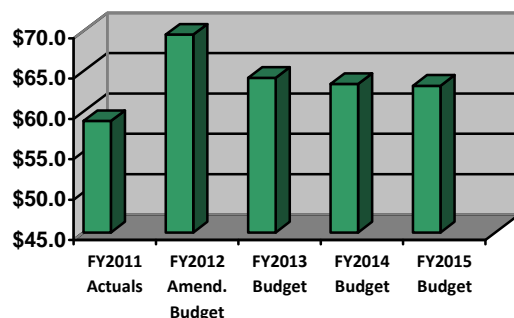
### Current Issues

- Develop a comprehensive community needs assessment for Oakland County.
- Continue with the upgrading of the physical plant at Children’s Village.
- 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 stay active with the UASI (Urban Area Security Initiative) Regional Board as well as activities with Region 2 North.
- Continue the revision and update of the Children’s Village Procedure Manual as relates to identifying “best practices.”
- Work with area hospitals to implement/integrate the Affordable Care Act initiatives as they relate to Public Health.
- Maintain strong collaborations with other Health and Human Service organizations in Oakland County to assure seamless 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 a reduction in Federal Grants due to the expiration of the Michigan Department of Human Services (MDHS) Prevention Pilot Project and Zero to Three Secondary Prevention Grants and the Michigan Department of Environmental Quality (MDEQ) Inland Beach Monitoring Project Grant within the Health Division as well as a decline in Homeland Security due to supplemental funding received in Fiscal Year 2012 for the Hazardous Materials Emergency Preparedness (HMEP) grant which exceeded the Fiscal Year 2013 appropriation amount. Also, included is a funding reduction from the State of Michigan for State Operating Grants and Health State Subsidy which consist of Local Public Health Operating (LPHO), Food Protection, On-Site Sewerage, and Drinking Water Supply funding. Due to the privatization of the Oakland County Sheriff's Office Jail Clinic, revenue adjustments reflect a decline in revenues under Charges for Services; Dental Service Fees Outside, X-Rays and Laboratory Charges. A partial offset to the decline in revenues under Charges for Services is expected due to a rise in population at Children's Village; Out County Board and Care.

#### Expenditures

Controllable Personnel included a one-time \$500 lump-sum taxable payment to all full-time eligible employees. Also, the Fringe Benefit decrease reflects a 10% reduction in healthcare rates subsequent to the adoption of the Fiscal Year 2012 budget; budget amendments were recommended in Fiscal Year 2012.

A reduction in Salaries is due to staff turnover and the expiration of Zero to Three Secondary Prevention Grant and Prevention Pilot Project Grant. Also included is the deletion of one (1) Dental Clinic Assistant II and reclassification of one (1) Full Time Non-Eligible Public Health Clinical Dentist to a Part Time Non-Eligible Health Clinical Dentist within Health Dental Department.

The Contractual Services budget reflects a total reduction of (\$4,230,533) due to the Health Division Satellite Centers as a result of a carry forward of Convention Facility revenue received late in Fiscal Year 2011, however there is no change in Satellite Centers Recommended Budget as compared to Fiscal Year 2012 Adopted, as well as Professional Services mostly due to Fiscal Year 2011 carry forward for the Dental Program, however there is no change in the Dental Program Recommended Budget as compared to Fiscal Year 2012 Adopted, along with the privatization of the Oakland County Sheriff's Office Jail Clinic. The Children's Village Division reflects a reduction in Software Rental Lease Purchase due to a carry forward from Fiscal Year 2011 for a one-time expenditure to acquire a case management database system and upgrade the current employee timekeeping system.

Non-Departmental reflects a decrease of (\$109,000) due to reduced demand and participation from municipalities for West Nile Virus.

The Commodities budget reflects a total reduction of (\$60,363) due to the Health Division Expendable Equipment as a result of a carry forward from Fiscal Year 2011 for an x-ray digital upgrade as well as Training-Educational Supplies due to the expiration of Zero to Three Secondary Prevention Grant and Prevention Pilot Project Grant funding. A partial offset to the decline in expenditures for Commodities is expected due to an increase in youth psychiatric medical needs at Children's Village; Drugs.

Internal Services reflect a decrease of (\$917,360) primarily due to a reduction in IT Development charges and Maintenance Department Charges which is budgeted in Non-Departmental and appropriated to departments on an as-needed basis along with Info Tech Operations based on current equipment charges.



## Health and Human Services - Administration

### Division Summary

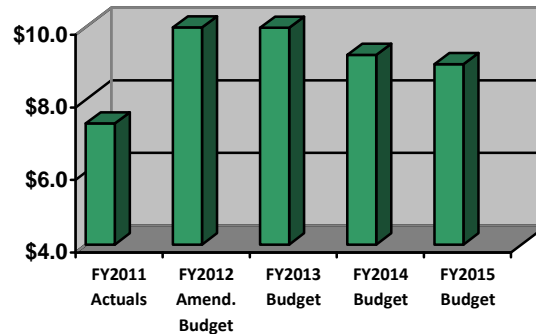
The Administration program of the Department of Health and Human Services is responsible for providing administrative, budgetary, and policy direction and oversight for and in collaboration with its operating divisions, which include Children's Village, Health, and Homeland Security.

Division Expenditure (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Health and Human Svc Adm Div	7,340,206	9,984,224	9,976,917	9,226,828	8,976,867
<b>Total Expenditure</b>	<b>\$7,340,206</b>	<b>\$9,984,224</b>	<b>\$9,976,917</b>	<b>\$9,226,828</b>	<b>\$8,976,867</b>

### 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.
- Maintain Public Health response efforts while reducing overhead including looking at additional cost containment measures.
- Improve staffing issues and address training gaps at Children's Village.
- Oversee and direct Department of Health and Human Services' preparedness and response activities.

Division Expenditures (\$ in Millions)



Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	135,732	135,212	135,527	135,212	135,212
Fringe Benefits	65,462	71,896	67,242	67,057	67,057
Contractual Services	7,040,234	9,678,462	9,678,462	8,928,462	8,678,462
Non-Departmental	80,472	80,472	80,472	80,472	80,472
Commodities	750	1,200	1,200	1,200	1,200
Internal Services	17,555	16,982	14,014	14,425	14,464
<b>Total GF/GP Expenditures</b>	<b>\$7,340,206</b>	<b>\$9,984,224</b>	<b>\$9,976,917</b>	<b>\$9,226,828</b>	<b>\$8,976,867</b>
<u>Other Funds</u>					
Social Welfare	1,224,522	0	0	0	0
<b>Total Other Funds</b>	<b>\$1,224,522</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$8,564,728</b>	<b>\$9,984,224</b>	<b>\$9,976,917</b>	<b>\$9,226,828</b>	<b>\$8,976,867</b>



## Health and Human Services – Administration Programs

### Health and Human Services - Administration Programs

- Administration – Provides for administrative, budgetary, and policy direction and oversight for and in collaboration with its operating divisions, which include Children’s Village, Health, and Homeland Security.

During FY 2012, the nine Oakland County hospitals participating in the Indigent Hospitalization Program, under an agreement with the Department of Health and Human Services, provided 5,862 days of service to 1,409 individuals.

During FY 2012, 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 673 individual child abuse investigations.

During FY 2012, Crossroads for Youth, under contract to the Department of Health and Human Services, provided the following estimated days of service to delinquent troubled adolescent boys and girls:

Day Student	6,395
Boys and Girls Centers	5,280
Life Preparation Center (LPC)	1,126
LPC/Day Student	898
Supervised Independent Living	1,365

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	613,639	436,704	429,397	429,308	429,347
Child Placement	2,212,963	2,116,000	2,116,000	2,116,000	2,116,000
Community Services	814,200	894,200	894,200	894,200	894,200
Family Services	87,500	110,000	110,000	110,000	110,000
FIA Services	3,836,426	5,427,320	5,427,320	5,427,320	5,427,320
Indigent Health Plan	1,000,000	1,000,000	1,000,000	250,000	0
Total Expenditures	\$8,564,728	\$9,984,224	\$9,976,917	\$9,226,828	\$8,976,867

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Health and Human Svc Admin	1	1	1
Total Personnel	1	1	1



## Health and Human Services – Health Division

### Division Summary

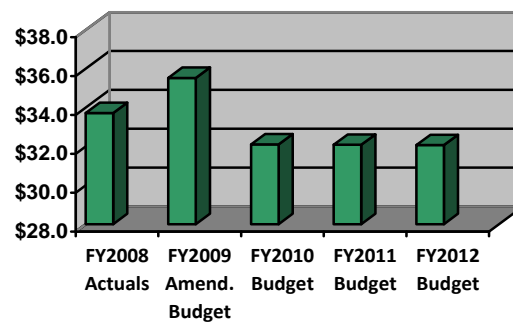
The Health Division protects the public’s health through health promotion, disease prevention and protection of the environment. In addition to its traditional public health role, the Health Division is committed to protecting the public through continual review and improvement of its emergency response 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 Expenditure (GF/GP)	<b>FY 2011 Actual</b>	<b>FY 2012 Amend. Budget.</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>	<b>FY 2015 Budget</b>
Health Division	29,879,987	36,529,110	31,468,947	31,422,724	31,430,457
<b>Total Expenditures</b>	<b>\$29,879,987</b>	<b>\$36,529,110</b>	<b>\$31,468,947</b>	<b>\$31,422,724</b>	<b>\$31,430,457</b>

### Division Goals

- Improve the public’s health through health promotion, disease prevention and protection of the environment.
- Strengthen public health infrastructure by expanding public health response capabilities, maintaining regional collaboration and advocating about public health issues.

**Division Expenditures (\$ in Millions)**



Division Expenditures by Category	<b>FY 2011 Actual</b>	<b>FY 2012 Amend. Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>	<b>FY 2015 Budget</b>
<u>General Fund / General Purpose</u>					
Salaries	13,546,479	14,110,416	13,874,170	13,799,011	13,799,457
Fringe Benefits	8,534,653	9,901,552	10,029,402	9,985,366	9,985,733
Contractual Services	1,914,005	7,198,726	3,166,152	3,166,152	3,166,152
Non-Departmental	127,405	200,000	191,000	191,000	191,000
Commodities	1,254,194	1,419,842	1,380,033	1,380,033	1,380,033
Internal Services	3,891,383	3,698,575	2,819,550	2,892,522	2,899,442
Transfers Out	611,869	0	8,640	8,640	8,640
<b>Total GF/GP Expenditures</b>	<b>\$29,879,987</b>	<b>\$36,529,110</b>	<b>\$31,468,947</b>	<b>\$31,422,724</b>	<b>\$31,430,457</b>
<u>Other Funds</u>					
Human Service Grants	12,462,359	13,093,204	12,725,919	12,725,919	12,725,919
<b>Total Other Funds</b>	<b>\$12,462,359</b>	<b>\$13,093,204</b>	<b>\$12,725,919</b>	<b>\$12,725,919</b>	<b>\$12,725,919</b>
<b>Total Expenditures</b>	<b>\$42,342,346</b>	<b>\$49,622,314</b>	<b>\$44,194,866</b>	<b>\$44,148,643</b>	<b>\$44,156,376</b>

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Access to Care	8,825,397	13,571,612	9,253,008	9,250,939	9,247,839
Disease Prevention	8,032,221	7,682,003	7,477,748	7,480,465	7,483,565
Environmental Health	6,852,338	7,509,708	6,975,053	6,975,352	6,975,352
Health Promotion	9,758,120	11,630,326	11,676,855	11,676,008	11,676,008
Operations	3,710	0	0	0	0
Surveillance Assess Support	8,870,561	9,228,665	8,812,202	8,765,879	8,773,612
<b>Total Expenditures</b>	<b>\$42,342,346</b>	<b>\$49,622,314</b>	<b>\$44,194,866</b>	<b>\$44,148,643</b>	<b>\$44,156,376</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Access to Care	32	32	32
Disease Prevention	73	73	73
Environmental Health	68	68	68
Health Promotion	132	132	132
Surv, Assess, Support	65	65	65
<b>Total Personnel</b>	<b>370</b>	<b>370</b>	<b>370</b>

### Health Division Programs

- **Access to Care** - Access to care activities align with the core public health function of assurance. These services link people to needed personal health services and ensure the provision of health care where otherwise unavailable. These services include outreach, advocacy, and the direct care of persons in need of substance abuse treatment and dental services.

#### **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 disease, 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. In 2012, nearly 14,000 clients accessed information through the NOC program.
- The Health Division's Dental Program plays a vital role in improving quality of life and eliminating health disparities by providing needed access to dental care for low income residents who lack dental insurance. A major concern in the dental community is that skipping regular, preventative dental care until a life threatening problem develops prompts unnecessary emergency department visits that consume scarce and valuable hospital resources. The Health Division has contracted with a dental care provider that delivers needed services at 14 locations throughout Oakland County to facilitate convenient low cost and timely access to care.
- The Office of Substance Abuse Services (OSAS) Prior Authorization and Central Evaluation (PACE) program is the first step to substance abuse treatment for low income residents of Oakland County. PACE offers confidential services for persons abusing or dependent on alcohol and/or other drugs. The program assesses individuals for detox services and/or intensive outpatient and residential substance abuse programs, coordinates and funds treatment and continuing care services, and refers individuals to treatment programs. OSAS expanded services available to the community by offering case management and peer services for individuals seeking treatment. Clients are screened by PACE and services are authorized. OSAS continually strives to strengthen treatment system capabilities, managing an extensive treatment system with 24 providers at 34 locations. 5,479 clients received 254,349 units of service from contracted treatment providers.

- **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 our clients and their families, Public Health Nursing Services (PHNS) seeks to enhance their health and well-being. PHNS offers a wide range of personal services that integrate clinic services, health screenings, community outreach, health promotion and education. PHNS nurses counsel clients regarding health issues, visit homes and schools and provide referrals to community resources.

### Accomplishments

- Oakland County Health Division works to ensure that children with a health condition or developmental delay from birth to age three reach their full growth potential. Assessment and case management services provided by Public Health Nurses enable families to receive infant growth and development monitoring, intervention activities, and referrals to Early On Family Support Services. Public Health Nurses advocate for families to receive appropriate school services and help guide them through the process. In May 2012, Oakland Schools, Early On-Oakland completed a record audit on children serviced by Community Nursing. OCHD met 100% of the criteria evaluated, including service delivery standards, comprehensive evaluation practices and child transition processes.
- The National Association of Counties (NACo) recognized Oakland County Health Division's Immunization Services in the Women, Infants, and Children (WIC) Program. 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 2012, OCHD provided 34,672 immunizations to 14,558 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, our community received nearly 23,000 flu shots through our outreach and in-house clinic services.
- **Environmental Health** - The Environmental Health Services (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.

### Accomplishments

- Oakland County Health Division's accredited food safety program licenses and inspects more than 4,200 food service establishments, 335 food vending machines, and 106 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. In fiscal year 2012, these efforts resulted in over 15,000 food safety inspections.
- The OCHD Food Service Inspection Program implemented the new statewide food code on October 1, 2012. Since 2007, local health departments in Michigan administered the food service program under the authority of the Michigan Food Law and the 2005 FDA Food Code. The most striking change from the previous version is the terms used to cite violations in food service establishments. Other changes in the new code include adding requirements for non-continuous cooking of raw animal foods, and some foods have been redefined as being potentially hazardous, including cut tomatoes and cut leafy greens.
- Oakland County is home to hundreds of beaches and recreational water sources and has more than 100,000 water wells on commercial and residential properties. The Oakland County Health Division ensures water is safe for household and recreational use by providing water quality testing and analysis, inspecting of public swimming pools and a permit program for water well construction. The Environmental Health unit conducted 1,225 pool inspections, issued 1,654 well and 613 septic permits, and reviewed 28,845 water sample results for drinking water wells and public swimming pools.



- **Health Promotion** - Health Promotion enables individuals to increase control over and improve their health. Adopting healthy behaviors can prevent or minimize the potential devastating effects of disease. OCHD's Community Health Promotion & Intervention Services (CHPIS) unit is at the forefront of promoting healthy behaviors. CHPIS provides prevention-focused health information, education and services to community groups, businesses and residents of Oakland County.

### Accomplishments

- Oakland County had the lowest rate of reported West Nile Virus (WNV) cases for 2012 among the five largest urban areas in Michigan, which include Kent, Macomb and Wayne counties, and the City of Detroit. Oakland County's rate of reported WNV illnesses was 1.8 per 100,000 people with no reported deaths. An aggressive public education and prevention campaign was credited for the low numbers. Campaign strategies included weekly web-based tips to avoid WNV, updated OCHD WNV educational material, weekly WNV prevention press releases to the media, physicians and hospitals. 33,000 recipients of the subscriber network, OCHD Facebook fans, and WNV prevention podcast listeners also received messages. Additional WNV prevention steps were taken, such as working with a community partner to provide insect repellent at Arts, Beats & Eats; annual training for cities, villages, and townships within the county; and distribution of reimbursement funds for local programs that include prevention efforts such as larvicide.
- Oakland County's Women, Infants and Children (WIC) Supplemental Food Program helps pregnant women, new mothers, infants, and young children up to age five receive healthy foods, nutrition education, breastfeeding support, and referrals to important services. Maintaining a historically high caseload, WIC generates important reductions in health care costs and long-term improvements in the health of women and children, servicing almost 16,000 participants each month. For every dollar spent on WIC, it is estimated that savings of more than \$3.50 in health care costs occurs.
- The Hearing and Vision Program provides state-mandated screening to identify and refer school-age children to treatment for hearing and vision problems that may impede a child's development and academic performance. Screenings were conducted within the county's twenty-eight school districts, pre-schools, childcare centers, and Health Division offices, successfully reaching 97% of the target enrollment for hearing screenings and 96% for vision screenings.
- Oakland County residents can find the most current public health information at [www.facebook.com/publichealthOC](http://www.facebook.com/publichealthOC). OCHD launched the Public Health Oakland Facebook page in August 2012 to make public health information more accessible and provide up-to-the-minute health news, events, emergency updates, prevention tips and links to public health resources. Within the first week of launching the page, OCHD reached over 10,000 people and continually strives to expand communication through social media opportunities.
- **Surveillance, Assessment and Support** - Infectious diseases are the leading cause of death worldwide, and the number of deaths from infectious diseases has increased in the United States. Oakland County Health Division is responsible for protecting the public from these disease threats. OCHD's Medical Services unit is Oakland County's foundation for identifying, monitoring and preventing infectious disease occurrences. The Medical Services team investigates disease outbreaks, conducts public health surveillance, and provides programs to control further spread of disease.

### Accomplishments

- OCHD, in partnership with the Michigan Department of Community Health (MDCH), requested the assistance of the Centers for Disease Control and Prevention (CDC) to conduct a Community Assessment for Public Health Emergency Response (CASPER)\* to provide an opportunity to develop public health emergency response capacities, which has been done less than a dozen times nationwide before an emergency. On September 10-12, 2012, a total of 17 teams collected surveys. Teams consisted of an Oakland County Health Division staff and a staff from either MDCH or CDC. 517 houses were approached and 192 interviews completed during a total of 11 hours. Results will be used for future emergency preparedness planning.



\*CASPER is an epidemiologic technique designed to provide quick and low cost household-based information about an affected community's needs after a disaster in a simple format for decision-makers. It provides a quantitative post-disaster assessment, and, once trained, local and state public health staff can use CASPER as a tool to provide essential data necessary to carry out an effective and efficient response.

- An important role of Public Health is to provide local personal health services that reduce the spread of infectious disease, such as HIV, and result in improved health outcomes for an entire community. Oakland County Health Division provides quality clinical care at no or low-cost. Services are provided by highly qualified and experienced Public Health Nurses and Laboratory Technologists. The Health Division's laboratory supports these efforts through rapid analyses and accurate results for nearly 100,000 tests performed annually. Confidential services are offered on a walk-in basis such as pregnancy testing; sexually transmitted infections (STI) testing, diagnosis and treatment; and counseling, testing and referrals for HIV prevention and control. Oakland County Health Division's clinical programs aim to increase awareness and empower individuals to protect themselves and the community through knowledge, understanding, and risk-reduction education. OCHD serviced 12,223 clients for STD's, administered 11,443 HIV tests and provided 1,243 pregnancy tests.
- OCHD's Tuberculosis Program is a front-line defense against Tuberculosis. TB remains the second leading killer of adults in the world. The disease is still prevalent in Oakland County, but rates continue to remain below the national average due to aggressive TB skin testing and treatment. The Health Division is also essential in identifying and treating Latent Tuberculosis Infections (LTBI). LTBI affects people who test positive for TB, but have a normal chest x-ray and are not infectious to other people. Ten percent of people with LTBI develop TB later in life if they do not receive treatment. In 2012, OCHD administered 11,500 TB skin tests, and identified and began treatment for 19 active TB cases and 64 latent TB infections.

### Division Summary

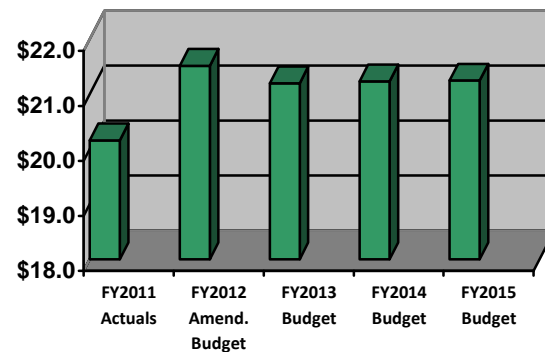
Children's Village is the County of Oakland's residential facility for children and youths, ranging in age from birth to eighteen years, who are court-ordered into care or who have been placed in the facility by the Michigan Department of Human Services. Established best practice treatment initiatives are incorporated into programming to meet the special needs of our 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 220 beds. Children's Village residents attend school on campus, receiving educational services provided via contract with the Waterford School District.

Division Expenditure (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Children's Village	20,158,297	21,517,437	21,194,779	21,232,157	21,245,561
<b>Total Expenditures</b>	<b>\$20,158,297</b>	<b>\$21,517,437</b>	<b>\$21,194,779</b>	<b>\$21,232,157</b>	<b>\$21,245,561</b>

### Division Goals

- To provide the best possible 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	8,541,297	8,329,265	8,482,855	8,429,620	8,429,620
Fringe Benefits	5,233,475	6,205,518	6,364,512	6,333,247	6,333,247
Contractual Services	2,728,436	2,925,678	2,840,187	2,840,187	2,840,187
Commodities	772,041	893,594	901,170	901,170	901,170
Capital Outlay	362	0	0	0	0
Internal Services	2,872,982	2,882,650	2,606,055	2,727,933	2,741,337
Transfers Out	9,704	280,732	0	0	0
<b>Total GF/GP Expenditures</b>	<b>\$20,158,297</b>	<b>\$21,517,437</b>	<b>\$21,194,779</b>	<b>\$21,232,157</b>	<b>\$21,245,561</b>
<u>Other Funds</u>					
Child Care Grants	5,748	663	0	0	0
Juvenile Acct Incentive Block	97,044	13,422	11,500	11,500	11,500
Local Law Enforcement Block Gr	12,000	88,113	88,113	88,113	88,113
Second Chance Grants	292,164	328,163	656,327	656,327	656,327
<b>Total Other Funds</b>	<b>\$406,956</b>	<b>\$430,361</b>	<b>\$755,940</b>	<b>\$755,940</b>	<b>\$755,940</b>
<b>Total Expenditures</b>	<b>\$20,565,252</b>	<b>\$21,947,798</b>	<b>\$21,950,719</b>	<b>\$21,988,097</b>	<b>\$22,001,501</b>

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	1,653,399	1,841,493	1,807,141	1,775,892	1,775,892
Intake Treatment Services	6,938,168	7,239,816	7,286,557	7,302,839	7,309,830
Operations	8,409,203	8,980,404	9,210,013	9,236,217	9,240,003
Residential Treatment Services	3,564,483	3,886,085	3,647,008	3,673,149	3,675,776
<b>Total Expenditures</b>	<b>\$20,565,252</b>	<b>\$21,947,798</b>	<b>\$21,950,719</b>	<b>\$21,988,097</b>	<b>\$22,001,501</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administrative	29	29	29
Intake Treatment Services	79	79	79
Operations	42	42	42
Residential Treatment Services	42	42	42
<b>Total Personnel</b>	<b>192</b>	<b>192</b>	<b>192</b>

**Children’s Village Programs**

- **Administration** - Administrative services focus on providing 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 Michigan Department of Human Services 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 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**

- Implement a comprehensive database to strengthen the structure of individualized treatment programming and case management.
- Redefine secure treatment and detention programming to establish best practices based on industry standards and statistical data generated from data management system.
- Implement technology to further enhance delivery of staff training.
- Expand campus security systems with the upgrading and implementation of the intercom system and emergency signaling devices.

- **Operations** - The function of Operations is to provide 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 our 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 our 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** – For males and females, ages 10 through 17, residing in two secure (i.e., locked) units, who are awaiting court process or placement in a Children’s Village treatment program or with other agencies, and have been deemed to be a risk to the community and/or self. These youth receive short-term services including: emotional and physical health assessment, treatment and crisis intervention.
  - **Shelter Care/Transitional Services** – For children, ages birth through 17, temporarily removed from their own homes for reasons of parental neglect, dependency or who have been involved with court for home or school difficulties. May be awaiting reunification with family, foster care, placement with other agencies or placement in a Children’s Village residential treatment program. Children reside in staff secure (i.e., unlocked) living quarters and receive short-term treatment services, including emotional and physical health assessment and treatment as well as 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 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.

## 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. Recent world events now present another dimension to the mission, the concern of terrorism and the vast range of potential terrorist acts now require broadening the scope of what the Division must be cognoscente of in planning how to prepare, respond, attempt to mitigate and recover from what may befall us. To that end, OCHSD partnered far more directly with federal homeland security entities and areas thought to be more involved with potential threats. This includes working more in the health arena in the event the public is threatened with a public health emergency or pandemic. Notwithstanding the broadened scope of responsibility this has brought, the Division is still very much committed in continuing efforts in the area of weather related disasters, chemical/biological/radiological/nuclear/explosive (CBRNE) incidents, educating our public and being ready to respond to any/all emergencies.

OCHSD is especially committed to ensuring the safety of the county workforce as well as helping employees tasked with critical responsibilities are continually updated and provided relevant information. OCHSD continues to partner with other county divisions/departments to conduct training workshops on suspicious mail/packages handling, ADA requirements pertaining to county services and most recently Surviving Active Shooting Situations.

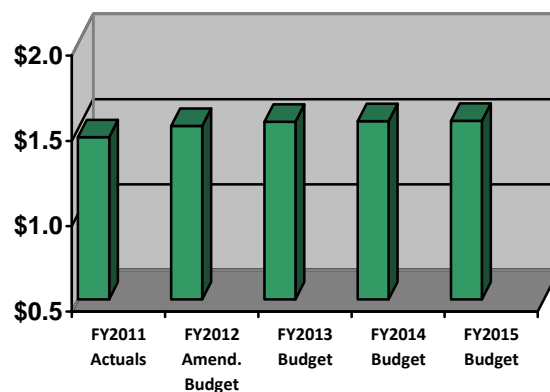
Regionally, OCHSD has remained an active participant in the Urban Area Security Initiative (UASI) and taken a lead role in developing and implementing two vital programs that play a significant role in the safety of citizens within our region. The Michigan Task Force 1 Urban Search and Rescue (USAR) is now fully functional and capable of responding quickly to any major emergency or catastrophic event requiring specialized personnel and equipment. The Detroit Southeast Michigan Information and Intelligence Center (DSEMMIC) is also fully staffed with trained intelligence analysts who receive both classified as well as non-classified data to re-distribute on a 'need-to-know' basis information regarding terrorism, criminal acts and/or other data first responders need be aware of to effectively perform their function(s). Several millions of dollars were obtained through Department of Homeland Security funding sources to stand these projects up and both have been cited by State and Federal Agencies as a model to be emulated.

Division Expenditures(GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Homeland Security	1,450,443	1,515,813	1,540,186	1,544,386	1,545,736
<b>Total Expenditure</b>	<b>\$1,450,443</b>	<b>\$1,515,813</b>	<b>\$1,540,186</b>	<b>\$1,544,386</b>	<b>\$1,545,736</b>

## Division Goals

- Develop and maintain proficiencies with Oakland County Special Response Teams with attention focused upon grant acquired equipment and funded exercises.
- Expand Emergency Management awareness and preparedness exposure to K-12 school populations.
- Continue specialized training presentations (active shooter) to additional special Interest groups (hospitals, schools, special needs, religious institutions, etc.).
- 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.
- Review and update mutual aid agreements and look to develop additional written Agreements with various Emergency Management partners.

Division Expenditures (\$ in millions)





## Homeland Security

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	450,760	467,102	476,177	472,712	472,712
Fringe Benefits	233,805	280,517	290,320	288,285	288,285
Contractual Services	151,182	199,000	199,000	199,000	199,000
Commodities	13,635	18,680	18,680	18,680	18,680
Capital Outlay	114,287	72,000	72,000	72,000	72,000
Internal Services	486,774	478,514	484,009	493,709	495,059
<b>Total GF/GP Expenditures</b>	<b>\$1,450,443</b>	<b>1,515,813</b>	<b>1,540,186</b>	<b>1,544,386</b>	<b>1,545,736</b>
<b>Other Funds</b>					
Domestic Preparedness Equipmen	3,282,355	7,933,849	1,186,641	889,754	0
FEMA Grants	213,213	93,642	0	0	0
National Telecom and Info Admin	51,590	0	0	0	0
<b>Total Other Funds</b>	<b>\$3,547,157</b>	<b>\$8,027,491</b>	<b>\$1,186,641</b>	<b>\$889,754</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$4,997,601</b>	<b>\$9,543,304</b>	<b>\$2,726,827</b>	<b>\$2,434,140</b>	<b>\$1,545,736</b>

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Homeland Security	4,997,601	9,543,304	2,726,827	2,434,140	1,545,736
<b>Total Expenditures</b>	<b>\$4,997,601</b>	<b>\$9,543,304</b>	<b>\$2,726,827</b>	<b>\$2,434,140</b>	<b>\$1,545,736</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Homeland Security	16	16	16
<b>Total Personnel</b>	<b>16</b>	<b>16</b>	<b>16</b>

**Objective**

To continue to provide support, response and recovery to all county CVTs, first responder agencies and business communities during actual events, operations and disasters.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
Actual County-wide Event/Disaster				
• Regional Exercises	2	2	1	1
• Tornado	0	0	0	0
• Severe Weather Events	75	55	49	55
• Hazmat/Fire Incidents	5	8	10	8
• Regional Entertainment Events	3	2	2	2
• H1N1 Flu Pandemic	N/A	1	N/A	N/A

**Objective**

To continue the development and enhancement of county-wide first responder mutual aid consortiums to effectively respond to single or multiple large scale incidents anywhere in the county.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
CVTs participating in Mutual Aid	59	61*	61*	61*

\* 100% participation

**Objective**

To expand county and regional mutual aid capabilities.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
SE MI Counties/City in Regional Mutual Aid Pact (Macomb, Monroe, Oakland, St. Clair, Washtenaw, Wayne and City of Detroit)	7	7	7	7



**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 our first responders.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
Grants Received	5	5	5	5
Homeland Security for Oakland County	\$1.7M	\$1.6M	\$1.5M	\$1M
Homeland Security for SE MI Region	\$3.7M	\$3.3M	\$2.8M	\$1.9M
Hazardous Material Emergency Preparedness	\$9.6K	\$17K	\$13.6K	23.2K
Emergency Management Performance	\$50.1K	\$37.8K	\$51.6K	\$51.6K
Citizen Corps	\$11.3K	\$27.1K	\$23K	\$16.5K

**Objective**

To provide standardized, comprehensive and effective training to our first responders ensuring their levels of technical and tactical proficiency is second to none anywhere in the state.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
First Responders (terrorism awareness)	2145	2275	2337	2385
Hazmat Technicians	132	162	212	246
Search & Rescue/Technical Rescue	220	320	364	398
County Employees in Facilities Emergency Training (bomb, mail, NIMS, UIC, E-Team)	2058	2098	3023	3473
Citizens trained & certified as CERT members	1082	1182	1264	1284
CVT & County Responders/Officials E Team	939	1058	1077	1091
Other Training Classes Presented by HSD	140	145	148	149
County Employee CPR/AED/First Aid	1,356	1,661	2,115	2,540
County Nurses Health Care Provider Training	84*	94*	88*	82*

\*Actual for year

**Objective**

To equip our first responder agencies with state-of-the-art equipment ensuring standardization and interoperability.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
Maintain Fully Equipped Hazmat Vehicles	2.3K	3.3K	7.1K	7.9K

**Objective**

To coordinate/conduct Weapons of Mass Destruction exercises to effectively test the deployment of our Mutual Aid Response Teams and the Oakland County Emergency Operations Plan in strategic and local community exercises.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
Countywide Hazmat/WMD Exercises	4	2	2	1
Exercises for CVTs & Private Sector	25	29	4	4
HSD Presentations to CVTs & Private Sector	15	18	12	14
School Exercises & Drills	78	84	40	46

**Objective**

To develop a comprehensive countywide Hazard Mitigation plan for the county and all CVTs (adopted by Board of Commissioners on Feb 17, 2005). Plan will provide for the protection of public health and safety, preservation of essential services, prevention of property damage and preservation of local economic base.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
CVTs Approved & Adopted County Hazard Mitigation Plan by Local Resolution	56	61*	61*	61*

\*100% participation

**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	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
Total Hazardous/EHS Facilities	371	575	490	483
Total EHS Facilities	192	187	198	195
EHS Facility Plans Completed	192	187	194	194
Grant Dollars Received for Completing Plans	\$9.6K*	\$17K*	\$13.6K*	\$23.2K*

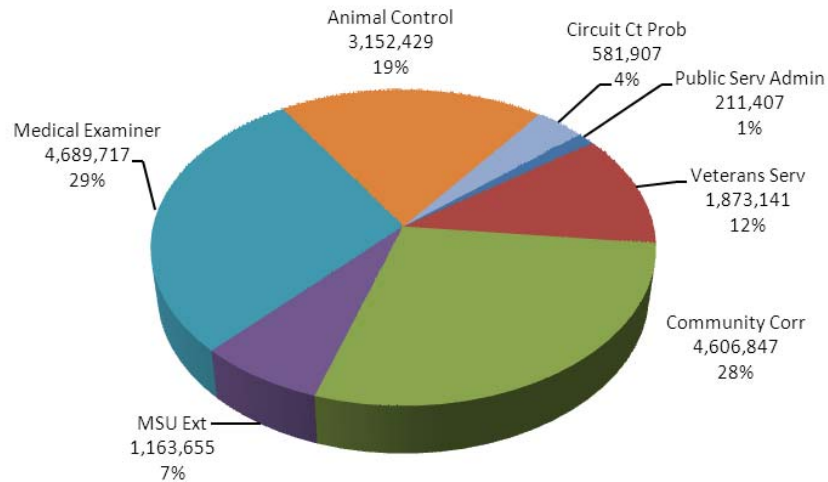
\*Included in above grants received

**Objective**

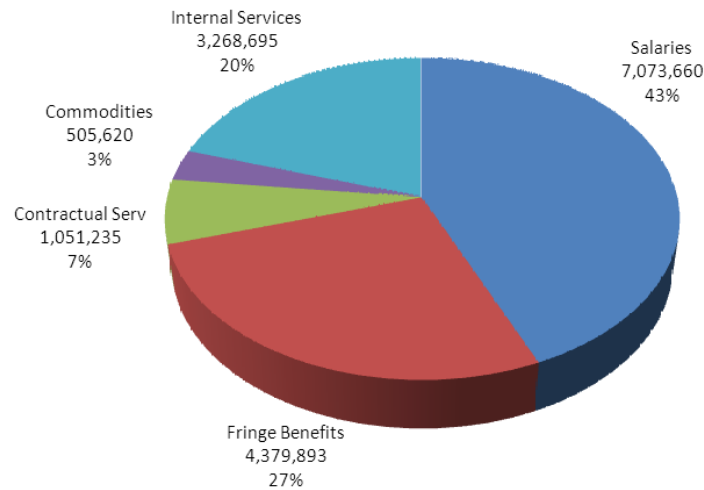
To continue implementation and expansion of the Oakland County Outdoor Warning System. (The revenue received from selling old sirens totaled \$106,800).

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
Number of Sirens to Date	231	232	237	246
Number of Old Sirens Replaced	N/A	N/A	N/A	N/A
Grant Dollars for Park & School Sirens	\$29K	\$79K	\$180K	\$80K

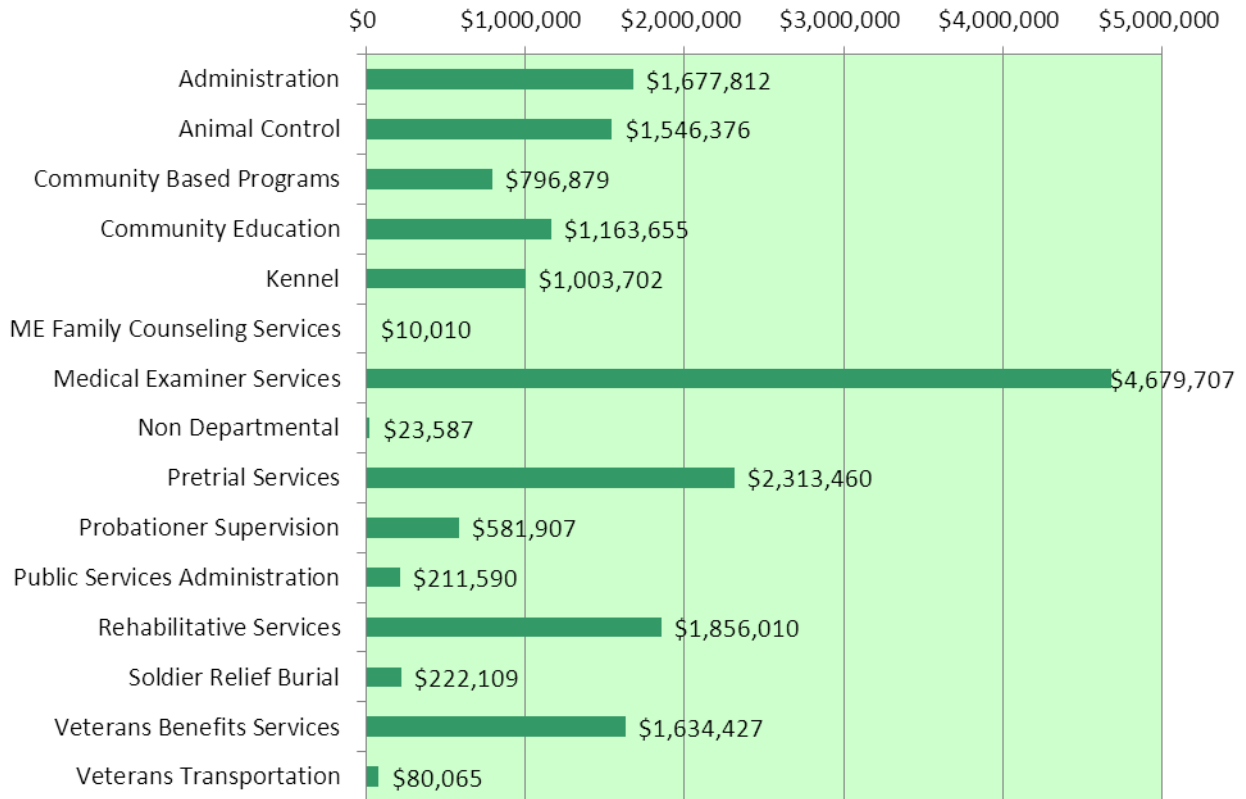
**Budget Distribution by Division (GF/GP)**



**Budget Distribution by Expenditures (GF/GP)**



**Budget Distribution by Program (All Funds)**



**Mission**

To enhance the quality of life for Oakland County citizens by providing excellent services in the most expedient, dependable and cost-effective manner possible.

**Public Services Administrative Division Summary**

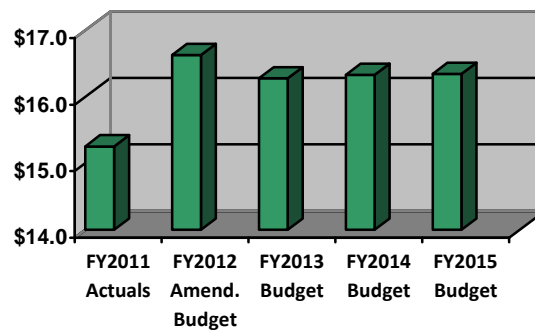
The Administrative Division through the Director of Public Services coordinates, directs, and is responsible for the following divisions: Animal Control, Circuit Court Probation, Community Corrections, MSU Extension - Oakland County, Veterans’ Services, and the Medical Examiner. This is consistent with 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 Service 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Public Services Administration	202,641	209,819	211,407	211,231	211,264
Veterans Services	1,712,800	1,833,360	1,873,141	1,864,465	1,864,876
Community Corrections	4,254,490	4,755,362	4,606,847	4,602,171	4,604,277
MSU Extension Oakland County	1,129,431	1,173,233	1,163,655	1,165,838	1,166,473
Medical Examiner	4,626,517	4,778,360	4,689,717	4,716,774	4,720,445
Animal Control	2,785,588	3,273,684	3,152,429	3,168,728	3,172,208
Circuit Court Probation	544,281	607,099	581,907	604,298	606,534
<b>Total Expenditures</b>	<b>\$15,255,747</b>	<b>\$16,630,916</b>	<b>\$16,279,103</b>	<b>\$16,333,505</b>	<b>\$16,346,077</b>

**Current Issues**

- The Veterans’ Services Division continues to monitor the progress of a national cemetery located in Oakland County to provide information, advocacy and future burial assistance to County veterans and their families.
- Meet the growing need for expanded Community Corrections programs to ensure the safety of County citizens and reduce recidivism. The increased need is due to jail overcrowding and the closing of a number of State prison facilities.
- Improve the delivery of services to Oakland County citizens through innovative programming, including the sale of dog licenses over the internet at participating Veterinarians.

**Department Expenditures (\$ in millions)**



**Department Goals**

- To recognize that county government is accountable to its citizens and make every effort to ensure it is as streamlined and efficient as possible.
- To strive to make Oakland County an economic powerhouse in a global market increasing its ability to compete in the corridors of commerce around the world.
- To reinforce a commitment to technological advances enhancing the County’s ability to compete in the marketplace.
- To cultivate partnerships between governments, businesses, educators and artists that produce successful projects, which enhance the quality of life in Oakland County.

### Summary of Major Program Changes

#### **Revenue**

Charges for Services decreased in the FY 2013 revenue budget due to the lower number of weekend Alternative Program work crews in the Community Corrections division, and MSU Extension division due to the downturn in the economy and restructuring of the Master Gardening Training and Education Program.

#### **Expenditures**

Controllable Personnel for FY 2013 reflects a one-time taxable payment to all full time eligible employees. Contractual services decreased due to an encumbrance for Community Corrections. Transportation of Clients and Contracted Services also decreased due to a one-time carry-forward of unspent funds. Professional Services decreased due to the cessation of the "Dog Tags" program. Commodities decreased due to a one-time carry forward of unspent funds for Community Corrections. A decrease for Medical Examiner Medical Supplies and Animal Control Tax Collection supplies are due to an encumbrance in FY 2011. These amounts were re-appropriated in FY 2012 in order to be available for expenditure. Internal Services overall decrease is due to reallocations as well as rate adjustments in Building Space Cost Allocations, Convenience Copier, Radio and Telephone Communications, Info Tec Operations, Motor Pool, and Equipment Rental. The decrease is also attributable to Info Tech Development and Maintenance Dept. charges. Appropriation for these items are budgeted in Non-departmental and transferred as need per the General Appropriations Act. Controllable Personnel for FY 2014 decreased due to the cessation of the one-time lump sum payment to all full-time eligible employees. Contractual Services decreased due to the fact that Soldier Burial reflects a decline in total expenses incurred based on the historical trend. For FY 2014 and FY 2015 Internal Services have increased due to Building Space Cost Allocation, Information Technology CLEMIS and Info Tech Operations. Building Space Cost Allocation increases are due to inflationary adjustments for building maintenance and Information Technology CLEMIS, as well as Info Tech Operations increase is due to expected rate and usage level increases.

### Division Description

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 are 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.

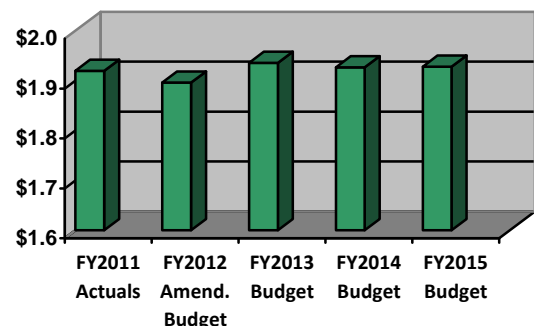
Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Veterans Services	1,712,800	1,833,360	1,873,141	1,864,465	1,864,876
<b>Total Expenditure</b>	<b>\$1,712,800</b>	<b>\$1,833,360</b>	<b>\$1,873,141</b>	<b>\$1,864,465</b>	<b>\$1,864,876</b>

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	787,484	816,987	835,516	830,476	830,476
Fringe Benefits	575,455	642,427	670,540	667,580	667,580
Contractual Services	161,920	180,780	180,780	175,780	175,780
Commodities	11,614	15,132	15,132	15,132	15,132
Internal Services	176,326	178,034	171,173	175,497	175,908
<b>Total GF/GP Expenditures</b>	<b>\$1,712,800</b>	<b>\$1,833,360</b>	<b>\$1,873,141</b>	<b>\$1,864,465</b>	<b>\$1,864,876</b>
<u>Other Funds</u>					
County Veterans Trust	207,907	63,460	63,460	63,460	63,460
<b>Total Other Funds</b>	<b>\$207,907</b>	<b>\$63,460</b>	<b>\$63,460</b>	<b>\$63,460</b>	<b>\$63,460</b>
<b>Total Expenditures</b>	<b>\$1,920,706</b>	<b>\$1,896,820</b>	<b>\$1,936,601</b>	<b>\$1,927,925</b>	<b>\$1,928,336</b>

### 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)**





## Public Services – Veterans’ Services Programs

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Public Services Administration	24	0	0	0	0
Soldier Relief Burial	351,087	222,109	222,109	217,109	217,109
Veterans Benefits Services	1,488,391	1,594,730	1,634,427	1,630,751	1,631,162
Veterans Transportation	81,204	79,981	80,065	80,065	80,065
<b>Total Expenditures</b>	<b>\$1,920,706</b>	<b>\$1,896,820</b>	<b>\$1,936,601</b>	<b>\$1,927,925</b>	<b>\$1,928,336</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Veterans Benefits Services	15	15	15
Veterans Transportation	1	1	1
<b>Total Personnel</b>	<b>16</b>	<b>16</b>	<b>16</b>

### 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Contracts (personal, phone, mail)	57,461	58,158	61,572	61,893
Claims Filed	6,870	7,220	6,848	6,805
USDVA Monetary Benefits to Veterans/Dependents	\$116,513,000	\$127,695,000	\$149,215,000	Unavailable
USDVA Medical Benefits to Veterans/Dependents	\$62,358,000	\$65,202,000	\$70,039,000	Unavailable

## Public Services – Veterans’ Services Programs

- Soldiers 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 FY2009-FY2012. 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
<b><u>Relief Program Indicators</u></b>				
Total Spent	\$31,033	\$25,169	\$26,617	\$26,552
Applications/Approved	342/290	287/241	234/199	235/198
<b><u>Burial Program Indicators</u></b>				
Burial Expense	\$93,600	\$97,500	\$100,500	\$122,400
Applications approved	312	325	335	408
Marker Foundation Expense	\$19,475	\$17,672	\$13,470	\$16,181
Applications approved	86	80	64	62
<b>Total Expense</b>	<b>\$113,075</b>	<b>\$115,172</b>	<b>\$113,970</b>	<b>\$138,581</b>
<b><u>Flag Case Indicators</u></b>				
# Flag Cases Granted	223	230	212	268
Total Expense	\$2,645	\$2,728	\$2,510	\$3,173

- Veterans’ Transportation** - Our transportation program provides wheelchair accessible transportation for veterans to and from the US Department of Veterans Affairs Medical Centers (VAMC) in Detroit and Ann Arbor. Transportation is available from the Pontiac and Southeast Offices Tuesdays, Wednesdays and Fridays and from the Pontiac Office and Southwestern 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Trips Made	166	160	176	183
Veterans Transported to Detroit VAMC	274	271	221	295
Veterans Transported to Ann Arbor VAMC	<u>124</u>	<u>208</u>	<u>142</u>	<u>121</u>
Total Veterans Transported	398	479	363	416

### Division Description

The Community Corrections Division is responsible for operating programs, which may be used for non-violent offenders. These programs offer rehabilitative value without compromising public safety. All programs are cost effective alternatives to jail space, which allows for the jail space to be reserved for the most serious offenders.

### Mission

The mission of Community Corrections is to minimize jail and/ or prison lengths of stay by providing a continuum of supervision, sanctions, and services that promote behavioral change through the individualized assessment of offenders in order to reduce criminal conduct while mitigation risks to public safety.

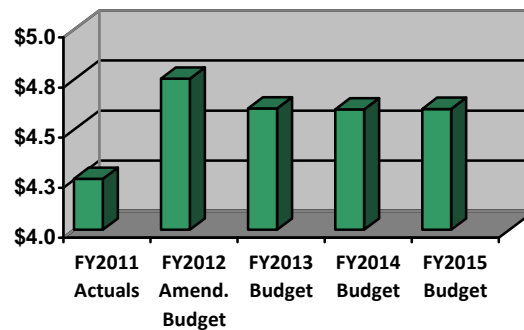
Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Community Corrections	4,254,490	4,755,362	4,606,847	4,602,171	4,604,277
<b>Total Expenditures</b>	<b>\$4,254,490</b>	<b>\$4,755,362</b>	<b>\$4,606,847</b>	<b>\$4,602,171</b>	<b>\$4,604,277</b>

### Division Goals

- Reduce recidivism through the use of Evidenced based Practices (EBPs) in programming.
- Minimize prison and jail housing costs and reduce jail overcrowding through programs that serve as alternatives to incarceration.
- Promote positive behavior change in offenders through comprehensive risk / needs assessments.
- Provide offenders with individualized supervision plans that address their criminogenic risk / needs thereby reducing recidivism.

### Division Expenditures

(\$ in millions)



Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	2,058,861	2,172,536	2,168,785	2,158,390	2,158,390
Fringe Benefits	1,223,944	1,395,185	1,413,965	1,407,860	1,407,860
Contractual Services	334,103	493,950	458,465	458,465	458,465
Commodities	25,225	44,560	43,560	43,560	43,560
Internal Services	612,356	637,131	522,072	533,896	536,002
Transfers Out	0	12,000	0	0	0
<b>Total GF/GP Expenditures</b>	<b>\$4,254,490</b>	<b>\$4,755,362</b>	<b>\$4,606,847</b>	<b>\$4,602,171</b>	<b>\$4,604,277</b>
<b>Other Funds</b>					
Recovery Act Byrne JAG	30,734	0	0	0	0
Community Corrections	1,190,188	1,288,467	1,435,146	1,428,146	1,428,146
<b>Total Other Funds</b>	<b>\$1,220,922</b>	<b>\$1,288,467</b>	<b>\$1,435,146</b>	<b>\$1,428,146</b>	<b>\$1,428,146</b>
<b>Total Expenditures</b>	<b>\$5,475,412</b>	<b>\$6,043,829</b>	<b>\$6,041,993</b>	<b>\$6,030,317</b>	<b>\$6,032,423</b>

## Public Services – Community Corrections Programs

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	1,025,043	1,137,840	1,075,644	1,060,387	1,062,206
Community Based Programs	585,998	818,470	796,879	796,909	796,909
Pretrial Services	2,253,477	2,313,116	2,313,460	2,314,388	2,314,438
Rehabilitative Services	1,610,894	1,774,403	1,856,010	1,858,633	1,858,870
<b>Total Expenditure</b>	<b>\$5,475,412</b>	<b>\$6,043,829</b>	<b>\$6,041,993</b>	<b>\$6,030,317</b>	<b>\$6,032,423</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	7	7	7
Community Based Programs	12	12	12
Pretrial Services	22	22	22
Rehabilitative Services	19	19	19
<b>Total Personnel</b>	<b>60</b>	<b>60</b>	<b>60</b>

### Community Corrections Programs

- **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 through the use of the Praxis
- To ensure that defendants released on a conditional bond return for all subsequent court appearances through the use of automated reminder phone calls

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Reports submitted to court	9,047	9,628	9,072	10,286
Offenders on Pretrial Supervision	1,708	2,931	3,272	3,468
Number of reminder calls to defendants	N/A	7,743	12,985	14,171
Fail to appear for court percentage	2%	2%	3%	6%

- 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. During the summer months crews help to maintain a 5 acre garden that is now part of the Forgotten Harvest network. All crops are harvested and dispersed to local food pantries. 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 offers from occupying expensive jail beds

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 FY2 Actual	FY2012 Actual
Days of work in lieu of jail	16,888	14,919	13,283	13,706
Money saved by non-profit organizations for work performed by WWAM crews*	\$1,080,832	\$954,816	\$850,112	\$877,184

\*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 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 non-violent offenders treatment instead of jail.
- To reduce recidivism by addressing an offender’s individual risk / needs.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Offenders completing Step Forward	603	463	591	588
Offenders enrolled in Step Forward	1218	1276	1500	1487
Percentage of offenders who recidivate after 12 months	13%	14%	13%	8%
Offenders in treatment agencies	937	948	906	841

### 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, reduce taxpayer cost of detention for non-violent offenders and meet 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
MDOC /OCC state grant award	\$1,691,022	\$1,682,695	\$ 1,813,839	\$1,795,303

**Division Description**

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. Michigan State University Extension is “BRINGING KNOWLEDGE TO LIFE” for Oakland County individuals, families, neighborhoods, environments and workforce.

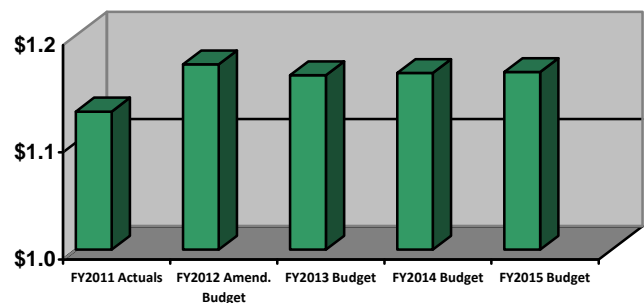
Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
MSU Extension Oakland County	1,129,431	1,173,233	1,163,655	1,165,838	1,166,473
<b>Total Expenditure</b>	<b>\$1,129,431</b>	<b>\$1,173,233</b>	<b>\$1,163,655</b>	<b>\$1,165,838</b>	<b>\$1,166,473</b>

**Division Goals**

To meet the current needs of Oakland County residents with unique, innovative programs. The County and MSUE staff 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.
- Provide high-quality, affordable education to citizens related to the prevention and management of chronic diseases such as diabetes and heart conditions.
- 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 and oil and gas exploration information.
- Facilitate the community development process via educational sessions that address the specific capacity building needs of groups and organizations.
- 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 (Cont.)**

- Provide peer counseling for mothers who choose to breastfeed their babies.
- 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	510,804	498,419	500,120	497,285	497,285
Fringe Benefits	299,263	327,469	331,757	330,092	330,092
Contractual Services	52,392	67,087	67,087	67,087	67,087
Commodities	13,983	22,602	22,602	22,602	22,602
Internal Services	252,988	257,656	242,089	248,772	249,407
<b>Total GF/GP Expenditures</b>	<b>\$1,129,431</b>	<b>\$1,173,233</b>	<b>\$1,163,655</b>	<b>\$1,165,838</b>	<b>\$1,166,473</b>
<u>Other Funds</u>					
<b>Total Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$1,129,431</b>	<b>\$1,173,233</b>	<b>\$1,163,655</b>	<b>\$1,165,838</b>	<b>\$1,166,473</b>

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Community Education	1,129,431	1,173,233	1,163,655	1,165,838	1,166,473
<b>Total Expenditure</b>	<b>\$1,129,431</b>	<b>\$1,173,233</b>	<b>\$1,163,655</b>	<b>\$1,165,838</b>	<b>\$1,166,473</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Community Education	15	15	15
<b>Total Personnel</b>	<b>15</b>	<b>15</b>	<b>15</b>

- **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 make informed decisions for themselves, their associations, and their institutions by “BRINGING KNOWLEDGE TO LIFE”.

**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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Provided positive youth development educational experiences for:				
Youth (ages 5-19) throughout Oakland	15,079	7,303*	15,002	15,468
4-H Community Clubs/special interest groups	386	774	707	757
Volunteer Leaders	701	433	584	327

\*New reporting system implemented

- The 4-H2O Eco-Challenge is a 5-day educational experience at Indian Springs Metropark (White Lake) focused on educating young adolescents about science, engineering and technology in an outdoor environment. Over the past 3 years, more than 70 youth have participated. [www.4hecochallenge.com](http://www.4hecochallenge.com)
- Over 200 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.
- A delegation of 100 Oakland County 4-Hers annually attend Youth Exploration Days (YED) at Michigan State University for youth 11-19. 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. A Money Management Curriculum session for teachers was given to 27 teachers, administrators and counselors at the Summer Institute in Troy.
- 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.
- Youth Leadership Institutes is a program for young people age 15-19, in partnership with the Oakland County Board of Commissioners, and corporate sponsors. The program is a comprehensive, 9-month program that helps young people build a variety of leadership skills, along with an understanding of how they can take action to improve the community.

**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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Telephone and Counter Customers	2,000	2,557	2,172	1,956
Educational Programs	13	3	2	6
Individuals Attending Programs	271	160	68	205
Individualized Fertilizer Recommendations	762	757	612	476

- Community volunteers received 40 hours of horticulture training through the MSU Extension Master Gardener Volunteer Program. To become a “Master Gardener Volunteer”, each trainee provided 40 hours of educational service for their community.

<b>Performance Measures</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Actual</b>	<b>FY2012 Actual</b>
Training Classes	2	2	1	1
Master Gardener’s Volunteers	495	573	597	540
Volunteer Hours	17,308	27,828	26,894	24,245
Contribution Value	\$350,487	\$580,214	\$574,456	\$528,299

- 1,622 county residents, including Master Gardener Volunteers, receive a weekly electronic horticulture newsletter.
- In 2009, three municipalities (Waterford Twp, Ferndale and Pleasant Ridge) treated 257 acres of gypsy moth infested residential area, under Gypsy Moth Suppression Program. Liaisons from Oakland County CVTs are provided with education and training so they are able to identify and count egg masses.
- In 2012, MSUE Water/Natural Resources Educator was interviewed by Robb Lauzon FM 88.3 WXOU at Oakland University, Rochester, MI. Topics discussed were the water cycle, watersheds, stormwater, soil testing, and lawn and fertilizer restrictions.
- In 2012, 18 articles were written for the MSU Extension website on a variety of topics including 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 drinking water well 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.

<b>Performance Measures</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Actual</b>	<b>FY2012 Actual</b>
Water Quality Programs	9	19	8	12
Students Receiving Training	249	457	126	300

- Programs were offered to County residents on a variety of water-related issues including well and septic maintenance, lawn care and lakescaping to promote wildlife and water quality, pond and lake issues, the importance of soil testing, the importance of natural shorelines on inland lakes, and oil and gas exploration informational meetings for landowners. 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 on a one-on-one basis.

<b>Performance Measures</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Actual</b>	<b>FY2012 Actual</b>
Water Quality Programs	12	10	5	8
Individuals Receiving Training	758	273	161	379

- Water Stewardship information and educational activity booths were provided at local home and garden shows, outdoor shows and other events.

<b>Performance Measures</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Actual</b>	<b>FY2012 Actual</b>
Individuals Visiting Booths	850	950	250	1,000

- 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.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Basic Training Classes	1	n/a	1	n/a
Advanced Training Sessions	1	1	1	0
Conservation Steward Volunteers	31	0	21	0
Volunteer Hours	2,473	2,132.5	2,477.5	557.5
Contribution Value	\$50,078	\$45,550	\$53,984	\$12,148

**FOCUS AREA – Health and Nutrition**

- Low-income families are enrolled in the Expanded Food and Nutrition Education Program (EFNEP). 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.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Families Enrolled	610	700	506	412
Members Served	2,000	2,243	1,665	1,767
Graduates making positive food changes	96%	86%	85%	85%

- Food and nutrition programs are provided to senior citizens to help them make positive food and behavior changes.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Senior Citizens Attending Program	1,841	615	66	520
Food and Nutrition Programs Offered	79	25	6	49

- 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Seniors Receiving Coupons	n/a	100	146	100
Seniors reporting increased consumption	n/a	88%	83%	Survey totals not yet available

- Food and nutrition programs, displays and fairs on healthy eating and food safety were presented to the public.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Programs Held	83	96	107	122
Individuals Attending	11,101	5,130	6,065	6,637

- Food Stamp food and nutrition youth education

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Programs Held	57	54	26	87
Individuals Attending	1,472	597	700	1,421

- 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Clients Served	3,500	4,883	7,887	3,116

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Participants who followed advice given	86%	91%	93%	Survey totals not yet available
Participants who said they received a satisfactory response to their question	80%	90%	91%	
Participants who would call the hotline again	88%	90%	95%	
Participants who used the hotline more than once	55%	63%	67%	

- Low-income breastfeeding mothers and their infants attended the Mother to Mother Program to learn the health advantages of breastfeeding their infant.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Mothers Enrolled	191	107	93	22

- Beginning in 2011, MSUE provided education to Oakland County residents focused on the prevention and management of leading chronic diseases such as heart disease and diabetes.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Individuals Receiving Training	n/a	n/a	11	8

**FOCUS AREA – Financial and Home Ownership Education**

- In today’s economic climate, many families are finding it difficult to make ends meet and sustain daily living. Some of the reasons for this are job loss, decreased income, increased mortgage or rent costs, rising food prices and lack of affordable credit. In order for communities to prosper it is important that individuals and families review their assets and liabilities and develop a plan to change their financial habits for a more sustainable existence. This can be achieved through education. In May of 2012, Financial and Home Ownership Education programs began being offered in Oakland County.
- Financial education focuses on the National Strategy for Financial Literacy. The vision is the sustained financial well-being for all individuals and families. Two main goals are to increase awareness and access to financial education. Education focuses on the following core competencies:
  - Earning Income
  - Planning for Spending
  - Saving and Investing
  - Borrowing
  - Protecting Finances
- Individuals, households, organizations and communities were provided personal financial education focused on building financial capability. This was accomplished through in-person workshops, online financial education self-study courses and online financial information such as current articles related to personal and family finance.

Performance Measures	FY2012* Actual
Online Educational offerings	11
In-person workshops offered (partnership with Investor Education)	15 103
Webinar attendance	10
Educational articles written	
Promotional efforts – health fair participants	54
*First year programs offered in Oakland County.	

- Using technology as a means to reach additional clientele, MSUE financial and homeownership education resources are now available via the Internet through multiple educational websites and educational webinars:

MI Money Health ([www.mimoneyhealth.org](http://www.mimoneyhealth.org)) is the website maintained to provide Michigan citizens with access to non-commercial, reliable personal financial information and resources.

**Online Learning -**

- [eHome America Online Homebuyer Education](http://ehomeamerica.org/msue) <http://ehomeamerica.org/msue>
- [eHome Money Online Financial Education](http://ehomemoney.org/msue) <http://ehomemoney.org/msue>
- [Legally Secure Your Financial Future](http://www.extension.org/pages/11477/legally-secure-your-financial-future) <http://www.extension.org/pages/11477/legally-secure-your-financial-future>

- MSU Extension News articles regarding financial and homeownership are regularly posted at - [http://msue.anr.msu.edu/topic/info/personal\\_finance](http://msue.anr.msu.edu/topic/info/personal_finance)
- On November 8, 2012, Personal health and financial education workshops and resources were promoted at the Health and Wellness Fair set up by ITT Automotive in Auburn Hills.

### Division Description

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 our 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.

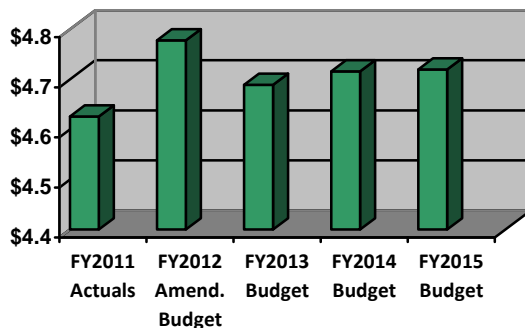
Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Medical Examiner	4,626,517	4,778,360	4,689,717	4,716,774	4,720,445
<b>Total Expenditure</b>	<b>\$4,626,517</b>	<b>\$4,778,360</b>	<b>\$4,689,717</b>	<b>\$4,716,774</b>	<b>\$4,720,445</b>

### Division Goals

- We are consciously attempting to improve both the quality and the timeliness of the services we provide to the 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. The Chief Medical Examiner is also a member of the Smallpox Response Team for Oakland, Macomb and St. Clair Counties. The goal is to develop regional policies, protocols and coordinate networks within the health community for management of smallpox bio-terrorism and other mass fatality occurrences. The office also works closely and participates in any related matters with the County Homeland Security Division.

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	2,070,127	2,059,566	2,090,129	2,083,829	2,083,829
Fringe Benefits	991,358	1,138,283	1,121,277	1,117,577	1,117,577
Contractual Services	284,143	297,822	297,822	297,822	297,822
Commodities	189,112	222,406	222,184	222,184	222,184
Internal Services	1,085,777	1,060,283	958,305	995,362	999,033
Transfers Out	6,000	0	0	0	0
<b>Total GF/GP Expenditures</b>	<b>\$4,626,517</b>	<b>\$4,778,360</b>	<b>\$4,689,717</b>	<b>\$4,716,774</b>	<b>\$4,720,445</b>
<u>Other Funds</u>					
<b>Total Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$4,626,517</b>	<b>\$4,778,360</b>	<b>\$4,689,717</b>	<b>\$4,716,774</b>	<b>\$4,720,445</b>

### Division Expenditures (\$ in millions)





## Public Services – Medical Examiner Programs

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
ME Family Counseling Services	0	10,010	10,010	10,010	10,010
Medical Examiner Services	4,626,517	4,768,350	4,679,707	4,706,764	4,710,435
<b>Total Expenditures</b>	<b>\$4,626,517</b>	<b>\$4,778,360</b>	<b>\$4,689,717</b>	<b>\$4,716,774</b>	<b>\$4,720,445</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Medical Examiner Services	26	26	26
<b>Total Personnel</b>	<b>26</b>	<b>26</b>	<b>26</b>

### 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.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Total Cases	4,608	5,125	5,590	5,849
Cases Reported & Released	3,845	3,938	4,188	4,206
Inspections	61	128	104	105
Autopsies	702	875	920	973
Cremations	4,509	4,897	5,266	5,506

### Division Description

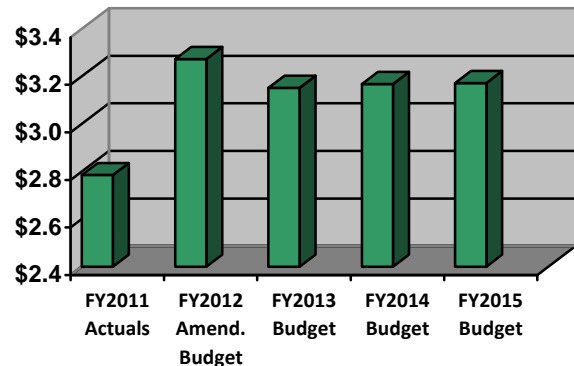
The Animal Control Division is responsible for the enforcement of state laws pertaining to domestic animals and livestock. Under state law this division impounds stray small animals and livestock, investigates animal bites involving humans, licenses dogs, and investigates cruelty complaints involving animals. This division is responsible for the operation of the Oakland Pet Adoption Center that provides shelter for board and care of stray animals and homeless pet adoptions. This division is also responsible to the state for statistics on animal bites and stray animals.

Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Animal Control	2,785,588	3,273,684	3,152,429	3,168,728	3,172,208
<b>Total Expenditure</b>	<b>\$2,785,588</b>	<b>\$3,273,684</b>	<b>\$3,152,429</b>	<b>\$3,168,728</b>	<b>\$3,172,208</b>

### Division Goals

- The Oakland Pet Adoption Center is dedicated to the principles of integrity and professionalism, as well as the protection, preservation and welfare of all animals. We are committed to providing our pet owners with service of high value. It is imperative that each member of our team reacts to the problems of the public promptly, respectfully and with sensitivity.
- 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.
- To educate and inform the residents of Oakland County concerning the Michigan Dog Law and “Responsible Pet Ownership”.
- To reduce pet overpopulation by educating pet owners on spay/neuter benefits.
- Increase number of homeless animals adopted, therefore, decreasing euthanasia.

### Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	1,159,498	1,360,604	1,355,875	1,348,945	1,348,945
Fringe Benefits	501,781	770,828	764,904	760,834	760,834
Contractual Services	32,370	55,225	35,225	35,225	35,225
Commodities	162,168	159,507	154,872	154,872	154,872
Internal Services	810,779	927,520	841,553	868,852	872,332
Transfers Out	118,992	0	0	0	0
<b>Total GF/GP Expenditures</b>	<b>\$2,785,588</b>	<b>\$3,273,684</b>	<b>\$3,152,429</b>	<b>\$3,168,728</b>	<b>\$3,172,208</b>
<b>Other Funds</b>					
Animal Control Grants	10,331	47,173	23,587	23,587	23,587
<b>Total Other Funds</b>	<b>\$10,331</b>	<b>\$47,173</b>	<b>\$23,587</b>	<b>\$23,587</b>	<b>\$23,587</b>
<b>Total Expenditures</b>	<b>\$2,795,919</b>	<b>\$3,320,857</b>	<b>\$3,176,016</b>	<b>\$3,192,315</b>	<b>\$3,195,795</b>



## Public Services – Animal Control - Programs

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	726,942	777,807	602,168	601,651	602,484
Animal Control	1,152,737	1,502,423	1,546,376	1,539,876	1,539,876
Kennel	905,736	993,271	1,003,702	1,027,018	1,029,665
Non Departmental	10,331	47,173	23,587	23,587	23,587
Public Services Admin	174	183	183	183	183
<b>Total Expenditures</b>	<b>\$2,795,919</b>	<b>\$3,320,857</b>	<b>\$3,176,016</b>	<b>\$3,192,315</b>	<b>\$3,195,795</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	12	12	12
Animal Control	18	18	18
Kennel	6	6	6
<b>Total Personnel</b>	<b>36</b>	<b>36</b>	<b>36</b>

- Administration** - The Administration unit provides managerial and clerical support to the Animal Control Unit as well as the Oakland Pet Adoption Center. Additional activities are to develop and monitor the Division budget, answer public inquiries and requests for information, oversee the selling and the collection of revenue from dog licenses, evaluate and modify departmental procedures to provide fast and efficient service to the public, accounts payable and receivable, oversee nine (9) contracts with municipalities to provide services of boarding and disposing of animals. This program also oversees educational activities. Every year schools are visited within our service area to educate the children about animal safety and proper care of animals. We also host several tours for classes where children can come and tour the Animal Shelter and watch educational videos about animals. This unit is also responsible for the implementation and overseeing of programs that will increase adoptions thus lowering the number of animals euthanized.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Dog Licenses Issued	55,700	51,598	54,024	57,229
Dog Licenses processed via mail	6,034	6,872	8,543	9,220

- The annual census is mandated by State Law P.A. Act 339 of 1919, whereas there shall be a census as to how many dogs are licensed in our service area in Oakland County. Part-time employees are hired to go door to door taking statistical information on how many dogs in are each household, how many dogs are licensed and how many cats are in each household. 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Violations Issued	2,285	560	1,357	1,767
Dogs in Violation	2,788	688	1,669	2,173
Dog Licenses Purchased	2,239	632	820	1,381
Relinquished Animal	7	2	12	12
Regular Officer Sent	335	54	0	0
Flyer Left/No One Home/Purchased License	492	568	1,534	1,393

## Public Services – Animal Control - Programs

- Kenel** - The Kennel unit provides care for the animals held at the Oakland Pet Adoption Center. This unit processes adoptions, returns animals to owners, takes in relinquished animals and accepts strays from the Officers servicing our jurisdiction within Oakland County as well as private citizens. The shelter also hosts several special events through-out the year helping to boost our animal adoptions and public awareness. The Kennel also accepts animals from Municipalities that are contracted with Oakland County for board, care and disposal of animals. There are currently nine (9) such contracts.

### Contracted Municipalities

Bloomfield Township – Disposal Only  
 Berkley – Disposal Only  
 Farmington – Disposal and Boarding  
 Hazel Park – Disposal Only  
 Huntington Woods – Disposal Only  
 Lathrup Village – Disposal Only  
 Madison Heights – Disposal Only  
 Rochester – Disposal and Boarding  
 Southfield Township – Disposal Only

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Total Animals	7,195	7,155	7,660	6,463
Adopted	2,742	2,671	2,770	2,572
Returned to Owners	895	675	758	789
Euthanized	2,841	3,057	3,204	2,451
Dead on Arrival/Died	589	678	598	541
Taken for Service Dogs	2	0	1	1
Wildlife Released	72	16	59	40
Miscellaneous (Escaped/Missing)	54	58	270	69

- Animal Control** - The Animal Control Unit, also known as the Road Patrol, is responsible for enforcing the State Law, P.A. Act 339 of 1919. It services 790 square miles involving incorporated and unincorporated area of 19 townships, 17 cities and 7 villages. Duties include patrolling and impounding of stray small animals and those for biting quarantine, inspection and licensing of kennels, investigation of livestock and poultry damage done by dogs, impounding livestock straying on private property and public thoroughfares, removal of dead animals from public highways and investigating cruelty complaints involving animals.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Complaints Answered	9,004	7,996	9,065	9,780
Bite Complaints	1,083	916	1,031	1,050
Pick-Up Complaints	2,258	1,931	1,152	1,106

### Division Description

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.

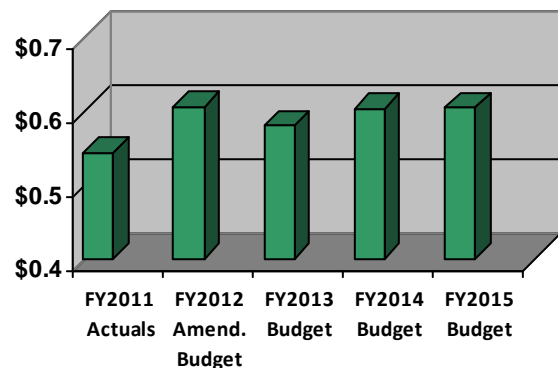
Division Expenditures (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Circuit Court Probation	544,281	607,099	581,907	604,298	606,534
<b>Total Expenditure</b>	<b>\$544,281</b>	<b>\$607,099</b>	<b>\$581,907</b>	<b>\$604,298</b>	<b>\$606,534</b>

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Bdgt.	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Contractual Services	6,089	7,356	7,356	7,356	7,356
Commodities	32,961	46,970	46,970	46,970	46,970
Internal Services	505,231	552,773	527,581	549,972	552,208
<b>Total GF/GP Expenditures</b>	<b>\$544,281</b>	<b>\$607,099</b>	<b>\$581,907</b>	<b>\$604,298</b>	<b>\$606,534</b>
<u>Other Funds</u>					
<b>Total Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$544,281</b>	<b>\$607,099</b>	<b>\$581,907</b>	<b>\$604,298</b>	<b>\$606,534</b>

### Division Goals

- It is our goal to 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 when appropriate.
- 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Circuit Court Probation	544,281	607,099	581,907	604,298	606,534
<b>Total Expenditure</b>	<b>\$544,281</b>	<b>\$607,099</b>	<b>\$581,907</b>	<b>\$604,298</b>	<b>\$606,534</b>

### 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 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.

#### Objectives

- 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.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Avg. # of Offenders Supervised	4826	3562	4,483	4139

#### Objectives

- 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	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Pre-sentence Investigation Reports/Delay of Sentence Reports	5510	4831	4524	4485

#### Objectives

- Increase use of sentencing alternatives to divert offenders from more costly prison days to programming consistent with their immediate needs.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Overall Prison Commitment Rate	18.5%	19.1%	17.8%	18.7%
Straddle Cell Commitment Rate	30.4%	28.9%	26.5%	28.1%



## Public Services – Circuit Court Probation Programs

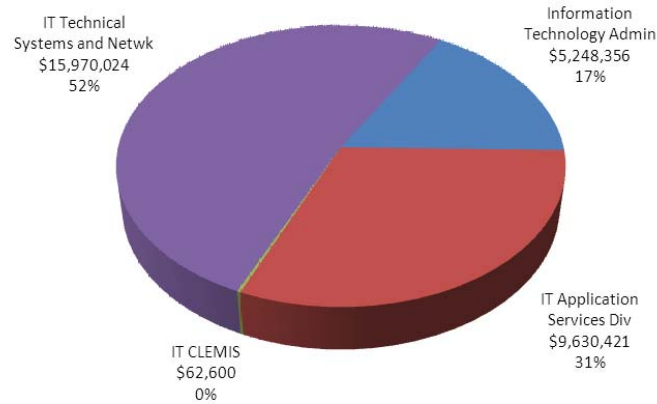
### Objectives

- 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.

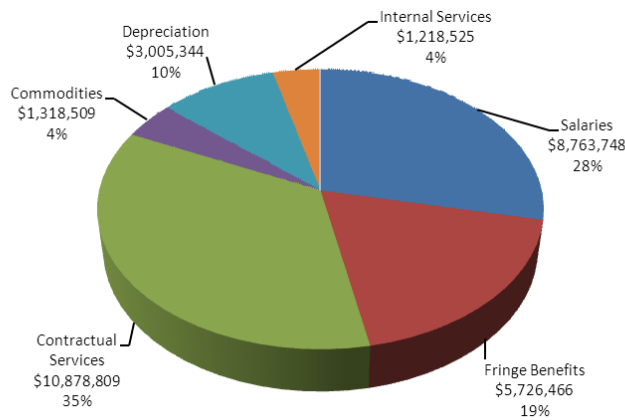
Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
Collaborating Police Departments	33	33	33	33
Home Calls during Non-traditional hours	115	n/a	383	528



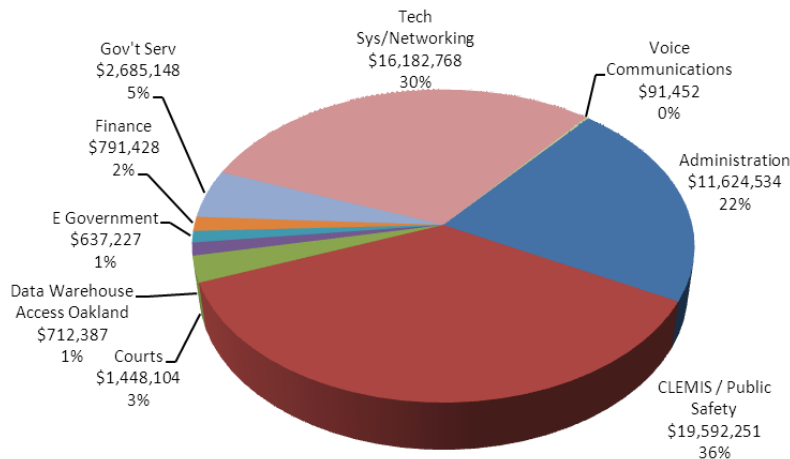
**Budget Distribution by Division**



**Budget Distribution by Expenditures**



**Budget Distribution by Program (Information Technology Department – All Funds)**



## Department Summary

The Department of Information Technology (IT) is a service bureau that provides IT services to 82 County divisions, more than 100 local governmental units (assessors, treasurers, law enforcement, etc.), over 50 private sector customers, and over 1,700 @ccess Oakland 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.

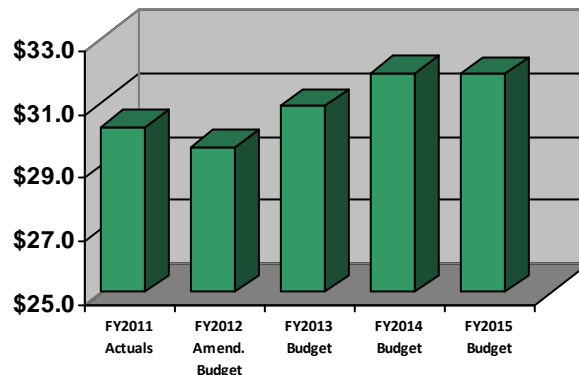
Department Expenditures by Division	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Information Technology Admin	4,737,801	4,924,731	5,248,356	6,308,914	6,136,885
IT Application Services Division	10,961,520	9,916,977	9,630,421	9,668,690	9,733,601
IT CLEMIS	33,772	70,944	62,600	62,600	62,600
IT Technical Systems and Netwk	14,484,620	14,673,534	15,970,024	15,933,430	15,992,273
IT eGovernment Division	0	2	0	0	0
<b>Total Expenditures</b>	<b>\$30,217,713</b>	<b>\$29,586,188</b>	<b>\$30,911,401</b>	<b>\$31,973,634</b>	<b>\$31,925,359</b>

## Current Issues

- Maintaining employee skills in a dynamically changing environment.
- Recruiting and retaining qualified personnel.
- Integrating cities, villages, 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.

### Department Goals (Cont.)

- 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 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>IT Fund</b>					
Salaries	7,611,188	8,741,966	8,763,748	8,812,669	8,899,621
Fringe Benefits	4,493,394	5,743,079	5,726,466	5,761,206	5,818,343
Contractual Services	10,863,832	10,994,029	10,878,809	11,878,809	11,678,809
Commodities	1,372,223	412,621	1,318,509	1,818,509	1,818,509
Depreciation	4,449,687	2,440,815	3,005,344	2,433,991	2,433,991
Internal Services	1,211,531	1,253,678	1,218,525	1,268,450	1,276,086
Transfers Out	215,858	0	0	0	0
<b>Total IT Fund Expenditures</b>	<b>\$30,217,713</b>	<b>\$29,586,188</b>	<b>\$30,911,401</b>	<b>\$31,973,634</b>	<b>\$31,925,359</b>
<b>Other Funds</b>					
ARRA 2009 Sher Clem Bryne JAG	490,753	0	0	0	0
Telephone Communications	3,362,006	3,447,308	3,316,247	3,320,612	3,323,986
CLEMIS IT	418,684	0	0	0	0
PSP and COPS Program	960,411	0	0	0	0
Wireless Oakland Initiative	159,600	0	0	0	0
CLEMIS	6,697,776	8,564,704	8,165,042	8,186,929	8,214,145
Fire Records Management	599,987	641,499	638,927	641,350	645,112
Radio Communications	10,841,596	9,346,903	10,733,682	10,775,924	10,785,526
<b>Total Other Funds</b>	<b>\$23,530,814</b>	<b>\$22,000,414</b>	<b>\$22,853,898</b>	<b>\$22,924,815</b>	<b>\$22,968,769</b>
<b>Total Expenditures</b>	<b>\$53,748,527</b>	<b>\$51,586,602</b>	<b>\$53,765,299</b>	<b>\$54,898,449</b>	<b>\$54,894,128</b>



## Information Technology - Programs

### Summary of Major Program Changes

#### Revenues

Information Technology FY 2013 budget decreased (\$647,968) in Charges for Services due OC Depts. Development/Support (\$381,732) for services provided to GF/GP Depts., CLEMIS Ops (\$60,765) and OC Depts. Operations (\$308,250) based on actual usage, Imaging Development & Imaging Operations (\$516,781) have been merged into Non Dept' l Ops. Equipment Rental increased \$123,293 for the migration of Convenience Copier & Office Equipment billing to IT department and Non-Governmental Development & Non-Governmental Operating \$496,267 to Internal Service funded areas. Transfers In increased \$1,481,668 to reflect the transfer from General Fund to Information Technology Fund in the amount of \$1,500,000 to support IT Capital Replacement Plan.

#### Expenditures

Information Technology salaries increased in FY 2013 \$21,782 reflects salary adjustments and provision for a one-time \$500 lump-sum payment to FTE employees. The net Fringe Benefit decreased in FY 2013 (\$236,316) reflects primarily a 10% reduction in healthcare rates subsequent to adoption of the FY 2012 Budget and provision for the one-time payment to FTE employees. Contractual Services decreased (\$115,220) in the following areas: Equipment Maintenance (\$22,764) for reduction of maintenance contracts for equipment, Maintenance Contract (\$155,857) due to new office equipment purchases that are still under warranty and Equipment Replacement (\$50,000) due to budget transferred into Maintenance Contracts. Software Maintenance increased \$106,401 for software support. Commodities increased \$905,888 for equipment replacements.

Department Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	17,233,234	11,456,588	11,624,534	12,690,370	12,511,526
CLEMIS / Public Safety	19,992,015	18,619,050	19,592,251	19,658,803	19,699,383
Courts	1,142,329	1,529,553	1,448,104	1,477,086	1,519,624
Data Warehouse Access Oakland	799,612	709,437	712,387	716,750	721,156
E Government	1,794,131	666,362	637,227	641,091	644,994
Finance	415,432	753,591	791,428	779,718	784,435
Governmental Services	2,349,878	2,732,512	2,685,148	2,701,391	2,717,797
Technical Systems/Networking	9,864,974	14,887,902	16,182,768	16,147,295	16,208,785
Voice Communications	156,922	231,607	91,452	85,945	86,428
<b>Total Expenditures</b>	<b>\$53,748,527</b>	<b>\$51,586,602</b>	<b>\$53,765,299</b>	<b>\$54,898,449</b>	<b>\$54,894,128</b>

Personnel by Program	FY 2010 Budget	FY 2011 Budget	FY 2012 Budget
Administration	21	21	21
Courts	12	12	12
eGovernment	5	5	5
CLEMIS & Public Safety	34	34	34
Finance	6	6	6
Governmental Services	22	22	22
Technical Systems & Networking	54	54	54
Voice Communications	4	4	4
Data Warehouse	6	6	6
<b>Total Personnel</b>	<b>164</b>	<b>164</b>	<b>164</b>

### Information Technology Programs

- **Administration** - 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, 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.
- **Application Services / Land Management** - 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 Land Management Technologies Unit 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. Geographic Information Systems (GIS) is the primary technology used to support these diverse departments and local CVTs. The Land Management program supports numerous departments and local cities, villages and townships (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.

#### **Objectives:**

- Use the successful development of the enterprise GIS program 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.
- Re-engineer business processes through the inculcation of technology into the workflow of internal County agencies.
- Leverage developing technologies (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 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 sewerage, and swimming pool field inspection activities.

- Implement improvements to the Animal Control Center's dog/cat licensing program so that a more efficient licensing and registration program can be deployed.
- Standardization of countywide infrastructure (water, sewer, storm, 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.

The program provides IT development and support to the Oakland County Treasurer, Water Resources Commissioner, Planning and Economic Development Services, Homeland Security, Health, CLEMIS, Facilities Management, Parks/Recreation, Aviation and Transportation, Animal Control, Register of Deeds and Equalization Division. The program is responsible for the development of new applications, enhancements to existing applications, and support and maintenance of both Oakland County developed software and purchased software related to land records. The current portfolio of applications is based on several technology platforms including, web, client/server, and field-based computing. Most of the applications are fully integrated with other applications running on the same or disparate platforms. Support and maintenance is provided 24 hours a day, seven days a week.

- **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, Community Corrections, Board of Commissioners, Medical Examiner's Office, Circuit Court Probation, and the non-CLEMIS functions of the Sheriff's Department. 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. Support and maintenance is provided 24 hours a day, seven days a week.

**Objectives:**

- Enhancing the current Circuit, Probate and District Court systems by providing decision support system tools, new functions and web based applications.
  - Develop a system to allow electronic submission of documents and access to Court systems over the internet.
- **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 responsible for maintaining and supporting the County's entire internet presence. Today, the County's web site contains 22,934 pages. The County's website averages 292,975 visitors per month and 3,515,700 annually. With over 13.4 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 eGovernment 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. The eGovernment program supports several new initiatives, which include development of new products, marketing, promotion, and enhancements to the G2G Cloud and @ccess Oakland framework. The eGovernment program supports and maintains several centralized



## Information Technology - Programs

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eGovernment Service initiatives, such as the Enterprise Content Management System, SharePoint, Digital Asset Management, Video/Audio Management System, Enterprise Portal, Online Store/Shopping cart, 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.
  - Use the successful development of the eGovernment initiative to promote Oakland County as an information technology center in the United States.
  - Address privacy and security issues related to eGovernment implementation.
  - Ensure sufficient revenue streams and funding that enable the development of core eGovernment competencies.
  - Establish leadership and partnerships that advance eGovernment services provided to Oakland County constituents.
  - Develop and maintain a seamless and comprehensive eGovernment interface.
  - Manage the cost of eGovernment implementation through the effective use of technology.
  - 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, Treasurer, Management and Budget, Human Resource, Facilities Management, 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. Support and maintenance is provided 24 hours a day, seven days a week. Systems include the enterprise-wide financial and personnel systems.

### Objectives:

- Implement Peoplesoft Human Resource/Financial Information System enhancements and upgrades in a timely manner to insure that departments can fully utilize available resources.
- Implement Human Resources document management, performance management, and an auditing management system.
- Further automate IT inventory and billing systems so they integrate fully with the County's financial and IT portfolio management systems.



- **Clemis and Public Safety** - The CLEMIS (Courts and Law Enforcement Management Information System) and Public Safety program provides computer technology, radio communications, and related services to criminal justice and public safety agencies (police, fire, and emergency medical services). CLEMIS, a regional law enforcement consortium, provides solutions through a cooperative effort that are affordable and efficient for agencies of all sizes. Approximately 200 police, fire, courts, prosecutors and emergency medical services agencies in a six 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 six 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. 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 X 7 support. The CLEMIS Division is comprised of the following Operational Units: Public Safety Applications, Corrections-Biometric Applications, Tech/Field Services, and Radio Communications.

### 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 Fire Records Management System meeting Federal government reporting mandates and the needs of local fire agencies.
- Provide a new Public Safety Radio system for use throughout Oakland County; it will include 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 is also used for Warrant Requests and Swear To needs.
- Provide enhanced application uses by mobile data computers
  - 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)** - The Technical Systems and Networking Division is comprised of the following Operational Units: Data Base Administration/Deployment Services, Server Administration, Network Services, Operations, Workstation Services, and Telephone Communications.

The Technical Systems and Networking program manages the County-wide computing and network infrastructure that underpins virtually every service and program delivered to all County departments, cities, villages, townships, public safety agencies, and the public. The Technical Systems and Networking 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: Networking Services, Server Management Services, Database Administration, Workstation Services, and Operations Services.



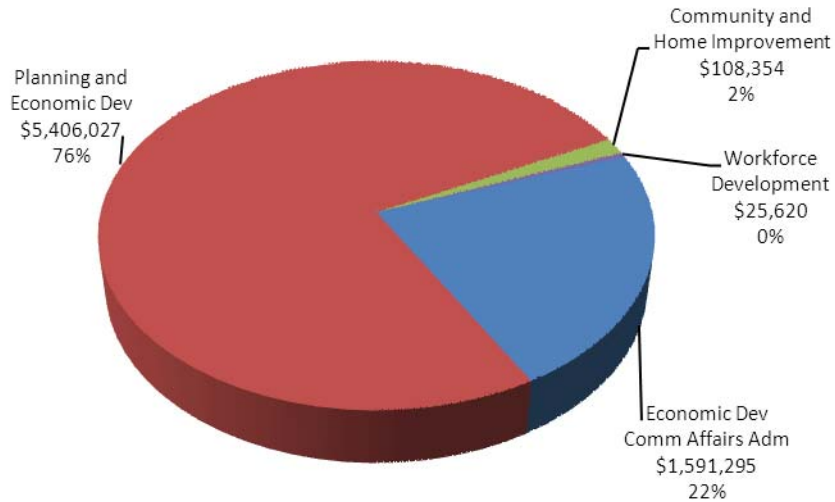
## Information Technology - Programs

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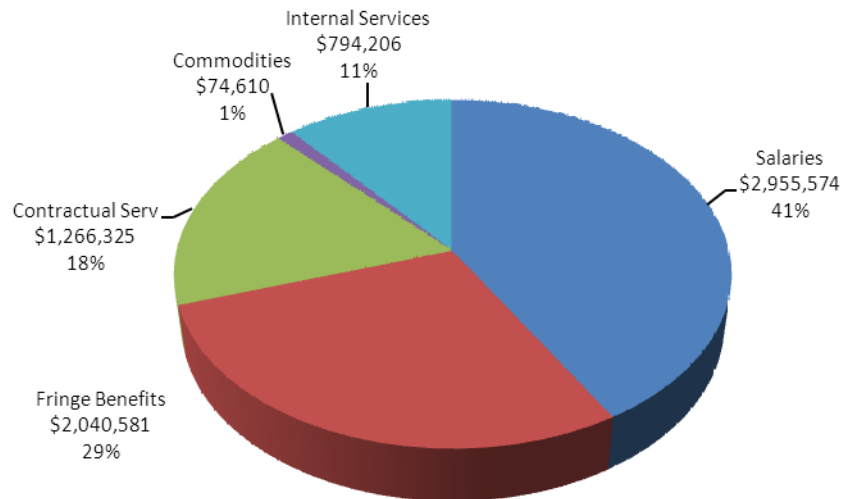
The Technical Systems and Networking program manages the County-wide network, communications, and computing infrastructure 24 hours a day including:

- Monitoring, security, configuration, and troubleshooting activities.
- Maintaining and extending a fiber optic network connecting the County and the CVTs to better coordinate data, video, and voice communications.
- Managing file, print, application, and mail servers, including security administration, operating system upgrade and maintenance, capacity planning, anti-virus scanning, and monitoring.
- 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, and workstation peripheral configuration, maintenance, delivery and problem resolution.
- Traditional telephone services, pager services, pay phones and cellular phone services, having its own Private Branch Exchange (PBX) system telephone switch allowing for reduced costs for operations, including toll charges.

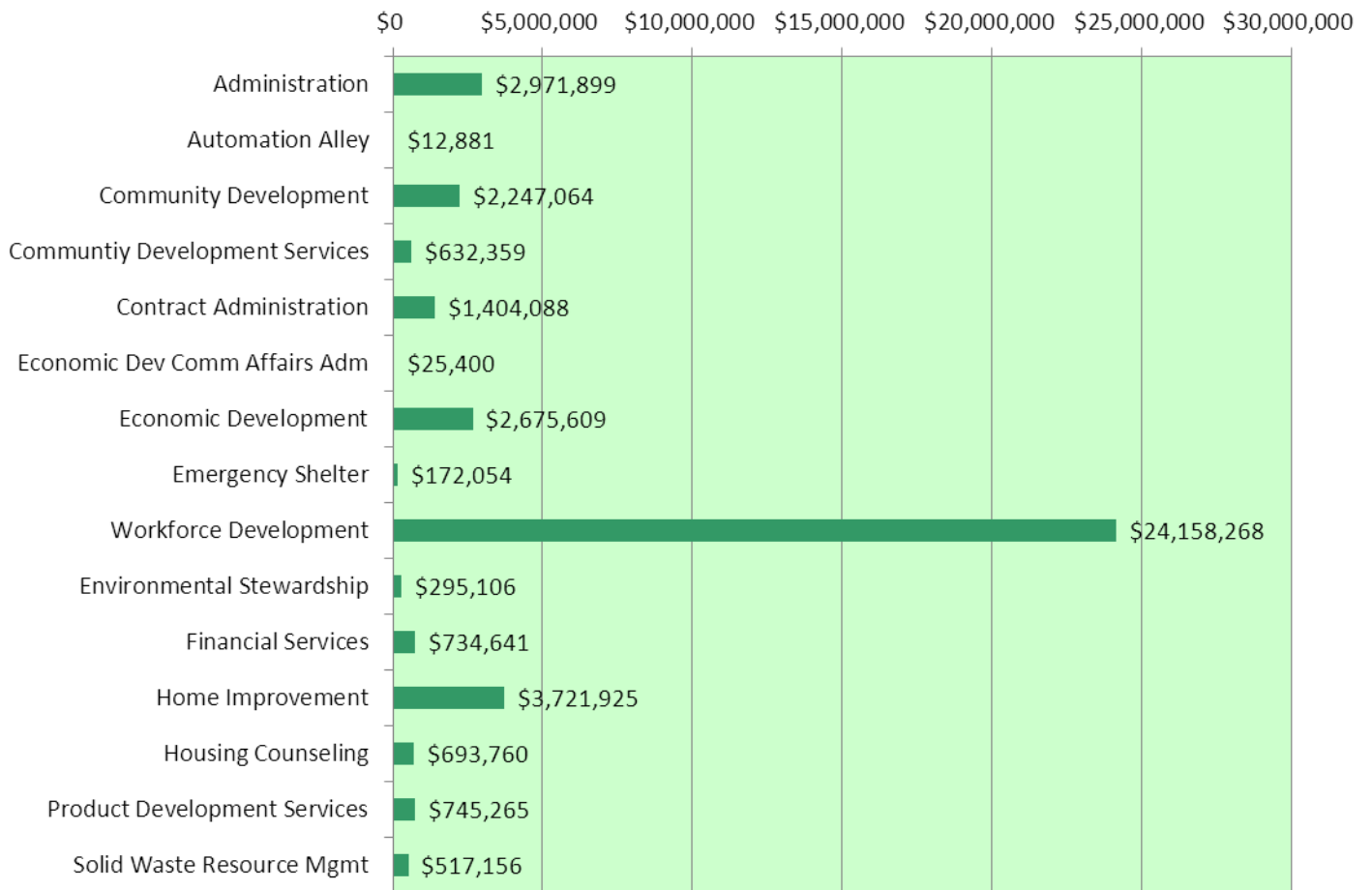
## Budget Distribution by Division (GF/GP)



## Budget Distribution by Expenditures (GF/GP)



**Budget Distribution by Program (All Funds)**





## Economic Development and Community Affairs

### 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 within the County through management and administration of the planning and growth coordination of businesses, communities and land conservation.

Department Expenditures by Division (GF/GP)	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Economic Dev Comm Affairs Adm	1,541,069	1,992,207	1,591,295	1,588,935	1,589,144
Planning and Economic Develop	5,128,777	5,728,380	5,406,027	5,518,747	5,532,809
Community and Home Improvement	411,197	88,238	108,354	0	0
Workforce Development	0	25,620	25,620	25,620	25,620
<b>Total Expenditures</b>	<b>\$7,081,042</b>	<b>\$7,834,445</b>	<b>\$7,131,296</b>	<b>\$7,133,302</b>	<b>\$7,147,573</b>

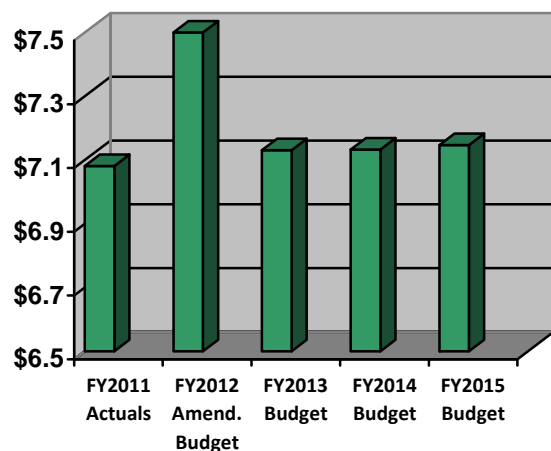
### Current Issues

Oakland County, like the entire State of Michigan, has been hit by a sluggish economy and the downsizing of many of our corporate citizens. The Emerging Sectors Program in Planning & Economic Development (PEDS) is looking to expand the County's economic base by diversifying our economy with ten fast growing sectors; assisting existing firms with new applications for their technology and identify collaborations for their products worldwide; and facilitating relationships between business and our educational institutions. Our traditional economic development programs will continue to support job retention and creation in Oakland County. The Community and Home Improvement Program, Workforce Development, and Solid Waste Resource Management Program work hand in hand with PEDS in providing support services to residents, our workforce, and our local communities. With the support of the Marketing and Communications unit as well as Automation Alley, this collaboration of divisions strengthens the economy and the individual communities of Oakland County.

### 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**

The Charges for Services decreased in the FY 2013 revenue budget is based on expected reimbursement of (\$34,344) from communities participating in the North Oakland Household Hazardous Waste recycling program (NO HAZ), administered by the County; Sale of Publications (\$10,000) due to small business manuals that are no longer offered for sale in the One Stop Shop. Registration Fees increased \$3,600 due to increase of registration costs. Contribution revenue decreased (\$108,600) due to one-time ITC donation for GLRI grant. NO HAZ Program reimbursement is expected to increase additionally by \$11,915 in FY 2014 and \$13,002 in FY 2015 based on expected program activity.

#### **Expenditures**

Salaries increased in FY 2013 \$14,336 reflects salary adjustments and provision for a one-time \$500 lump-sum payment to FTE employees. The net Fringe Benefit decrease in FY 2013 (16,899) reflects primarily a 10% reduction in healthcare rates subsequent to adoption of the FY 2012 Budget and provision for the one-time payment to FTE employees. Contractual Services decrease due to the following: Professional Services (\$296,226) and Advertising (\$21,000) for one-time carry-forward appropriation in FY 2012, Professional Services for the NO HAZ Program decreased (\$17,847) due to reduced community participation, prior year FY 2011-2013 budget task Professional Services (\$35,000) for the Main Street Program and reduced Professional Services (\$20,000) for the Economic Growth Alliance, Contracted Services decreased (\$100,000) due to one-time ITC donation for GLRI grant, reduction in Rent (\$12,750) and Workshops and Meetings (\$16,990) to reflect actual costs. Internal Services decrease (\$121,778) based on analysis of Internal Service funds rates and costs.



## Economic Development and Community Affairs - Administration

### Division Summary

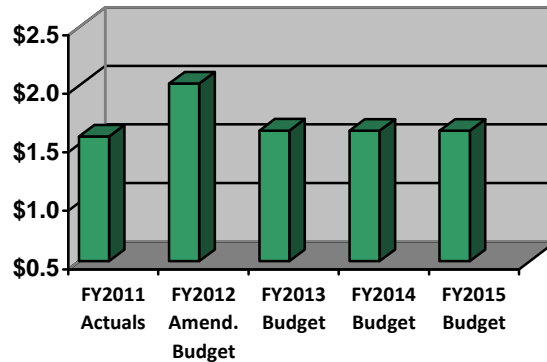
The Administration of the Department of Economic Development & Community Affairs oversees the operation and direction of Planning & Economic Development Services, Waste Resource Management, Marketing & Communications, Community & Home Improvement, and Workforce Development. In addition the division partners with Automation Alley in the delivery of export assistance and support for technology based firms. The mission of this department is two-fold: to support the community capacity building of all 61 cities, villages, and townships for economic growth in Oakland County; and to provide support programs and services to our business community.

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	633,146	716,788	716,307	713,472	713,472
Fringe Benefits	366,112	461,679	471,427	469,762	469,762
Contractual Services	390,537	465,382	336,022	336,022	336,022
Commodities	4,229	2,200	2,200	2,200	2,200
Internal Services	147,045	346,158	65,339	67,479	67,688
<b>Total GF/GP Expenditures</b>	<b>\$1,541,069</b>	<b>\$1,992,207</b>	<b>\$1,591,295</b>	<b>\$1,588,935</b>	<b>\$1,589,144</b>
<b>Other Funds</b>					
Art Culture Film Grant	25,400	25,400	25,400	25,400	25,400
<b>Total Other Funds</b>	<b>\$25,400</b>	<b>\$25,400</b>	<b>\$25,400</b>	<b>\$25,400</b>	<b>\$25,400</b>
<b>Total Expenditures</b>	<b>\$1,566,469</b>	<b>\$2,017,607</b>	<b>\$1,616,695</b>	<b>\$1,614,335</b>	<b>\$1,614,544</b>

### Division Goals

- Provide long-range strategic planning.
- Publicize department programs and services to residents and businesses through marketing initiatives.
- Provide support to Automation Alley.
- Budget oversight.
- Support to local community, economic development, and workforce initiatives that arise.

### Division Expenditures (\$ in Millions)







## Economic Dev. and Comm. Affairs - Administration Programs

Division Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	395,489	775,256	525,857	521,942	521,999
Automation Alley	13,432	12,792	12,881	12,926	12,926
Economic Dev Comm Affairs Adm	25,400	25,400	25,400	25,400	25,400
Economic Development	1,131,488	1,204,159	1,052,557	1,054,067	1,054,219
Solid Waste Resource Mgmt	660	0	0	0	0
<b>Total Expenditures</b>	<b>\$1,566,469</b>	<b>\$2,017,607</b>	<b>\$1,616,695</b>	<b>\$1,614,335</b>	<b>\$1,614,544</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	2	2	2
Economic Development	10	10	10
<b>Total Personnel</b>	<b>12</b>	<b>12</b>	<b>12</b>

### Administration Programs

- Administration** - 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. In addition the division partners with Automation Alley in the delivery of export assistance and support for technology based firms. The mission of this department is two-fold: to support the community capacity building of all 61 cities, villages, and townships for economic growth in Oakland County; and to provide support programs and services to our business community.

The Automation Alley program consists of an alliance between the 10 county region of SE Michigan, Oakland County and the private sector to build a high-performing, high-tech workforce. Cooperation between more than 500 companies aligned in industry and purpose helps improve operational effectiveness. Joint staffing efforts between companies help attract and retain a highly skilled, high-tech workforce. Concentrations of technology companies also increase the demand for and development of a deep, specialized supplier base. Automation Alley is a catalyst to build and sustain strategic relationships with government, universities that offer access to economic programs, and technology pools. It facilitates performance comparisons among cluster companies making it easier to measure performance and costs. The opportunities for innovation are more visible within a cluster, and its companies are able to innovate with more agility and have a better window on the market with respect to customer needs and business trends. Automation Alley also offers new companies, especially those that supply technology-focused businesses, a lower risk environment in which to grow.

- Marketing & Communication** - 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.



## Planning and Economic Development Services

### Division Summary

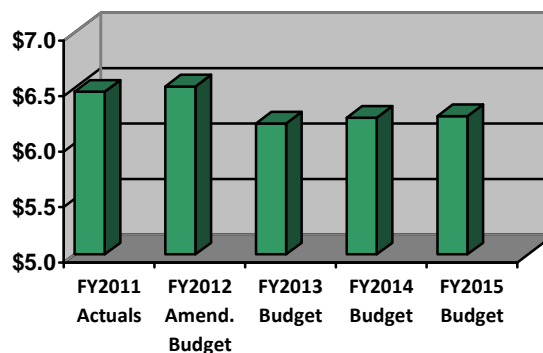
Oakland County Planning & Economic Development Services is committed to promoting economic vitality, supporting distinct communities and conserving environmental resources through knowledge, cooperative initiatives and consultation services.

Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<b>General Fund / General Purpose</b>					
Salaries	2,147,078	2,148,775	2,163,277	2,209,161	2,209,161
Fringe Benefits	1,296,481	1,477,535	1,511,170	1,550,224	1,550,224
Contractual Services	728,973	1,313,766	930,303	941,524	953,722
Commodities	59,602	73,530	72,410	72,540	72,826
Internal Services	796,644	714,774	728,867	745,298	746,876
Transfers Out	100,000	0	0	0	0
<b>Total GF/GP Expenditures</b>	<b>\$5,128,777</b>	<b>\$5,728,380</b>	<b>\$5,406,027</b>	<b>\$5,518,747</b>	<b>\$5,532,809</b>
<b>Other Funds</b>					
Brownfield Consort Assmt FY10	391,815	0	0	0	0
BFC Personnel	390,132	550,980	550,980	550,980	550,980
Economic Development Corp	162,008	48,500	48,500	48,500	48,500
Econ Dev Special Projects	190,000	0	0	0	0
Emergency Shelter Grants	3,940	0	0	0	0
Homelessness Prevention	31,508	0	0	0	0
Waste Resource Management	60,050	72,224	59,826	0	0
Workforce Development	108,448	114,084	114,085	114,085	114,085
<b>Total Other Funds</b>	<b>\$1,337,901</b>	<b>\$785,788</b>	<b>\$773,391</b>	<b>\$713,565</b>	<b>\$713,565</b>
<b>Total Expenditures</b>	<b>\$6,466,678</b>	<b>\$6,514,168</b>	<b>\$6,179,418</b>	<b>\$6,232,312</b>	<b>\$6,246,374</b>

### 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)**





## Planning and Economic Development Services - Programs

Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	1,406,249	1,959,267	1,631,839	1,629,002	1,630,332
Community Development Services	735,455	663,875	632,359	632,359	632,359
Economic Development	1,770,823	1,521,295	1,623,052	1,623,052	1,623,052
Emergency Shelter	3,940	0	0	0	0
Environmental Stewardship	660,073	271,365	295,106	295,106	295,106
Financial Services	680,332	734,794	734,641	734,641	734,641
Product Development Services	724,028	774,543	745,265	745,265	745,265
Solid Waste Resource Mgmt	485,778	589,029	517,156	572,887	585,619
<b>Total Expenditures</b>	<b>\$6,466,678</b>	<b>\$6,514,168</b>	<b>\$6,179,418</b>	<b>\$6,232,312</b>	<b>\$6,246,374</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	2	2	2
Community Development Services	6	6	6
Economic Development	15	15	15
Environmental Stewardship	3	3	3
Financial Services	8	8	8
Product Development Services	8	8	8
Solid Waste Resource Mgmt	4	4	4
<b>Total Personnel</b>	<b>46</b>	<b>46</b>	<b>46</b>

### 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 Oakland County Business Roundtable, Emerging Sectors, Main Street Oakland County, and Environmental Stewardship activities.

#### **Objectives**

- Oversee numeric goals for business retention, small business counseling, attraction and business loan targets.
- Support to staff in achieving all program goals and events in the most efficient manner.
- Repositioning of products and services in the One Stop Shop.
- Strengthen and build relationships with state and local partners, including Chambers of Commerce, financial institutions, and other private businesses.

#### **Performance Measures - Events/Publications**

Annual Economic Outlook Forecast & Luncheon  
 Annual Heritage Planning & Development Conference  
 Annual Medical Main Street Conference "Innovention"  
 New/revised marketing materials in conjunction with Marketing & Communications unit.



## Planning and Economic Development Services - Programs

### 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.
- 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 (Clawson, Farmington, Ferndale, Franklin, Highland, Holly, Lake Orion, Ortonville, Oxford, Pontiac, Rochester and Walled Lake), and the mentoring of communities of Clarkston, Leonard, South Lyon, and Waterford.
- 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.
- Complete community sustainability plans for the Rochester/Rochester Hills, Auburn Hills area, and the Woodward Five communities.
- 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 recommendation).
- 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.

	FY2008	FY2009	FY2010	FY2011
Performance Measures	Actual	Actual	Actual	Actual
Master Plans Reviewed	16	3	3	9
Total Zoning Cases	27	14	21	24
Local Main Street Program Statistics:				
DDA/TIF Investment	\$12.3 Million	\$6.9 Million	\$7.1 Million	\$7.3 Million
Additional Public Investment	\$3.5 Million	\$2.7 Million	\$1.0 Million	\$3.6 Million
Private Investment Leveraged	\$51.6 Million	\$9.3 Million	\$14.1 Million	\$8.1 Million
New Jobs Created	593	372	1,084	551
Volunteer Hours	18,000	27,000	23,000	25,000
New Businesses	29	34	144	177
New or Renovated Space	166,286 sq ft	105,440 sq ft	72,156 sq ft	93,919 sq ft
Sponsorships Received	\$772,263	\$77,150	\$495,350	\$554,022



## Planning and Economic Development Services - Programs

### 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 throughout the world.

#### Objectives

- Aggressively pursue business in 10 Emerging Sectors via comprehensive business recruitment campaign.
- Continue development of Medical Main Street program and the Innovention Annual Conference.
- Provide individualized and group small business consulting services via expanded Business Center offerings.
- Increase the number of proactive business retention and customer sales calls of business in targeted industries and firm sizes.
- Conduct business attraction in cooperation with Automation Alley, the Detroit Regional Economic Partnership, Michigan Economic Development Corporation, utilities and other entities as well as on our own.
- Support Automation Alley Technology Center and Business Roundtable programs with staff time.
- Maintain, update and add marketing materials/information sets that help to promote Oakland County.
- Participate with Main Street and other communities in Business Assistance Team small business counseling.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
Successful Investments	60	50	65	59
Jobs Retained and Created	11,581	6,405	11,054	4,492
Retention Calls	517	562	435	414
Successful Investments Value	\$3.62 million	\$969 million	\$424 million	\$291 million
Local Property Taxes Generated	\$6.9 million	\$24.6 million	\$12.6 million	\$7.4 million
Small Businesses Assisted		595	734	770
Small Businesses Counseled	1,822	296	330	303
Small Business Workshop Attendees	783	1,071	1,126	958
Jobs Retained & Created		204	105	173
Capital Formation	N/A	\$3.29 million	\$6.92 million	\$8.53 million

### 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 the County's 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	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
Cumulative miles of trails completed	96	103	108	113
Acres protected with conservation easements	1,321	1,381	1,441	1,502
Local Grants dollars received with staff support (MI Natural Resource Trust Fund only)	\$1,452,500	\$2,678,000	\$2,811,800	\$4,149,400
Program cash sponsorship received	\$9,150	\$3,500	\$7,500	\$3,500
Members participating in the Trail, Water & Lands Alliance	280	280	340	360

### Financial Services - Programs

- **Financial Services** - The Financial Services program strives to enhance economic activity by providing Oakland County companies fixed asset financing at favorable rates through the U.S. Small Business Administration 504 Loan Programs and tax-exempt industrial development bonds.

#### Objectives

- Increase the number of businesses obtaining loans and bonds through the two programs.
- Reduce the time required to approve loans by having the Business Finance Corporation obtain and maintain their ability to submit packages to the SBA under the Abridged Submission Method.
- Launch new marketing campaign with radio, billboard and print advertisements.
- Streamline approval and closing process.
- Continue to assist with Microloan through the Economic Development Corporation.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
BFC Loans	24	15	17	24
BFC Loans in Oakland County	18	12	15	16
Capital Investment	\$21,764,000	\$18,596,500	\$32,872,500	\$24,321,600
EDC Loans	4	1	4	2
Capital Investment	\$62,990,000	\$4,200,000	\$83,225,000	\$5,350,000
Jobs Created	157	91	764	247
Jobs Retained	961	391	1,387	672

- **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	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
One-Stop Shop Customers	1,595	1,493	1,323	1,098
Map Sales (in dollars)	\$62,237	\$48,925	\$64,696	\$67,791

New Products

- Custom map creation for One-Stop Shop customers
- Provide ownership information for specialized areas of interest
- Community Profiles on the Web
- 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 to Oakland Schools with promoting and administration of the Oakland County portion of Michigan Green Schools program.





## Planning and Economic Development Services - Programs

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual
NO HAZ communities	11	11	8	8
Population served	356,910	290,896	154,763	168,522
Collections held	3	4	4	4
Participating households	6,616	6,113	3,896	2,547
Pounds of material collected	635,933	766,328	521,350	390,920

\* FY 2008 YTD includes 3 collections. Two additional collections are planned.

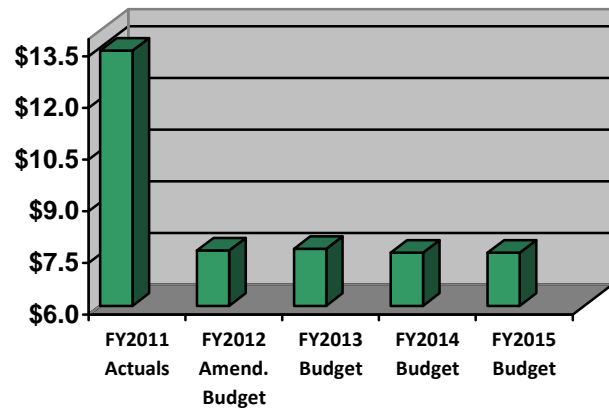
### Division Summary

The Community & Home Improvement Division administers six 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 purchase affordable housing.
- Provide down payment assistance to help low income first time homebuyers purchase a home.
- Provide comprehensive housing counseling to help residents resolve housing related problems.
- Fund emergency shelters to provide shelter and public services to the homeless.

**Division Expenditures (\$ in millions)**



Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	50,560	58,655	58,970	0	0
Fringe Benefits	22,372	29,583	49,384	0	0
Contractual Services	60	0	0	0	0
Transfers Out	338,205	0	0	0	0
<b>Total GF/GP Expenditures</b>	<b>\$411,197</b>	<b>\$88,238</b>	<b>\$108,354</b>	<b>\$0</b>	<b>\$0</b>
<u>Other Funds</u>					
Community Develop Block Grants	3,867,345	4,548,929	4,548,929	4,548,929	4,548,929
Emergency Shelter Grants	148,165	172,054	172,054	172,054	172,054
Homelessness Prevention	738,946	0	0	0	0
Home Investment Partner Grants	2,753,029	2,381,172	2,381,172	2,381,172	2,381,172
Housing Counseling Grants	63,517	34,479	55,976	55,976	55,976
MSHDA Counseling	23,650	84,000	84,000	84,000	84,000
Neighborhood Stabilization	5,409,591	298,521	298,521	298,521	298,521
<b>Total Other Funds</b>	<b>\$13,004,242</b>	<b>\$7,519,155</b>	<b>\$7,540,652</b>	<b>\$7,540,652</b>	<b>\$7,540,652</b>
<b>Total Expenditures</b>	<b>\$13,415,439</b>	<b>\$7,607,393</b>	<b>\$7,649,006</b>	<b>\$7,540,652</b>	<b>\$7,540,652</b>



## Community and Home Improvement - Programs

Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	478,429	814,203	814,203	814,203	814,203
Community Development	1,934,795	2,232,064	2,247,064	2,247,064	2,247,064
Community Development Services	3,998,813	0	0	0	0
Emergency Shelter	148,165	172,054	172,054	172,054	172,054
Home Improvement	5,434,969	3,721,925	3,721,925	3,721,925	3,721,925
Housing Counseling	1,082,062	667,147	693,760	585,406	585,406
Non Departmental	338,205	0	0	0	0
<b>Total Expenditures</b>	<b>\$13,415,439</b>	<b>\$7,607,393</b>	<b>\$7,649,006</b>	<b>\$7,540,652</b>	<b>\$7,540,652</b>

Personnel by Program	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Administration	8	8	8
Home Improvement	10	10	10
Housing Counseling	5	4	4
<b>Total Personnel</b>	<b>23</b>	<b>22</b>	<b>22</b>

### 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 fifty-three 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 fifty-three 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	FY2009 Actual	FY2010 Actual	FY2011 Actual
Number of low income persons eligible for assistance in the 53 communities	208,488	208,868	208,868
Percent of expenditures benefiting low income persons (HUD requirement of 70%)	99%	99%	99%

- **Emergency Shelter** - 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.

### Objective

- 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.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual
Homeless population in Oakland County	2,878	2,918	2,955
Number of emergency shelters	13	13	13
Number of emergency shelters receiving assistance	6	6	6
Number of homeless receiving shelter and service	1,658	1,055	1,158

- 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 53 county communities.
- Construct new or rehabilitate existing single family houses affordable to low and moderate income home buyers.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual
Substandard houses needing improvement	27,000	27,000	28,000
Applications received for home improvement assistance	448	412	424
Applications approved for home improvement assistance	221	200	164
Single family homes rehabilitated	237	174	195
Homes built and/or rehabilitated by CHDOs and purchased by low income homebuyers	8	10	4
Down Payment Assistance for first time homebuyers	9	10	4

- 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 home buyers, pre-occupancy, rental delinquency and mortgage 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 and pre-foreclosure assistance.

### Objectives

- Provide comprehensive housing counseling services to assist persons with various housing related issues.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual
Number of clients counseled including: home-owners, mortgagors, homebuyers, renters, potential renters, homeless, landlords, etc.	3,120	3,350	2,879

## Division Summary

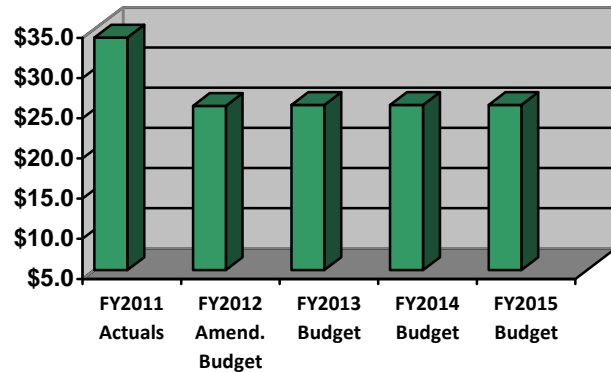
Under the joint direction of the Oakland County Workforce Development Board and the County Executive, the Workforce Development Division administers numerous programs that serve the County's job seekers and employers. These programs include the Workforce Investment Act, the Welfare-to-Work initiative, and the Employment Service, and the Trade Adjustment Assistance Extension Act.

## Division Goals

- Find long-term employment or re-employment for the youth, adults, and dislocated workers who are enrolled in its programs;
- Qualify these clients for – and place them in -- the jobs Oakland County's employers create; and
- Achieve or exceed seventeen performance indicators that are identified for various programs under the Workforce Investment Act (WIA).

## Division Expenditures

(\$ in Millions)



Division Expenditures by Category	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
<u>General Fund / General Purpose</u>					
Salaries	0	17,020	17,020	17,020	17,020
Fringe Benefits	0	8,600	8,600	8,600	8,600
<b>Total GF/GP Expenditures</b>	<b>\$0</b>	<b>\$25,620</b>	<b>\$25,620</b>	<b>\$25,620</b>	<b>\$25,620</b>
<u>Other Funds</u>					
Workforce Development	33,916,190	25,414,924	25,536,736	25,541,736	25,541,736
<b>Total Other Funds</b>	<b>\$33,916,190</b>	<b>\$25,414,924</b>	<b>\$25,536,736</b>	<b>\$25,541,736</b>	<b>\$25,541,736</b>
<b>Total Expenditures</b>	<b>\$33,916,190</b>	<b>\$25,440,544</b>	<b>\$25,562,356</b>	<b>\$25,567,356</b>	<b>\$25,567,356</b>

Expenditures by Program	FY 2011 Actual	FY 2012 Amend. Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Contract Administration	1,095,945	1,347,953	1,404,088	1,406,095	1,406,285
Workforce Development	32,820,245	24,092,591	24,158,268	24,161,261	24,161,071
<b>Total Expenditure</b>	<b>\$33,916,190</b>	<b>\$25,440,544</b>	<b>\$25,562,356</b>	<b>\$25,567,356</b>	<b>\$25,567,356</b>

### Workforce Development Programs

- The Contract Administration program oversees all of the Workforce Development services. Program responsibilities include: 1) writing plans and proposals for numerous grants that are awarded by the Workforce Development Agency, State of Michigan; 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

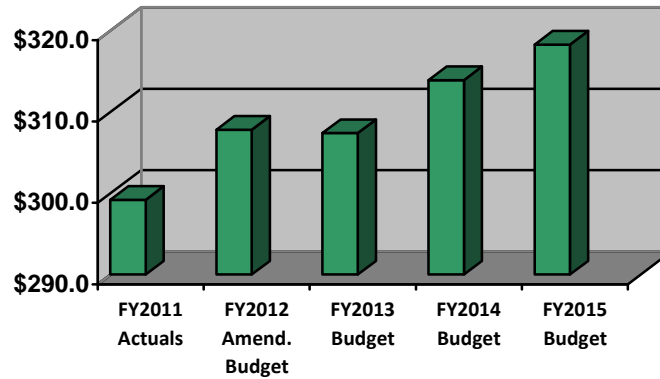
- Ensure that program operators comply with all contract requirements.
- Employment Training - The Employment Training program provides a variety of workforce development services to assist job seekers in locating and qualifying for employment and to help employers find and retain qualified workers. 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) Michigan Talent/Job Bank Registration, through which job seekers and employers can post their resumes and job orders on an Internet-based labor exchange system; and 6) Employee Recruitment, Screening, Assessment, 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.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual
<b><u>Adult Program</u></b>				
Participants	95,412	88,116	61,993	52,642
% Who Entered Employment	91.8%	94.8%	96.2%	96%
% Employed after Six Months	88.3%	88.2%	96.9%	97.4%
Average Earnings in Six Months	\$14,465	\$17,305	\$20,328	\$20,551
<b><u>Youth Program</u></b>				
Youth Participants, Ages 19-21	506	284	308	187
% Who Entered Employment	89.5%	86.4%	89.1%	100.0%
% Employed after Six Months	100%	100%	87.5%	100.0%
Average Earnings Increase after Six Months	\$3,473	\$3,566	\$3,681	\$5,039
Youth Participants, Ages 14-18	1088	287	325	529
% Who Attained a Skill	98.9%	97.4%	95.1%	99.6%
% Who Attained a Diploma	94.2%	81.1%	89.7%	97.8%
<b><u>Dislocated Worker Program</u></b>				
Participants	507	804	672	570
% Who Entered Employment	97.1%	95.7%	98.7%	99.4%
% Employed after Six Months	95.3%	96.7%	98.3%	99%
Average Earnings in Six Months	\$16,445	\$16,448	\$22,100	\$24,132

Department Revenues (\$ in millions)

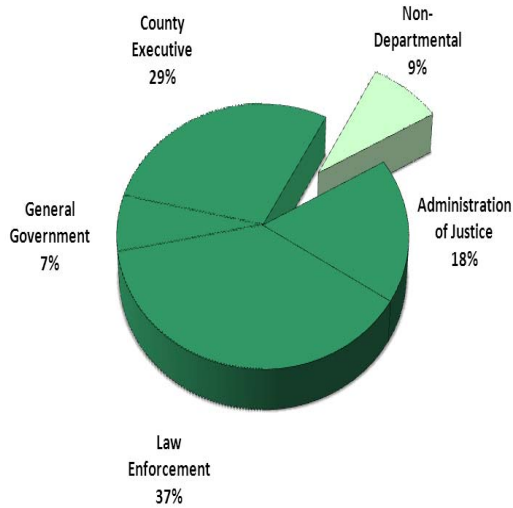


General Fund / General Purpose Revenues	FY 2011 Actual	FY 2012 Amended	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Property taxes	209,115,514	198,253,187	196,432,241	196,432,241	198,474,597
State Grants	13,013,585	15,161,398	14,569,533	14,569,130	14,568,724
Other Intergovern. Revenues	10,893,230	10,560,694	10,403,495	10,392,095	20,596,571
Charges for Services	2,122,027	887,000	892,000	892,000	892,000
Indirect Cost Recovery	8,770,800	8,700,000	7,900,000	7,900,000	7,900,000
Contributions	0	0	0	0	0
Investment Income	3,494,511	3,200,000	2,800,000	2,800,000	2,800,000
Planned Use of Fund Balance	0	20,746,319	37,621,540	44,826,888	52,390,980
Other Revenues	53,338	417,500	417,500	417,500	417,500
Transfers In	51,750,408	49,875,476	36,333,070	35,751,111	20,289,783
<b>Total GF/GP Revenue</b>	<b>\$299,213,413</b>	<b>\$307,801,574</b>	<b>\$307,369,379</b>	<b>\$313,980,965</b>	<b>\$318,330,155</b>

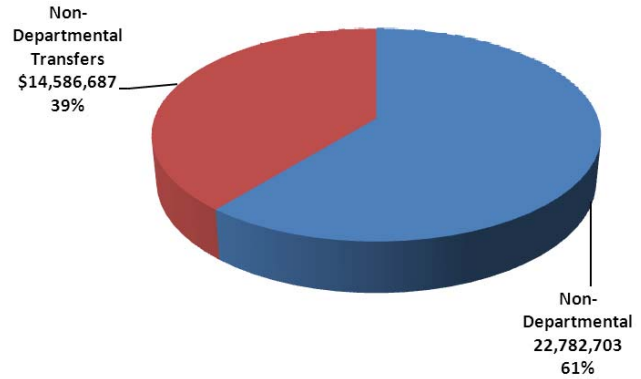


# Budget at a Glance: Non-Departmental General Fund/General Purpose Expenditures

**Total County 2013 Adopted Budget**

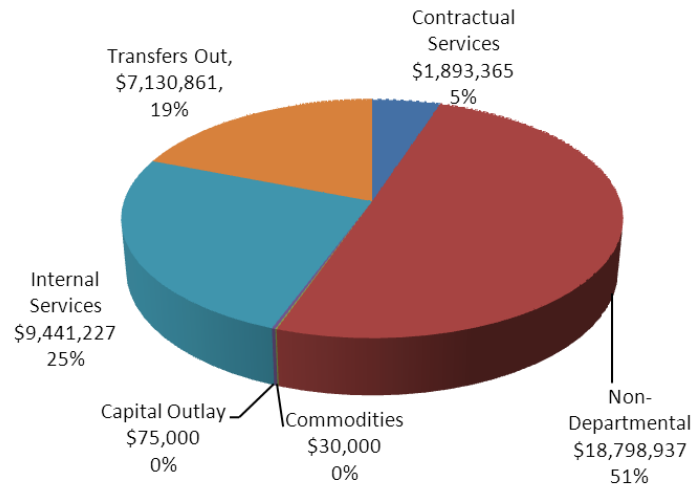


**Non-Departmental 2013 Adopted Budget**

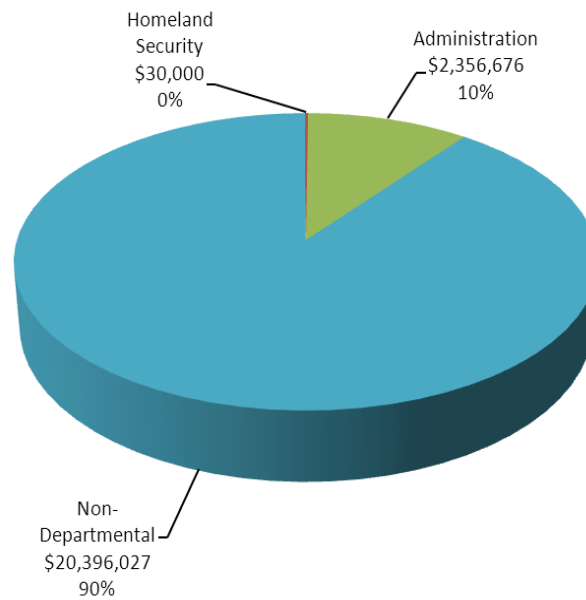


General Fund / General Purpose Expenditures	FY 2011 Actual	FY 2012 Amended	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Non-Departmental	22,042,145	25,995,087	22,782,703	25,920,365	25,946,992
Non-Departmental Transfers	0	5,331,432	14,586,687	18,769,248	23,130,539
<b>Total Expenditures</b>	<b>22,042,145</b>	<b>31,326,519</b>	<b>37,369,390</b>	<b>44,689,613</b>	<b>49,077,531</b>

**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.

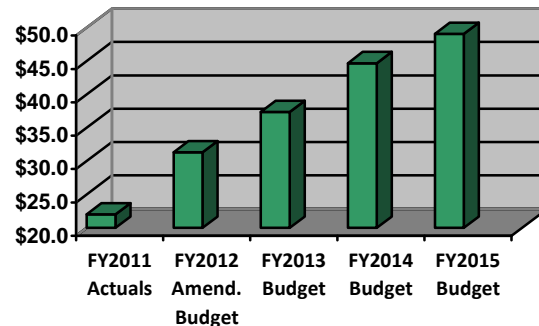
General Fund / General Purpose Expenditures	FY 2011 Actual	FY 2012 Amended	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Contractual Services	535,561	1,701,591	1,893,365	1,847,705	1,847,705
Non-Departmental	13,288,725	16,374,491	18,798,937	24,511,264	28,872,555
Commodities	0	30,000	30,000	30,000	30,000
Capital Outlay	0	60,179	75,000	75,000	75,000
Internal Services	2,804,282	6,089,871	9,441,227	9,594,783	9,621,410
Transfers Out	5,514,577	7,070,387	7,130,861	8,630,861	8,630,861
<b>Total Expenditures</b>	<b>22,042,145</b>	<b>31,326,519</b>	<b>37,369,390</b>	<b>44,689,613</b>	<b>49,077,531</b>

## General County Operations

- **INSURANCE AND SURETY BONDS:** Appropriation to cover cost for Employee Bonding and Employee Blanket policies.
- **LOGOS, TRADEMARKS INTELLECTUAL PROPERTY:** Payments related to Intellectual Properties for copyrights, trademarks, and logos.
- **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.
- **COMMUNITY MENTAL HEALTH AUTHORITY:** Annual payment to the Oakland County Community Mental Health Authority, as required by the Mental Health Code.
- **INTEREST EXPENSE:** Anticipated cost to borrow funds due to cash flow.
- **MICHIGAN ASSOCIATION OF COUNTIES (MAC):** Annual membership dues.
- **NATIONAL ASSOCIATION OF COUNTIES (NACO):** Annual membership dues.

## 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. The program began in 1977, pursuant to Miscellaneous Resolution #7791. Funding for this transfer comes from interest earned in the Delinquent Tax Revolving Fund. No funding is recommended for FY 2013, FY 2014, and FY 2015. A designation was established in the General Fund.
- **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.)

- **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 under the line item "Building Space Cost Allocation". Costs for maintenance of common space, temporarily vacant space, service center grounds, as well as work as needed in the ensuing year for maintenance are budgeted as Non-Departmental appropriations.
- **INSURANCE FUND:** Funding for liability insurance and property insurance not chargeable to a specific department or fund.

### 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 reflects increased support for the Board of Commissioners. Transfer of these funds will occur through a Board resolution.
- **CAPITAL OUTLAY:** This program provides for the purchase of files, furniture and other equipment, not anticipated in departmental budgets.
- **CLASSIFICATION AND RATE CHANGES:** Funds for 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 including the Children's Village, and other twenty-four (24) hour, seven (7) day a week operations where children, patients or inmates require constant attention, as well as other county departments.
- **FRINGE BENEFIT RESERVE:** Funds available for transfer to departments/divisions for anticipated increase in some fringe benefit costs. No changes are recommended for FY 2013. An increase in FY 2014 and FY 2015 fringe benefits is budgeted for an anticipated 6% increase each year for medical costs that has not been included in departmental budgets.
- **OVERTIME RESERVE:** Funds available for transfer to departments/divisions in anticipation of unusual overtime, upon approval by the Director of Management & Budget, in accordance with the Overtime Regulations.
- **SALARY ADJUSTMENT RESERVE:** Funds available for transfer to departments/divisions for an anticipated salary increase. No changes are recommended for FY 2013. An increase in FY 2014 and FY 2015 salaries is budgeted for an anticipated 1% increase each year that has not been included in departmental budgets.
- **SUMMER EMPLOYMENT RESERVE:** Governmental Funds available for transfer to departments/divisions at the start of the summer program.

**Reserved for Transfer (Cont.)**

- **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 once a fiscal quarter pursuant to a resolution adopted by the Board of Commissioners.

**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 what revenue is received by the General Purpose funds (listed above), and the 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 – CLEMIS, Fire Records Management/Information Technology/Building Fund:** Appropriations cover the annual County contribution for the operations of Court and Law Enforcement Management Information System (CLEMIS), Fire Records Management System, Information Technology, and Building Fund.

**Summary of Major Program Changes**

**FY 2013 REVENUES**

- Property Tax revenue decreased (\$1,820,946) and includes a projected (1%) decrease compared to the FY 2012 actual property tax values.
- State Grants' Child Care Subsidy decreased (\$591,865) and reflects 50% reimbursement of updated qualified costs.
- Other Intergovernmental Revenues decreased (\$157,199) in part because of the State of Michigan's declining Cigarette Tax Distribution that is based on sales (\$123,000) and a reduction in the District Court Judge Salary reimbursement (\$34,199).
- Charges for Services increased \$5,000 to reflect the full year for the license agreement revenue authorized under M.R. #12036.
- Indirect Cost Recovery decreased (\$800,000) because of a decrease in the total General Fund costs as a result of budget tasks.
- Investment Income decreased (\$400,000) due to income investment base and market rate adjustments.
- Planned Use of Fund Balance increased \$16,875,221. The FY 2012 Amended Budget of \$20.7 million, as of June 30, 2012, is the amount budgeted for the appropriation of Encumbrances, Carry Forwards and one-time Special Projects approved by miscellaneous resolutions. The FY 2013 budget assumes the anticipated use of fund balance of \$37.6 million.
- Transfers In had a net decrease of (\$13,542,406) and reflects a decrease of (\$12,350,000) from the Delinquent Tax Revolving Fund of \$23,150,000 in FY 2012 to \$10,800,000 budgeted in FY 2013; a decrease of (\$1,766,000) from Delinquent Personal Property Tax Administration Fund; and the increase of \$329,000 from the Motor Pool Fund of \$500,000 in FY 2012 to \$829,000 in FY 2013. The Revenue Sharing Reserve increased \$244,594 because of the projected CPI.

**FY 2013 EXPENDITURES**

- Contractual Services had an increase of \$191,774 primarily due to the Grant Match that is reduced throughout the year because of re-appropriations to departments for various grant acceptances per miscellaneous resolutions.
- Non-Departmental had an overall increase of \$2,424,446 related to the \$5.4 million budgeted in FY 2013 related to the adjustment for the estimated pension contribution. This offset by the reductions for Drain Assessments (\$124,349) because of one-time projects in FY 2012; and Road Commission Tri-Party (\$2,828,307) because funding for new projects comes from the Assigned Fund Balance.
- Capital Outlay increased \$14,821 to restore annual appropriations.
- Internal Services had a net increase of \$3,351,356: Information Technology Development increased \$3,152,288 to restore annual appropriations; Maintenance Department Charges increased \$469,770 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. Also, Building Space Cost Allocation decreased (\$180,564) because of rate adjustments (cost allocation rates are based on a five year average of actual costs); Insurance Fund decreased (\$90,138) because of property insurance premium adjustments.
- Transfers Out had a net increase of \$3,433,599; major changes include: Transfer Out to Building Authority debt fund of \$2,200,000 to cover annual debt service payments related to the facility infrastructure and IT bonds to be issued late in FY 2012 as noted in the budget framework document; \$1,500,000 increase for transfer to Information Technology fund for equipment replacement as noted in the budget framework document and \$210,536 to correct Transfer Out budget for Information Technology Fund; restoring annual appropriation of \$300,000 for Building Improvement Fund; and offset with reduction of Transfer Out to the Child Care Fund of (\$769,017).

**FY 2014 REVENUES**

- Property Tax revenue did not change because FY 2014 property tax values are projected to remain the same as FY 2013 property tax values.
- Other Intergovernmental Revenues decreased (\$11,400) because of the reduction in District Court Judge Salary reimbursement.
- Planned Use of Fund Balance increased \$7,205,348 and reflects the planned use of fund balance.
- Transfers In had a net decrease (\$581,959) because of the transfer in from Motor Pool Fund not continued in FY 2014 (\$829,000) and the Revenue Sharing Reserve increased \$247,041 because of the projected CPI.

**FY 2014 EXPENDITURES**

- Contractual Services decreased (\$45,660) because of an adjustment to the Contingency line item (\$48,366) offset by an anticipated cost increase in Insurance and Surety Bonds of \$2,706.
- Non-Departmental increased \$5,712,327 primarily due to an anticipated 1% salary for General Fund departments of \$1,535,444, a \$735,478 increase for fringe benefit adjustments related to the salary increase, a \$1,950,617 for a 6% increase of medical costs, and \$1,500,000 of Interest Expense cost for the borrowing of money needed to meet cash flow requirements.
- Internal Services increased \$153,556: Building Space Cost Allocation increased \$126,420 because of annual rate adjustments for building maintenance; Insurance Fund increased \$8,536 because of property insurance premiums not chargeable to a specific department, and Information Technology Development increased \$18,600 because of anticipated department requests.
- Transfers Out increased \$1,500,000 due to the increase of transfer to the Information Technology Fund of \$1,500,000 for equipment replacement as noted in the budget framework document.

### **FY 2015 REVENUES**

- Property Tax revenue increased \$2,042,356 and includes a projected (1%) over FY 2014.
- Other Intergovernmental Revenues increased \$10,204,476 because of the restoration of Revenue Sharing in FY 2015.
- Planned Use of Fund Balance increased \$7,564,092 and reflects the planned use of fund balance.
- Transfers In decreased (\$15,461,328) due to the final transfer from the Revenue Sharing Reserve.

### **FY 2015 EXPENDITURES**

- Non-Departmental increased \$4,361,291: Salary Adjustment Reserve increased \$1,550,803 to reflect an anticipated 1% increase in Salaries for General Fund departments; Fringe Benefit Reserve increased \$2,810,488 to reflect an additional \$742,834 for fringe benefits associated with the salary increase and \$2,067,654 anticipated for an additional 6% increase in medical costs.
- Internal Services increased \$26,627: Building Space Cost Allocation increased \$12,718 because of inflationary increases for building maintenance; and Insurance Fund increased \$13,909 because of anticipated increased costs for property insurance premiums.





# CAPITAL IMPROVEMENT PROGRAMS

FY2013-FY2015 Triennial Budget & Appropriations Act  
AS ADOPTED & AMENDED ON SEPTEMBER 20, 2012

The County's capital improvement/capital budget plans reflect the significant reduction in the number of overall capital projects given the decline of available funding resources for capital spending. Presently, Oakland County is experiencing economic pressures rarely seen before, as are most other governmental units. To that end, the project prioritization addresses asset maintenance and preservation of assets in support of direct services to the public. It should be noted that due to continuing budget pressures, implementation of the proposed projects/asset acquisitions may be delayed.

### **2013-2022 Capital Improvement Plan**

The Capital Improvement Program (CIP) is a comprehensive, ten-year plan of capital projects that support the County's departments and elected officials in their efforts to effectively and efficiently provide services to their constituents. This is done by ensuring that the departments and officials have adequate space, well maintained surroundings, and a professional business environment. Every spring, the CIP is updated as new projects are identified and old projects are completed or reprioritized, and is included in the County Executive's proposed budget. The 2013 – 2022 CIP is not a budgetary commitment, but rather a planning document that lists the priorities from the Administration's and Board of Commissioners' perspective. It forecasts facility needs and includes what at this point in time are cost estimates. The project descriptions and costs included herein are based only on initial project scope definitions and are subject to revision as more detailed plans are developed. Some of these may not be performed at all if alternative solutions are found or funding is unavailable. Others may be pushed back or moved up as dictated by facility needs and budget realities. Note that a Future Projects list is also included herein as an indication of likely CIP projects yet to come.

It is important to note that inclusion in the CIP does not indicate approval for a project to move forward, and no project will be brought forward to the Board of Commissioners for an appropriation without first receiving the express recommendation of the County Executive's Budget Task Force (BTF) and the identification of a funding source for both the project's capital and on-going operating components.

### **2013 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 from the Facilities Maintenance and Operations Fund.

### **Motor Pool Fund Capital Budget Plan**

The plan includes routine replacement of fund assets. Some asset replacements may be delayed if the asset is in good working condition, thereby extending the useful life of the asset.

### **Information Technology Capital Budget Plan**

The plan includes routine replacement of assets and new infrastructure based on technology needs.

### **Facilities Maintenance & Operations Fund Capital Budget Plan**

The plan includes routine replacement of fund assets that primarily relate to grounds maintenance equipment.



## Capital Improvement Program Overview

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### **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.

### **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.



## 2013-2022 Capital Improvement Program

BUILDING PROJECTS							
Item No.	Project Total	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018-FY2022 *
1 Roof Replacement Program	6,210,000	750,000	780,000	400,000	480,000	700,000	3,100,000
2 Elevator Maintenance - Phase 2	2,650,000	600,000	200,000	200,000	200,000	200,000	1,250,000
3 Electrical Upgrades to County Buildings	2,100,000					350,000	1,750,000
4 Radio Shop Renovation/Addition	1,100,000	1,100,000					
5 North Oakland Health Center Renovation - Phase 3	900,000		900,000				
6 Proximity Reader Replacement	600,000						600,000
7 Emergency Generator for Animal Control	300,000						300,000
8 Children's Village Bldg K Renovation	300,000	300,000					
9 Children's Village Counseling Centers	200,000	200,000					
10 Miscellaneous	950,000	90,000	90,000	90,000	90,000	90,000	500,000
<b>COST OF BUILDING PROJECTS</b>	<b>\$15,310,000</b>	<b>\$3,040,000</b>	<b>\$1,970,000</b>	<b>\$690,000</b>	<b>\$770,000</b>	<b>\$1,340,000</b>	<b>\$7,500,000</b>
UTILITY, ROADS AND PARKING LOT PROJECTS							
Item No.	Project Total	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018-FY2022 *
1 Parking Lot Paving Program	5,520,000	470,000	660,000	270,000	680,000	60,000	3,380,000
2 Steam Tunnel Repairs	4,100,000			3,000,000			1,100,000
3 Service Center Road Repair	1,750,000	1,000,000		750,000			
4 County Center Drive East Improvements	1,495,000						1,495,000
5 Chiller Replacement Program	1,350,000	300,000					1,050,000
6 Miscellaneous	950,000	90,000	90,000	90,000	90,000	90,000	500,000
<b>COST OF UTILITY PROJECTS</b>	<b>\$15,165,000</b>	<b>\$1,860,000</b>	<b>\$750,000</b>	<b>\$4,110,000</b>	<b>\$770,000</b>	<b>\$150,000</b>	<b>\$7,525,000</b>
<b>GRAND TOTAL</b>	<b>\$30,475,000</b>	<b>\$4,900,000</b>	<b>\$2,720,000</b>	<b>\$4,800,000</b>	<b>\$1,540,000</b>	<b>\$1,490,000</b>	<b>\$15,025,000</b>

*NOTE: All project cost estimates are projected to the year indicated in the program or to the midpoint of construction for multiyear projects*

FUNDING							
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018-FY2022 *	
<b>Building Improvement Fund</b>							
Est. Carry Forward From Building Fund From Previous Year	6,020,190	9,420,190	7,000,190	2,500,190	1,260,190	70,190	
Plus Transfer from General Fund	300,000	300,000	300,000	300,000	300,000	0	
<b>Total Available from Building Improvement Fund</b>	<b>\$6,320,190</b>	<b>\$9,720,190</b>	<b>\$7,300,190</b>	<b>\$2,800,190</b>	<b>\$1,560,190</b>	<b>\$70,190</b>	
<b>Reimbursement From Bonds / Alternative Funding Sources</b>							
Expected Bond Issuance for Infrastructure needs through 2015	8,000,000						
<b>Total Reim. from Bonds/Alternative Sources</b>	<b>\$8,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Total Available from Building Improvement Fund	6,320,190	9,720,190	7,300,190	2,800,190	1,560,190	70,190	
Total Reimbursement from Bonds/Alternate Sources	8,000,000	0	0	0	0	0	
Less Current Year Projects Funded by Building Improvement Fund	3,100,000	(2,720,000)	(4,800,000)	(1,540,000)	(1,490,000)	(15,025,000)	
Less Current Year Projects Funded by Other Sources	(8,000,000)	0	0	0	0	0	
<b>CARRY FORWARD AVAILABLE FOR NEXT YEAR</b>	<b>\$9,420,190</b>	<b>\$7,000,190</b>	<b>\$2,500,190</b>	<b>\$1,260,190</b>	<b>\$70,190</b>	<b>(\$14,954,810)</b>	

*\* Projects for FY 2018-2022 will not be recommended or executed until after a specific funding source is identified and approved by the County Executive and the Board of Commissioners*



## 2013 - 2022 Capital Improvement Program

### FUTURE PROJECTS IDENTIFIED BY DEPARTMENTAL REQUESTS FOR CONSIDERATION BEYOND FY 2022

*The projects listed below are for informational purposes only. The projects require more investigation and no funding sources have been identified. No action is planned prior to FY 2022. As previously stated, no project will go forward without first receiving the express recommendation of the County Executive followed by a full review and approval by the Board of Commissioners. No project will be recommended by the County Executive without a funding source first being identified for both the project's capital and on-going operating components.*

Future Projects	Estimated Cost
Renovations for Additional Circuit Court Judge	\$1,840,000
North Office Building Renovation	1,996,000
High Density Shelving	2,000,000
Health Center Pontiac Renovation	2,000,000
Courthouse Road Relocation	2,055,000
Mainland Drain - Phase 3	2,250,000
Youth Assistance Relocation	2,625,000
Mainland Drain - Phase 2	3,000,000
Property for Future 52-1 District Courthouse - Novi	3,000,000
Crime Lab Addition	9,817,000
Jail Intake & Holding Renovation	10,500,000
Firing Range Relocation and Expansion	13,820,000
52-2 District Courthouse - Clarkston	21,960,000
52-1 District Courthouse - Novi	21,960,000
<b>Total</b>	<b>\$98,823,000</b>



## 2013 Maintenance Projects

BUILDINGS	DESCRIPTION	COST
052/Service Center	Concrete Walk and Curb Repairs	\$70,000
052/Service Center	Asphalt Crack Seal and Maintenance Program	75,000
Various	Arc Flash - Phase 3	30,000
017/Children's Village "G" Bldg.	Chiller Replacement	75,000
Various	Continuous Duct Cleaning Program Throughout County Buildings	100,000
052/Service Center	AMAG Server Replacement	20,000
102/Central Garage	Hoist Replacement	16,000
031/Health Center	Chiller Replacement	250,000
006/008 Oakland Pointe Offices	Ongoing Replacement of Roof Top HVAC Units	40,000
Various	Emergency Evacuation Chairs	36,000
049/South Oakland Office Building	Repaint Exterior of Building	20,000
009/North Office Building	Plumbing Replacement and Asbestos Abatement	100,000
025/Courthouse	West Wing Extension - Exterior Caulk Replacement	80,000
052/Service Center	DVR Replacement Program	50,000
025/Courthouse	Miscellaneous Courtroom Renovations	85,000
025/Courthouse	Courtroom Carpet Replacement	25,000
031/Health Center	T12 - T8 Lighting Retrofit	75,000
049/South Oakland Office Bldg.	T12 - T8 Lighting Retrofit	60,000
037/Information Technology	Loading Dock Reconstruction	75,000
052/Service Center	Temporary Repairs - Steam Tunnels	36,000
058/Annex II	Basement/Foundation Restoration	60,000
013/Children's Village "B" Bldg.	Bathroom Renovations	60,000
025/Courthouse	East Wing - North Stair Replacement	60,000
008/Equalization	Carpet Replacement	25,000
044/Public Works Building	WRC- Carpet Replacement	18,000
046/North Oakland Health Center	Carpet Replacement - First Floor	40,000
033/Law Enforcement Complex	Water Heater Replacement	125,000
033/Law Enforcement Complex	Ongoing Plumbing Fixture Replacement	20,000
207/Central Heat/Steam	Underground Storage Tank Bioremediation	30,000
Various	Water Meter Replacement	90,000
102/Central Garage	Window Replacement	30,000
019/Children's Village "J" Bldg.	Replace Lighting Control Panels	250,000
006/Friend of the Court	Carpet Replacement	25,000
025/Courthouse	West Wing Extension - Carpet Replacement	50,000
020/Children's Village "K" Bldg.	Replace Landscaping	10,000
021/Children's Village School	New Concrete Walk	25,000
011/Day Care Center	Refinish/Repaint Interior Trim and Doors	30,000
<b>Total FY 2013 Maintenance (M) Projects</b>		<b>\$2,266,000</b>



## Motor Pool Fund Capital Budget Plan

		FY2013		FY2014		FY2015		FY2016		FY2017	
Vehicles	Acq Cost	Qty	Cost	Qty	Cost	Qty	Cost	Qty	Cost	Qty	Cost
Intermediate (000)	\$17,500	14	\$245,000	13	\$227,500	7	\$122,500	16	\$280,000	16	\$280,000
Patrol Tahoe (100)	\$30,909	7	\$216,363	5	\$154,545	2	\$61,818	2	\$61,818	2	\$61,818
Patrol Tahoe 2wd	\$28,300	7	\$198,100	2	\$56,600	2	\$56,600	2	\$56,600	2	\$56,600
Patrol Impala (300)	\$20,400	33	\$673,200	33	\$673,200	33	\$673,200	33	\$673,200	33	\$673,200
Full Size (400)	\$28,000	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Suburban/Tahoe/Yukon (500)	\$31,000	2	\$62,000	1	\$31,000	0	\$0	1	\$31,000	1	\$31,000
Pick Ups (600)	\$20,500	12	\$246,000	11	\$225,500	17	\$348,500	8	\$164,000	8	\$164,000
Vans/SUV (700)	\$23,100	10	\$231,000	8	\$184,800	10	\$231,000	3	\$69,300	3	\$69,300
Used Vehicles	\$16,500	18	\$297,000	3	\$49,500	5	\$82,500	5	\$82,500	5	\$82,500
<b>Vehicle Total</b>		<b>103</b>	<b>\$2,168,663</b>	<b>76</b>	<b>\$1,602,645</b>	<b>76</b>	<b>\$1,576,118</b>	<b>70</b>	<b>\$1,418,418</b>	<b>70</b>	<b>\$1,418,418</b>
<b>Vehicle Add-Ons/Equipment</b>											
Utility Bodies	\$4,500	8	\$36,000	11	\$49,500	7	\$31,500	6	\$27,000	1	\$4,500
One Ton Dump Body	\$15,000	1	\$15,000								
Metal Brake	\$3,500	1	\$3,500								
Chrysler Scan Tool	\$6,000	1	\$6,000								
<b>Vehicle Add-Ons/Equipment</b>		<b>11</b>	<b>\$60,500</b>	<b>11</b>	<b>\$49,500</b>	<b>7</b>	<b>\$31,500</b>	<b>6</b>	<b>\$27,000</b>	<b>1</b>	<b>\$4,500</b>
<b>Grand Total</b>			<b>\$2,229,163</b>		<b>\$1,652,145</b>		<b>\$1,607,618</b>		<b>\$1,445,418</b>		<b>\$1,422,918</b>

Note: Passenger cars,trucks,vans replaced at 99,000 miles, Patrol Cars 99,000 miles, Patrol Tahoe 120,000 miles





## Information Technology Fund Capital Budget Plan

Asset Category	Est. Cost	Accumulated Depreciation	Est. Book Value	Capital Additions	Depreciation		
	09/30/2012	09/30/2012	09/30/2012		FY 2013	FY 2014	FY 2015
<b>CIP (Jail Management System)</b>	\$3,830,085	\$0	\$3,830,085	\$0	\$766,017	\$766,017	\$766,017
<b>Subtotal CIP (GL #161600)</b>	\$3,830,085	\$0	\$3,830,085	\$0	\$766,017	\$766,017	\$766,017
<b>Equipment (GL #165200)</b>							
Acorn I	\$62,352	\$62,352	\$0	\$0	\$0	\$0	\$0
Acorn II	3,487,337	3,487,337	0	0	0	0	0
CLEMIS	5,713	5,713	0	0	0	0	0
Gigabit Infrastructure Upgrade	866,873	866,873	0	0	0	0	0
GIS	68,019	68,019	0	0	0	0	0
Lan Vbased Imaging	399,862	399,862	0	0	0	0	0
Mainframe	2,217,821	2,217,821	0	0	0	0	0
Mugshot	41,325	41,325	0	0	0	0	0
Office Automation	3,003,821	1,770,221	1,233,600	0	344,258	344,258	344,258
People Soft PH I	457,034	457,034	0	0	0	0	0
People Soft PH II	6,512,275	5,861,048	651,227	0	651,227	0	0
Thin Client PH I	268,373	257,191	11,182	0	11,182	0	0
WAN/OakNet	2,783,202	2,783,202	0	0	0	0	0
General Office Equipment	7,808,967	6,210,804	1,598,163	0	560,132	560,132	560,132
<b>Subtotal Equipment (GL #165200)</b>	\$27,982,974	\$24,488,802	\$3,494,172	\$0	\$1,566,799	\$904,390	\$904,390
<b>Intangible/Computer Software Assets (GL #165150)</b>							
HRFIS	\$7,293,478	\$7,293,478	\$0	\$0	\$0	\$0	\$0
Data Warehouse	521,247	521,247	0	0	0	0	0
Y2K Services	1,950,704	1,950,704	0	0	0	0	0
Oracle	655,456	655,456	0	0	0	0	0
Oracle 9i	448,386	448,386	0	0	0	0	0
Interwoven	250,100	250,100	0	0	0	0	0
ELVIS	1,578,578	1,578,578	0	0	0	0	0
Road Centerline	189,280	189,280	0	0	0	0	0
Digital Orth Photos	636,308	636,308	0	0	0	0	0
Digital Orth Framework	1,272,615	1,272,615	0	0	0	0	0
OakNet Fiber	2,935,603	2,935,603	0	0	0	0	0
OakNet Eng Installs	1,000,000	1,000,000	0	0	0	0	0
OakNet Proj Mgmt	345,000	345,000	0	0	0	0	0
Websphere	82,661	82,661	0	0	0	0	0
Thin Client PH I	186,396	186,396	0	0	0	0	0
People Soft PH I	5,639,509	5,639,509	0	0	0	0	0
OakNet Fiber	546,545	498,996	47,549	0	36,436	11,113	0
BSA Tax Receivable Migration	1,371,646	1,314,159	57,487	0	57,487	0	0
<b>Subtotal for Intangible/Computer Software (GL #165150)</b>	\$26,903,512	\$26,798,476	\$105,036	\$0	\$93,923	\$11,113	\$0



## Information Technology Fund Capital Budget Plan

Asset Category	Est. Cost	Accumulated Depreciation	Est. Book Value	Capital Additions	Depreciation		
	09/30/2012	09/30/2012	09/30/2012		FY 2013	FY 2014	FY 2015
<b>Future Acquisitions:</b>							
Server Replacement				\$2,841,665	\$142,081	\$568,333	\$568,333
Tape Drives				200,000	\$9,998	\$40,000	\$40,000
EMC SAN				500,000	\$24,998	\$100,000	\$100,000
Mainframe Upgrade				227,500	\$11,373	\$45,500	\$45,500
Symmetrix 8530				137,163	\$6,856	\$27,433	\$27,433
Mainframe Tape Drives				125,000	\$6,248	\$25,000	\$25,000
WAN Edge Network Equipment				140,000	\$6,998	\$28,000	\$28,000
LAN Core Network Equipment				275,000	\$13,748	\$55,000	\$55,000
Bldg Distribution Network Equipment				120,000	\$5,998	\$24,000	\$24,000
Firewall & DR Switches				120,000	\$5,998	\$24,000	\$24,000
Packet Shaper				40,000	\$1,998	\$8,000	\$8,000
IDS				10,000	\$498	\$2,000	\$2,000
RadWare				60,000	\$2,998	\$12,000	\$12,000
UPS Major Units				33,335	\$1,665	\$6,667	\$6,667
Mail Servers				91,665	\$4,581	\$18,333	\$18,333
Est. Project Mgmt Svcs for major projects				1,860,000	\$92,998	\$372,000	\$372,000
<b>Subtotal Future Acquisitions</b>				<b>\$6,781,328</b>	<b>\$339,034</b>	<b>\$1,356,266</b>	<b>\$1,356,266</b>
<b>GRAND TOTAL</b>	<b>\$58,716,571</b>	<b>\$51,287,278</b>	<b>\$7,429,293</b>	<b>\$0</b>	<b>\$2,765,773</b>	<b>\$3,037,786</b>	<b>\$3,026,673</b>

Notes: Subject to change upon determination of on-going technology needs

Useful Life of Assets:

Technology Equipment	3 yrs
Equipment over \$50,000 (servers)	5 yrs
Intangible Assets (proj services, software)	5 yrs
Fiber (OakNet)	15 yrs
Digital Ortho Photos (1/3 proj)	3 yrs
Digital Ortho Framework (2/3 proj)	10 yrs
Thin Client	6 yrs



## Facilities Maintenance & Operations Fund Capital Budget Plan

ASSET CATEGORY	EST. ASSETS	EST. DEPRECIATION THRU	EST. BOOK VALUE	Additions	DEPRECIATION						TOTAL	
	9/30/2012	9/30/2012	9/30/2012		2013	2014	2015	2016	2017	FUTURE		
Buildings	\$525,283	\$525,283	0	0	0	0	0	0	0	0	0	\$525,283
Telephone Installations	46,335	46,335	0	0	0	0	0	0	0	0	0	46,335
Equipment	2,009,658	1,866,762	142,896	0	37,840	30,451	29,290	16,940	16,024	12,351	2,009,658	
Gas Lines	45,397	41,435	3,962	0	932	932	932	932	234	0	45,397	
Light & Power Installations	614,862	614,862	0	0	0	0	0	0	0	0	614,862	
Steam Lines	938,167	938,167	0	0	0	0	0	0	0	0	938,167	
Storm Sewers	97,295	97,295	0	0	0	0	0	0	0	0	97,295	
Roads & Parking Lots	501,363	501,363	0	0	0	0	0	0	0	0	501,363	
Water & Sewer Systems	926,264	771,551	154,713	0	13,752	13,752	13,752	13,752	13,752	85,953	926,264	
<b>TOTAL ASSETS</b>	<b>5,704,624</b>	<b>5,403,053</b>	<b>301,571</b>	<b>0</b>	<b>52,524</b>	<b>45,135</b>	<b>43,974</b>	<b>31,624</b>	<b>30,010</b>	<b>98,304</b>	<b>5,704,624</b>	
<b>CAPITAL ACQUISITION</b>												
4 - Walker Mowers				54,000	6,750	13,500	13,500	13,500	6,750	0	54,000	
2 - RTV Trucksters				32,000	4,000	8,000	8,000	8,000	4,000	0	32,000	
4 - 72" Zero Turn Mowers				52,000	0	6,500	13,000	13,000	13,000	6,500	52,000	
1 - Ven-Trac multi use 4wd mower				35,000	0	0	4,375	8,750	8,750	13,125	35,000	
2 - RTV Trucksters				32,000	0	0	4,000	8,000	8,000	12,000	32,000	
<b>TOTAL CAPITAL ACQUISITION</b>				<b>205,000</b>	<b>10,750</b>	<b>28,000</b>	<b>42,875</b>	<b>51,250</b>	<b>40,500</b>	<b>31,625</b>	<b>205,000</b>	
<b>GRAND TOTAL</b>	<b>\$5,704,624</b>	<b>\$5,403,053</b>	<b>\$301,571</b>	<b>\$205,000</b>	<b>\$63,274</b>	<b>\$73,135</b>	<b>\$86,849</b>	<b>\$82,874</b>	<b>\$70,510</b>	<b>\$129,929</b>	<b>\$5,909,624</b>	

**NOTES:**

Capitalization Threshold for Equipment = \$5,000  
 Capitalization Threshold for Newly Acquired Software = \$250,000  
 Capitalization Threshold for Software Upgrades = \$100,000

Useful Life of Assets:

Telephone Installations 10 years  
 Equipment Varies-4 to 10 years  
 Gas Lines 50 years  
 Light & Power Installation: 30 years  
 Steam Lines 30 years  
 Storm Sewers 30 years  
 Roads & Parking Lots 30 years  
 Water & Sewer Systems 50 years  
 Software 5 years



## Drain Equipment Fund Capital Budget Plan

ASSET CATEGORY	ASSETS	DEPRECIATION THRU	BOOK VALUE	CAPITAL ADDITIONS	DEPRECIATION						
	03/31/12	03/31/12	03/31/12		Remaining 2012	2013	2014	2015	2016	FUTURE	TOTAL
Buildings	\$868,876	\$228,913	\$639,963	\$0	\$10,861	\$21,722	\$21,722	\$21,722	\$21,722	\$542,214	\$868,876
Structures	673,098	92,551	580,547		8,414	16,827	16,827	16,827	16,827	504,823	673,098
Computer Software	2,092,811	822,156	1,270,654		104,956	209,386	208,650	208,650	208,650	330,362	2,092,811
Equipment	1,233,111	1,024,588	208,523	68,000	35,236	74,215	59,327	50,782	37,688	19,275	1,301,111
Furniture	190,369	184,211	6,158		1,950	2,852	1,355	-	-	-	190,369
Vehicles	2,011,935	1,090,375	921,560	380,000	123,249	254,039	243,224	233,063	152,505	295,481	2,391,935
Land	130,000		130,000								
<b>TOTAL ASSETS</b>	<b>7,200,200</b>	<b>3,442,794</b>	<b>3,757,405</b>	<b>448,000</b>	<b>284,666</b>	<b>579,042</b>	<b>551,106</b>	<b>531,043</b>	<b>437,391</b>	<b>1,692,157</b>	<b>7,518,200</b>
<b>CAPITAL ACQUISITION</b>											
Maintenance Equipment				186,000		37,200	37,200	37,200	37,200	37,200	186,000
Sterling Sewer Jet				260,000		26,000	26,000	26,000	26,000	156,000	260,000
Dump Truck				115,000		11,500	11,500	11,500	11,500	69,000	115,000
TV Van				250,000		25,000	25,000	25,000	25,000	150,000	250,000
Crane Truck				90,000			9,000	9,000	9,000	63,000	90,000
Dump Truck				40,000			4,000	4,000	4,000	28,000	40,000
Maintenance Equipment				430,775			86,155	86,155	86,155	172,310	430,775
Dump Truck				61,251			6,125	6,125	6,125	42,876	61,251
Maintenance Equipment				224,189				44,838	44,838	134,513	224,189
2 1/2 Ton Crane Truck				100,000				10,000	10,000	80,000	100,000
TV Van				250,000				25,000	25,000	200,000	250,000
Dump Truck				101,154				10,115	10,115	80,923	101,154
<b>TOTAL CAPITAL ACQUISITION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,108,369</b>	<b>0</b>	<b>99,700</b>	<b>204,980</b>	<b>294,933</b>	<b>294,933</b>	<b>1,213,822</b>	<b>2,108,369</b>
<b>GRAND TOTAL</b>	<b>\$7,200,200</b>	<b>\$3,442,794</b>	<b>\$3,757,405</b>	<b>\$2,556,369</b>	<b>\$284,666</b>	<b>\$678,742</b>	<b>\$756,086</b>	<b>\$825,977</b>	<b>\$732,325</b>	<b>\$2,905,979</b>	<b>\$9,626,569</b>

**NOTES:**

Capitalization Threshold = \$5,000

Useful Life of Assets:

Vehicles 4 years  
 Trucks, Sewer Jet Trucks, TV Vans, etc) Varies - 5 to 10 years  
 Maintenance Equipment 5 years  
 Technology Systems (GIS, SCADA) 10 years  
 Buildings 40 years  
 Land Not depreciated



Park	Project Type					TOTAL
	Customer	Customer Service - Operational	Customer Service - Revenue	Health, Safety and	Regulatory	
	Service	Savings	Generation	Welfare		
<b>Project Status: Active</b>						
Addison Conference Center	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Addison Oaks	\$10,000	\$31,000	\$141,250	\$15,000	\$0	\$197,250
Catalpa Oaks	\$0	\$10,000	\$0	\$0	\$0	\$10,000
County Market	\$15,000	\$30,000	\$0	\$0	\$33,000	\$78,000
Glen Oaks	\$70,000	\$158,000	\$0	\$45,000	\$600,000	\$873,000
Groveland Oaks	\$0	\$132,438	\$45,000	\$15,000	\$256,000	\$448,438
Highland Oaks	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Independence Oaks	\$0	\$165,000	\$15,000	\$55,000	\$9,000	\$244,000
Lyon Oaks	\$0	\$12,152	\$0	\$0	\$0	\$12,152
Lyon Oaks Golf	\$0	\$117,000	\$110,000	\$0	\$0	\$227,000
Orion Oaks	\$0	\$0	\$130,000	\$0	\$0	\$130,000
Red Oaks	\$27,000	\$70,000	\$0	\$0	\$0	\$97,000
Red Oaks Golf	\$0	\$95,000	\$25,000	\$0	\$0	\$120,000
Springfield Oaks	\$0	\$0	\$0	\$140,000	\$0	\$140,000
Springfield Oaks Golf	\$0	\$100,000	\$40,000	\$0	\$150,000	\$290,000
Waterford Oaks	\$0	\$0	\$0	\$150,000	\$110,000	\$260,000
White Lake Oaks	\$0	\$40,000	\$0	\$0	\$0	\$40,000
<b>Project Status: CIP Contingency</b>						
Administration	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000
<b>Project Status: Completed</b>						
Addison Oaks	\$0	\$0	\$0	\$0	\$494,788	\$494,788
Highland Oaks	\$0	\$0	\$0	\$14,103	\$0	\$14,103
Independence Oaks	\$0	\$0	\$0	\$0	\$56,548	\$56,548
Springfield Oaks	\$0	\$0	\$0	\$0	\$166,976	\$166,976
<b>Project Status: In-Progress</b>						
Catalpa Oaks	\$135,660	\$0	\$852,993	\$0	\$65,016	\$1,053,669
Highland Oaks	\$0	\$0	\$0	\$0	\$348,200	\$348,200
Independence Oaks	\$0	\$0	\$0	\$193,000	\$78,675	\$271,675
Lyon Oaks	\$0	\$0	\$0	\$0	\$117,039	\$117,039
Red Oaks Waterpark	\$0	\$0	\$0	\$0	\$314,000	\$314,000
Rose Oaks	\$0	\$0	\$0	\$0	\$731,500	\$731,500
Waterford Oaks Water Park	\$0	\$0	\$40,000	\$0	\$0	\$40,000
<b>Project Status: Land Acquisition</b>						
Administration	\$0	\$0	\$3,000,000	\$0	\$0	\$3,000,000
<b>Project Status: Pending</b>						
Addison Oaks	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Glen Oaks	\$0	\$45,000	\$0	\$0	\$0	\$45,000
Groveland Oaks	\$0	\$400,000	\$0	\$0	\$0	\$400,000
Lyon Oaks	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Red Oaks Waterpark	\$0	\$70,000	\$0	\$0	\$0	\$70,000
Springfield Oaks	\$0	\$30,000	\$0	\$5,000	\$60,000	\$95,000
Waterford Oaks	\$0	\$15,000	\$50,000	\$0	\$0	\$65,000
Waterford Oaks Water Park	\$0	\$20,000	\$0	\$0	\$0	\$20,000
<b>Grand Total</b>	<b>\$432,660</b>	<b>\$1,540,590</b>	<b>\$5,449,243</b>	<b>\$632,103</b>	<b>\$3,590,742</b>	<b>\$11,645,337</b>

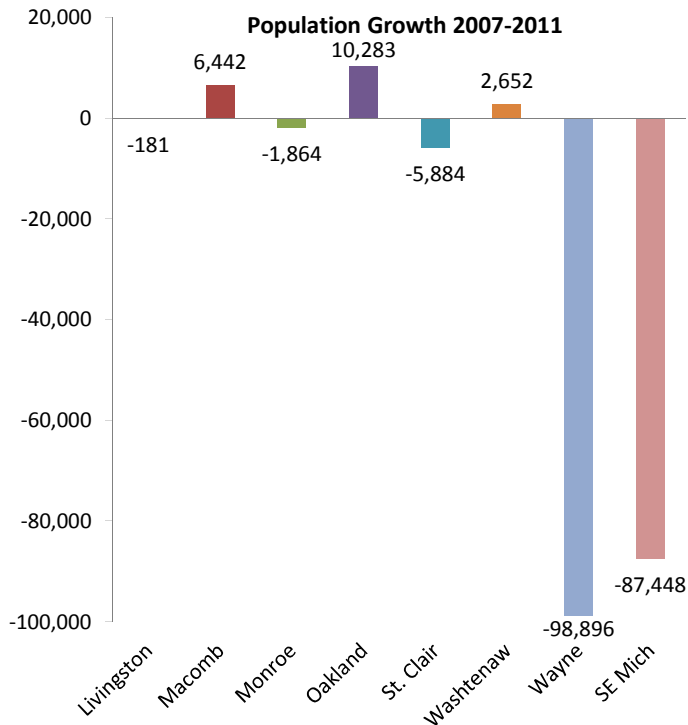


# APPENDIX

FY2013-FY2015 Triennial Budget & Appropriations Act  
AS ADOPTED & AMENDED ON SEPTEMBER 20, 2012

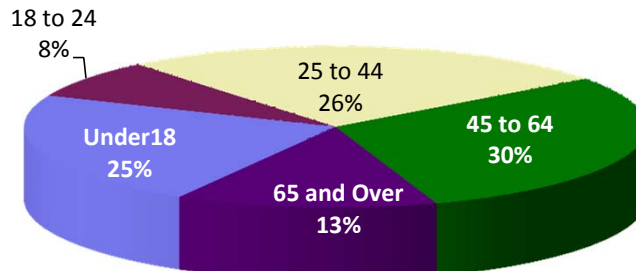
## Current Population

- The seven-county Southeast Michigan region is projected to experience an overall increase in population of roughly 1% through 2040
- Oakland County's 2011 population was estimated to be 1,210,145; 52% percent of the county's residents are female and 48% are male
- Since 2000, the fastest-growing communities in Oakland County are: the city of Rochester; Lyon, Oakland, and Oxford Townships and the Village of Leonard
- Communities that have lost the most population since 2000 are: Pontiac, Southfield, Oak Park, Royal Oak, and Hazel Park

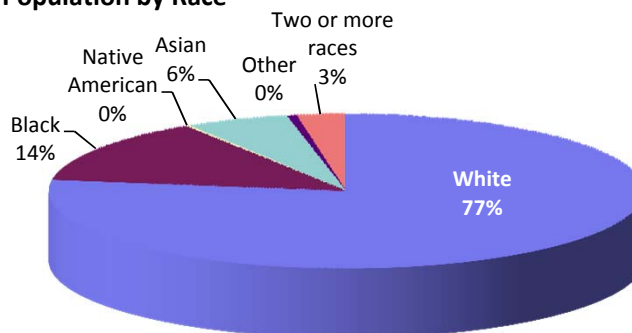


- In 2011, the County's median age was 40.6 years, up from 40.0 in 2007 and 38.5 in 2004
- Between 2007 and 2011, the two fastest growing segments of the population in the County were residents aged 25-29 and 65-69, each with a 26% increase
- Oakland County's diversity is apparent with over 23 racial groups making up our resident population
- Foreign born residents represented just under 11% of the total population in 2011, while residents born in states other than Michigan represent 16% of the County's total population

### 2011 Population by Age



### 2011 Population by Race

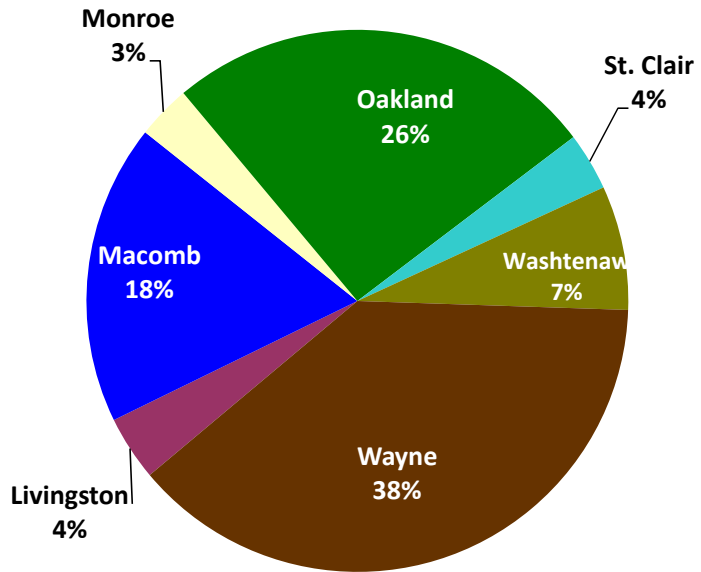




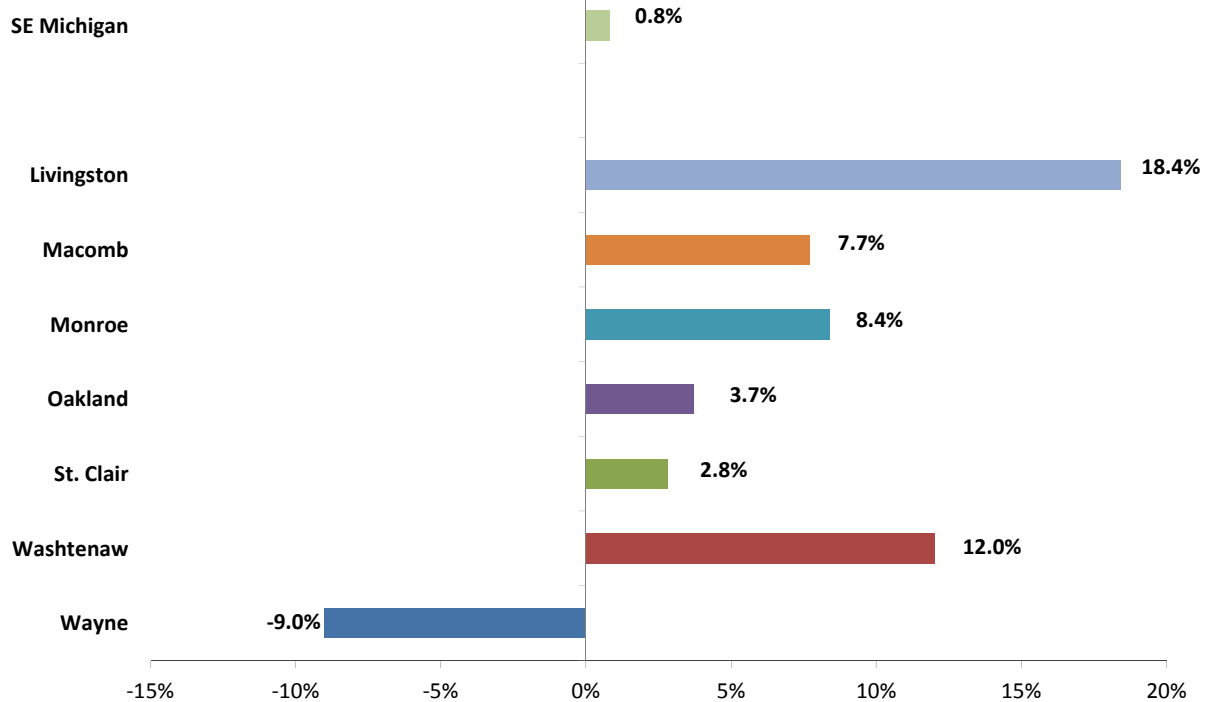
**Population Projections**

**Southeast Michigan Population by County, 2011**

- Oakland County has more people than 8 states and the District of Columbia
- Since 2000, Oakland County's population has risen by nearly 16,000 compared to a 62,000 resident decline statewide
- The Southeast Michigan region has lost 136,000 residents since 2000
- After five consecutive years of declining population, in 2012 the State of Michigan posted its first population increase since 2006
- The number of Oakland County residents is forecast to increase by 4% between 2010 and 2040



**Population Growth Forecast 2010 - 2040**



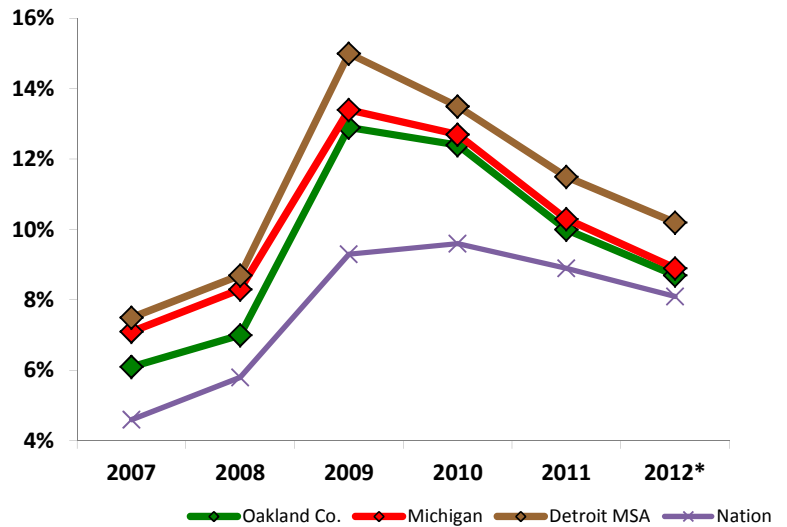
Sources: U.S. Census Bureau, SEMCOG

Compiled by Oakland County Planning and Economic Development Services 1/7/2013

Employment

- Through the first eleven months of 2009, Oakland County averaged the 4th lowest jobless rate in Southeast Michigan region
- Improving sales at General Motors, Ford, and Chrysler, combined with the spin-off employment has helped to bring the unemployment rate in Oakland County back down towards the national average
- In November 2012, Oakland County experienced a 0.8% decrease in the jobless rate from the previous month – the second largest decline in the region
- The number of unemployed residents in Oakland County has fallen by 40% from the peak high in July of 2009

Declining Unemployment



\* Through November 2012

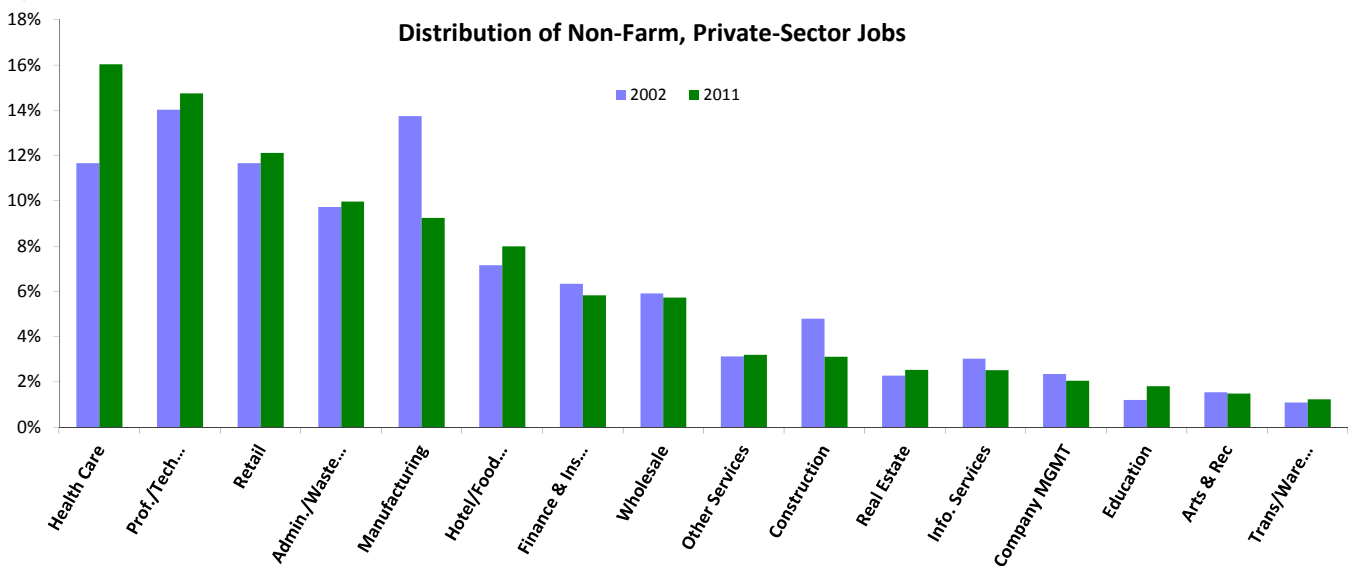
Source: U.S. Bureau of Labor Statistics

Jobs Distribution

- Job distribution in Oakland County has diversified significantly in the past 25 years with shifting away from manufacturing and retail towards health care and professional services

- While the majority of sectors experienced losses in overall employment between 2002 and 2011, there were substantial gains in education and health care, and utility services

Distribution of Non-Farm, Private-Sector Jobs

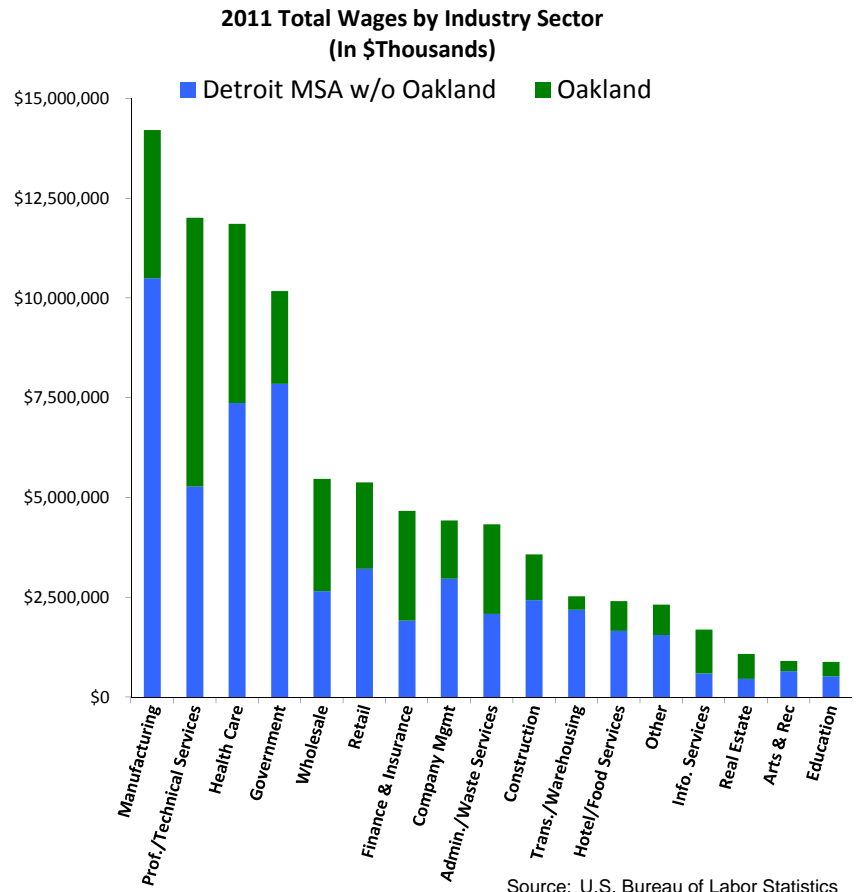


Source: U.S. Bureau of Labor Statistics

Compiled by Oakland County Planning and Economic Development Services 1/10/2013

Business & Industry

- Since 2002, personal income in Oakland County has risen by 13% from \$57 billion to \$64.5 billion in 2011 compared to an 11% growth for the region and 18% statewide
- Oakland County workers make up 37% of Michigan's employment in Professional and Technical Services
- The average compensation per worker in Oakland County is \$53,605 compared to \$51,483 for the Detroit MSA and \$45,834 for the state of Michigan
- Manufacturing of goods is still the top industry in Michigan in terms of total employment and eighth locally providing just over 54,000 jobs in the County
- County employment in the Education Services industry has grown by 28% since 2002
- Annual wages in the Health Care industry grew by a 44% in Oakland County between 2002 and 2011



Top Twenty Employers in Oakland County (5-year local employment change)

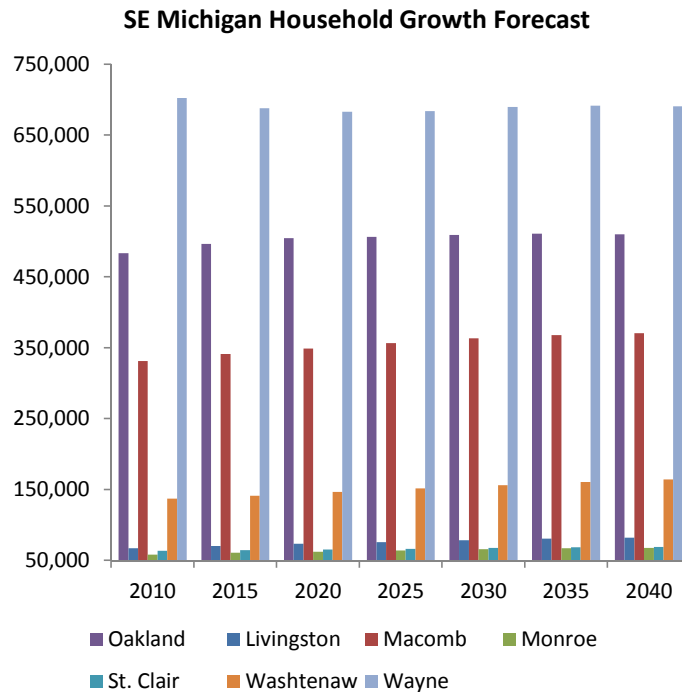
Firm	Employees		Product/Service
	2008	2012	
Beaumont Health System	14,610	11,615	Health care system
Chrysler Group LLC	9,053	11,016	Automobile manufacturer
General Motors Co.	15,097	8,258	Automobile manufacturer
Trinity Health	4,721	5,903	Health care system
St. John Providence Health System	3,841	4,468	Health care system
Henry Ford Health System	1,376	3,409	Health care system
U.S. Postal Service	4,176	3,357	Postal service
Oakland County	3,699	3,196	Government
Botsford Health Care	2,351	2,746	Health care system
Flagstar Bancorp Inc.	1,701	2,583	Financial institution
Oakland University	1,359	2,095	Public university
Comerica Bank	2,240	1,973	Financial institution
Lear Corporation	1,610	1,579	Automotive supplier
J.P. Morgan Chase & Co.	1,525	1,444	Financial services provider
Crittenton Hospital Medical Center	1,500	1,436	Medical center
Rochester Community Schools	1,621	1,381	Public school district
Farmington Public Schools	1,564	1,379	Public school district
Kelly Services, Inc.	1,484	1,298	Staffing services firm
Walled Lake Consolidated Schools	1,757	1,258	Public school district
Comau Inc.	n/a	1,250	Manufacturing

Source: Crain's Detroit Business

Compiled by Oakland County Planning and Economic Development Services 1/10/2013

## Households

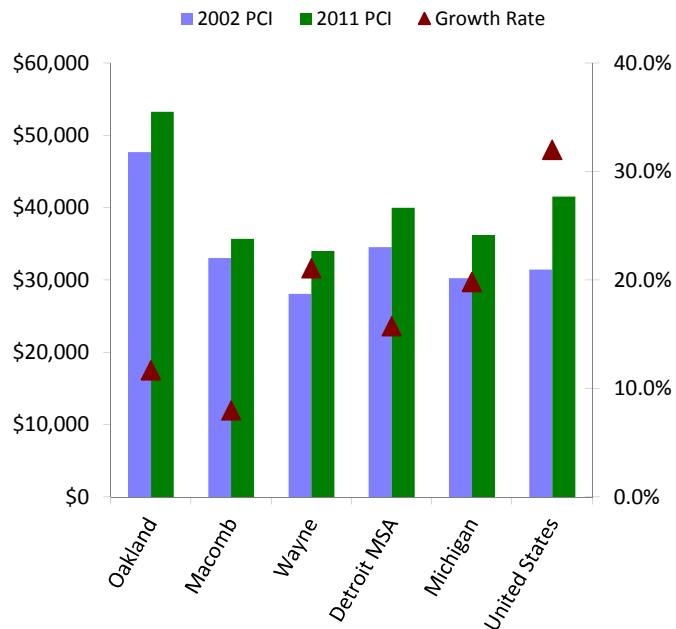
- There are an estimated 482,101 households located in Oakland County, 30% of which have children under 18
- The number of households is forecast to grow by 26,559, or 6% between by 2040
- Persons-per-household is forecast to decline slightly from 2.49 in 2010 to 2.44 in 2040, a decrease of 2%
- The 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 2011 estimates, Groveland Township has the largest average household size with 3.02 persons and Royal Oak has the smallest at 2.02



## Income

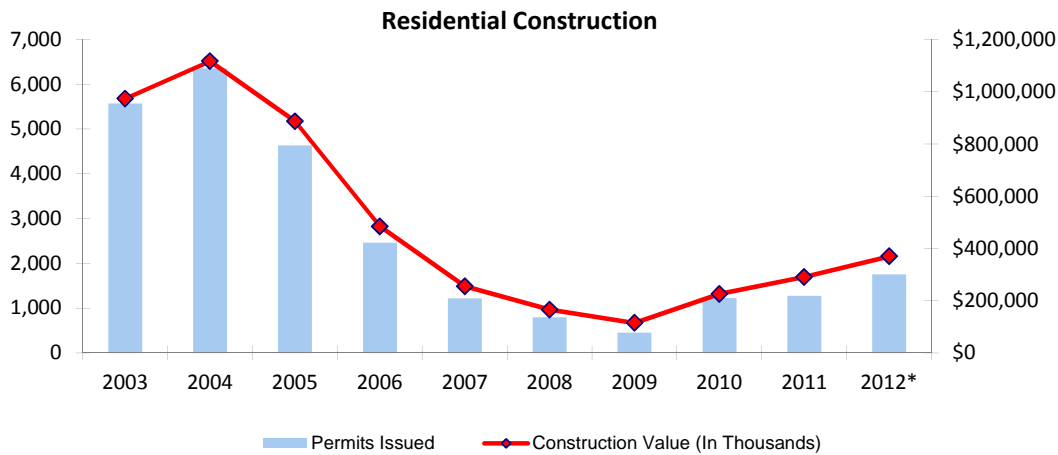
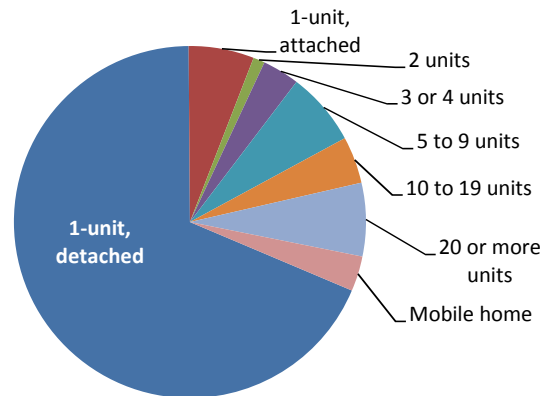
- Oakland County's per capita income (PCI) was \$53,297 in 2011, the highest in Michigan and tenth highest nationally for counties with over 1 million population
- Oakland County's per capita income increased 12% from 2002 to 2011; the PCI in Michigan and the U.S. increased 20% and 32%, respectively, over the same period
- Oakland County's median household income of \$61,888 is the highest in the state of Michigan but has declined by 7% since 2007
- In 2011, 42% of the County's households have a yearly income above \$75,000 and 28% have an income above \$100,000
- Since 2007, the Village of Lake Orion and the City of Lake Angelus have posted the highest growth rates in median household income at 13.6% and 12.4%, respectively

**Per Capita Income Growth**



Housing

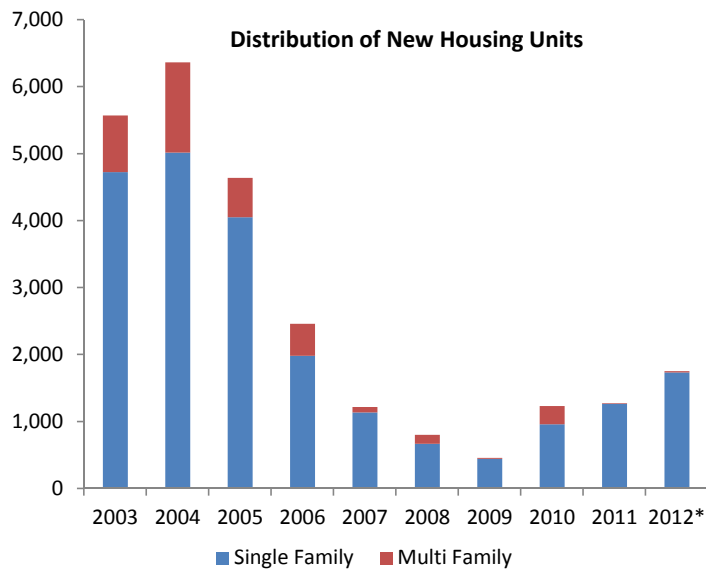
- With more than 360,000 units, the vast majority of the county's housing stock is made up of single-family detached homes
- Owner-occupied units made up 71.4% of Oakland County's housing stock in 2011, down from 26.5% in 2007
- Home prices in Southeast Michigan have risen nearly 25% from their April 2011 low points, but are still below 2000 levels



\* 2012 through November

Source: U.S. Census Bureau

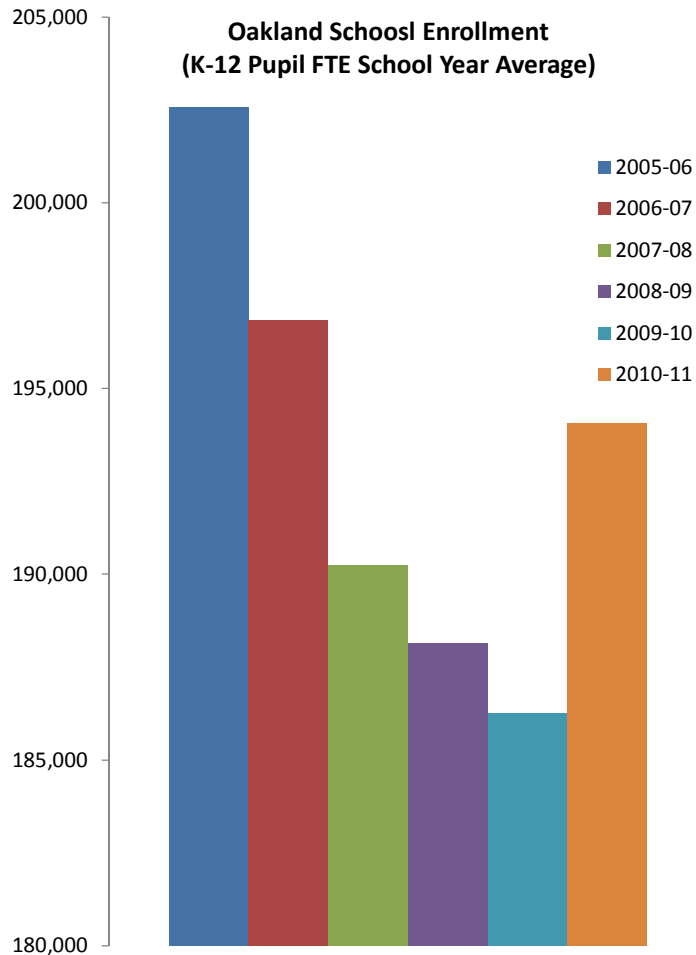
- Nearly 26,000 new residential building permits have been issued since 2003
- The average value per residential permit has risen 21% since 2003
- The number of residential construction permits issued has risen each year since 2009 after falling the previous 5 years
- There were 1,754 residential permits issued in 2012 in Oakland County through November - a 37% increase from the previous year
- 15% of all residential permits issued since 2003 were for multi-family housing units



\* 2012 through November

## Education

- In the 2011/2012 school year Oakland Schools served approximately 217,000 public and private students; the five largest districts are: Walled Lake, Rochester, Troy, Farmington and Waterford
- More than 24,000 students receive special education programs and services through Oakland Schools
- Enrollment in Oakland Schools is down 4% since the 2005-06 school year but is up significantly from 2009-10
- According to Newsweek, the International Academy in Bloomfield Hills was number 49 of the top 100 U.S. public high schools in 2012
- 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, 17 public school academies, and 81 supported nonpublic schools

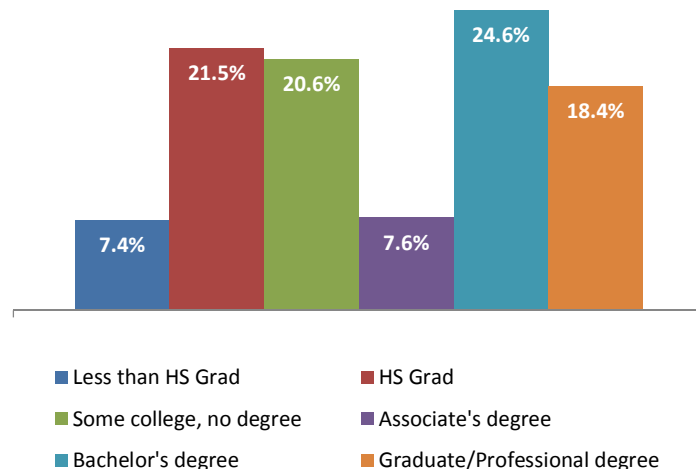


Source: Oakland Schools Summaries & Surveys 2012

## Educational Attainment

- Nearly 93% of Oakland County residents age 25 and over have at least a high school diploma
- Nearly 71% of Oakland County residents age 25 and over have at least some college education
- 43% of Oakland County residents age 25 and over have earned a bachelor's, graduate, or professional degree
- More than 21% of the state's bachelor's, graduate, and professional degrees are held by Oakland County residents

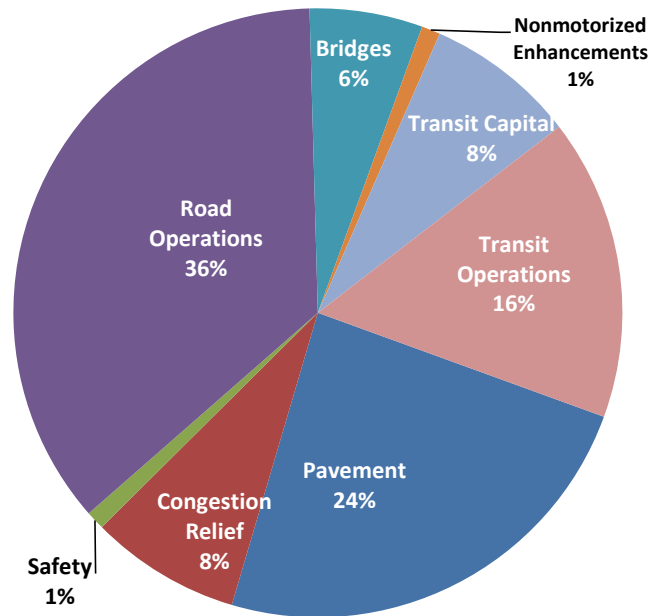
Oakland County Educational Attainment, 2011



## Transportation

- The Southeast Michigan region is comprised of seven counties and 237 local units of government
- The Oakland County Road Commission's 2013 budget of includes more than \$31 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, there are more than 1,800 individual transportation system improvements to be implemented in accordance with SEMCOG's Direction 2035 Regional Transportation Plan
- The plan calls for I-75 from 8 Mile to M-59 to be widened to four lanes in each direction
- For more information visit the Southeast Michigan Council of Governments website at: [www.semco.org](http://www.semco.org)

2035 Capital Funding Distribution

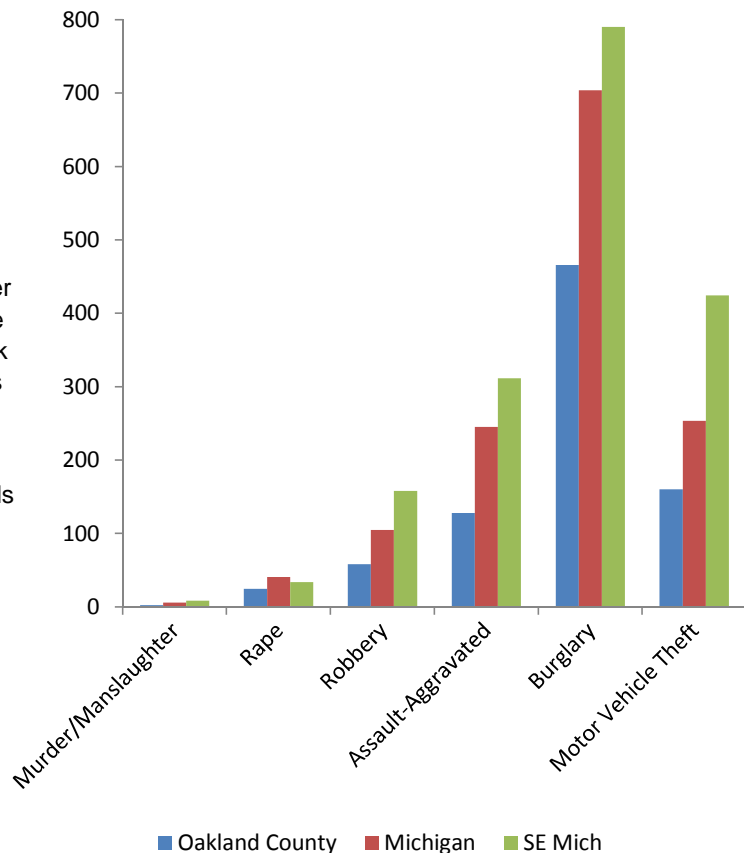


Source: SEMCOG Direction 2035 Regional Transportation Plan

## 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 newly opened 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



Source: Michigan State Police Uniform Crime Index

Compiled by Oakland County Planning and Economic Development Services 1/14/2013



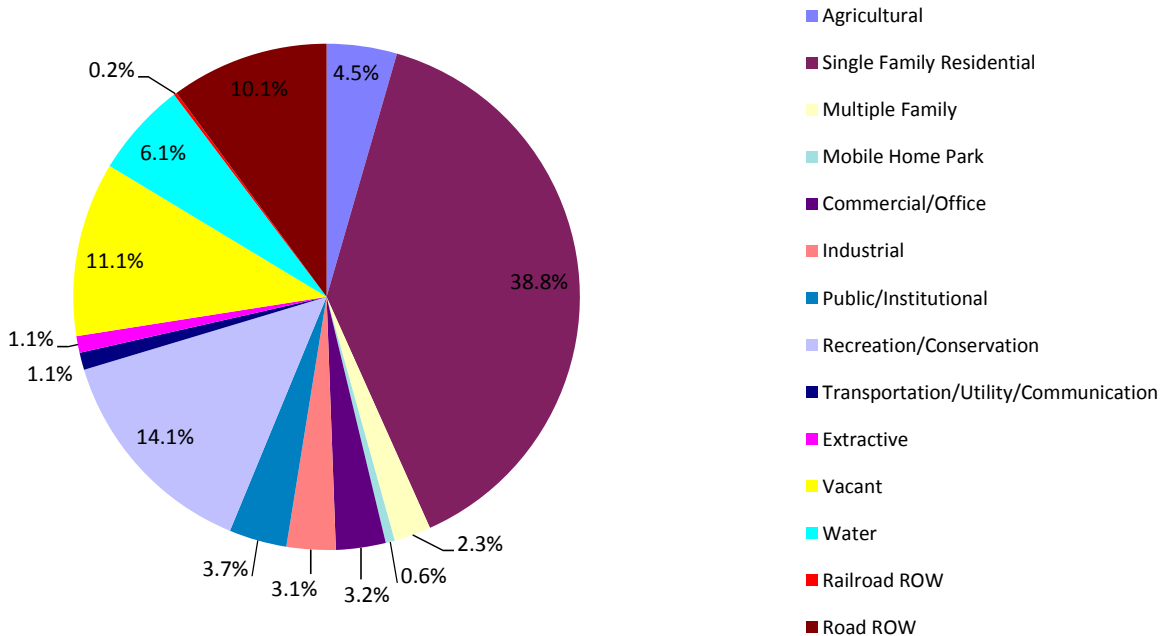
## Community Profile

Land Use Summary	Total Area (Acres)	Percent of Total Area	Parcels	Percent of Total Parcels	Average Area Acres
<span style="color: yellow;">■</span> Agricultural	26,017	4.5%	691	0.2%	37.65
<span style="color: #800040;">■</span> Single Family Residential	225,437	38.8%	358,485	84.1%	0.63
<span style="color: #FFD700;">■</span> Multiple Family	13,593	2.3%	2,594	0.6%	5.24
<span style="color: #ADD8E6;">■</span> Mobile Home Park	3,412	0.6%	240	0.1%	14.22
<span style="color: #4B0082;">■</span> Commercial/Office	18,450	3.2%	12,673	3.0%	1.46
<span style="color: #FF4500;">■</span> Industrial	18,212	3.1%	5,869	1.4%	3.10
<span style="color: #008080;">■</span> Public/Institutional	21,297	3.7%	3,130	0.7%	6.80
<span style="color: #B0C4DE;">■</span> Recreation/Conservation	82,032	14.1%	6,750	1.6%	12.15
<span style="color: #000080;">■</span> Transportation/Utility/Communication	6,325	1.1%	1,196	0.3%	5.29
<span style="color: #FF00FF;">■</span> Extractive	6,250	1.1%	110	0.0%	56.82
<span style="color: #FFFF00;">■</span> Vacant	64,607	11.1%	34,337	8.1%	1.88
<span style="color: #00FFFF;">■</span> Water	35,238	6.1%			
<span style="color: #800080;">■</span> Railroad ROW	1,103	0.2%			
<span style="color: #8B0000;">■</span> Road ROW	58,638	10.1%			
<b><span style="color: black;">■</span> Total</b>	<b>580,612</b>	<b>100.0%</b>	<b>426,075</b>		<b>1.36</b>

- 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 2010 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.



## Principal Taxpayers

Taxpayer	Fiscal Year 2012			Fiscal Year 2003		
	Taxable Valuation*	Rank	Percentage County Taxable Valuation	Taxable Valuation*	Rank	Percentage County Taxable Valuation
Detroit Edison Company/DTE	\$ 422,258,265	1	0.86% %	\$ 332,545,930	2	0.66 %
Chrysler	252,006,277	2	0.51% %	158,430,800	4	0.31 %
General Motors Corporation	237,369,915	3	0.48% %	492,473,850	1	0.97 %
Consumers Power/Energy	207,961,515	4	0.42% %	147,387,450	5	0.29 %
Taubman/12 Oaks/Great Lakes Cross .	123,192,338	5	0.25% %	192,673,475	3	0.38 %
Frankel/Forbes/Cohn	121,435,922	6	0.25% %	83,815,215	11	0.16 %
International Transmission	93,147,480	7	0.19% %	-	-	- %
Ramco-Gershenson	90,284,530	8	0.18% %	91,240,625	9	0.18 %
Comcast	77,158,287	9	0.16% %	-	-	- %
Holtzman & Silverman	75,574,925	10	0.15% %	-	-	- %
Bre Southfield (formerly Town Centre Delaware, Inc)	72,446,563	11	0.15% %	115,815,250	7	0.23 %
Meijer	58,244,142	12	0.12% %	-	-	- %
Walmart	55,891,908	13	0.11% %	-	-	- %
AT&T	53,686,952	14	0.11% %	-	-	- %
Redwood-ERC Novi	44,299,146	15	0.09% %	-	-	- %
Palace Sports and Entertainment	41,247,873	16	0.08% %	-	-	- %
Urbanca Oakland	40,718,448	17	0.08% %	-	-	- %
JFK Investments	32,198,924	18	0.07% %	-	-	- %
Kroger	31,635,578	19	0.06% %	-	-	- %
JHP Pharmaceutical	25,043,354	20	0.05% %	-	-	- %
<b>Total</b>	<b><u>\$ 2,155,802,342</u></b>		<b><u>4.38% %</u></b>	<b><u>\$1,614,382,595</u></b>		<b><u>3.18 %</u></b>

\*Note: The Taxable Values have been compiled from a number of sources/reports and may include estimated figures.

Source: Oakland County Department of Management & Budget, Equalization Division



# County Indebtedness

DEBT TYPE	YEAR 2013			YEAR 2014			YEAR 2015		
	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
<b>LAKE LEVEL BONDS-LIMITED UNTAXED</b>									
Watkins Lake Level, Series 2004	65,000.00	3,792.50	68,792.50	80,000.00	1,360.00	81,360.00	0.00	0.00	0.00
<b>Total</b>	<b>65,000.00</b>	<b>3,792.50</b>	<b>68,792.50</b>	<b>80,000.00</b>	<b>1,360.00</b>	<b>81,360.00</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Sewage Bonds - LIMITED UNTAXED</b>									
Evergreen-Farmington SDS, series 2010	140,000.00	227,437.50	367,437.50	140,000.00	223,657.50	363,657.50	145,000.00	219,092.50	364,092.50
<b>Total</b>	<b>140,000.00</b>	<b>227,437.50</b>	<b>367,437.50</b>	<b>140,000.00</b>	<b>223,657.50</b>	<b>363,657.50</b>	<b>145,000.00</b>	<b>219,092.50</b>	<b>364,092.50</b>
<b>DRAINS BONDS - LIMITED UNTAXED</b>									
McIntyre D.D., Series 1993K	1,202.70	31.27	1,233.97	0.00	0.00	0.00	0.00	0.00	0.00
Korzon D.D., Series 1994N	4,838.40	1,313.28	6,151.68	4,838.40	998.78	5,837.18	4,838.40	684.29	5,522.69
Wolf D.D., Series 1998B	41,552.00	976.47	42,528.47	0.00	0.00	0.00	0.00	0.00	0.00
Acacia Park CSO-Series 1998 C	1,505.00	171.57	1,676.57	2,257.50	103.84	2,361.34	0.00	0.00	0.00
Jacobs, Series 2005L	22,675.00	14,786.82	37,461.82	22,675.00	13,913.83	36,588.83	22,675.00	13,018.17	35,693.17
Franklin Subwatershed, Series 2005H	33,399.20	21,913.21	55,312.41	35,625.81	20,705.28	56,331.09	35,625.81	19,431.65	55,057.46
Franklin Subwatershed, Series 2006C	10,302.25	8,195.07	18,497.32	11,774.00	7,783.72	19,557.72	11,774.00	7,336.31	19,110.31
Franklin Subwatershed, Series 2008A	8,830.50	13,036.03	21,866.53	8,830.50	12,506.20	21,336.70	8,830.50	11,976.37	20,806.87
Donohue D.D., Series 2010A	3,752.00	3,459.08	7,211.08	3,752.00	3,374.66	7,126.66	3,752.00	3,278.04	7,030.04
<b>Total</b>	<b>128,057.05</b>	<b>63,882.80</b>	<b>191,939.85</b>	<b>89,753.21</b>	<b>59,386.31</b>	<b>149,139.52</b>	<b>87,495.71</b>	<b>55,724.83</b>	<b>143,220.54</b>
<b>REFUNDING DRAIN BONDS - LIMITED UNTAXED</b>									
Bldg. Vill. CSO D.D. Ref., Ser. 2001-E	38,108.75	6,016.75	44,125.50	37,222.50	4,301.86	41,524.36	40,767.50	2,589.62	43,357.12
Caddell Drain. Dist. Ref., Ser. 2003	11,909.76	928.96	12,838.72	11,909.76	476.39	12,386.15	0.00	0.00	0.00
Acacia Park CSO D.D. Ref., Series 2003	13,846.00	737.75	14,583.75	11,438.00	343.14	11,781.14	0.00	0.00	0.00
Bldg. Twp. CSO D.D. Ref., Ser. 2005	43,068.00	710.62	43,778.62	0.00	0.00	0.00	0.00	0.00	0.00
Robert A. Reid D.D. Ref., Ser. 2005	136,948.00	27,167.29	164,115.29	135,072.00	22,254.05	157,326.05	151,956.00	16,956.70	168,912.70
George Kuhn Series 2007	13,110.13	7,166.87	20,277.00	13,422.28	6,603.06	20,025.34	13,734.42	6,025.98	19,760.40
Bham CSO D. D. Ref., Ser. 2008B	797.50	135.72	933.22	855.50	103.82	959.32	899.00	69.60	968.60
Bldg. Vill. CSO D.D. Ref., Ser. 2009	130,278.75	11,942.22	142,220.97	126,733.75	9,336.64	136,070.39	122,302.50	6,168.30	128,470.80
Bham CSO D.D. Ref. Ser., 2009	2,218.50	2,421.28	2,430.78	2,349.00	167.91	2,516.91	2,291.00	109.18	2,400.18
<b>Total</b>	<b>390,285.39</b>	<b>55,018.46</b>	<b>445,303.85</b>	<b>339,002.79</b>	<b>43,586.87</b>	<b>382,589.66</b>	<b>331,950.42</b>	<b>31,919.38</b>	<b>363,869.80</b>
<b>DELINQUENT TAX NOTES - LIMITED TAXABLE</b>									
Delinquent Tax Notes, Series 2012*	25,000,000.00	1,162,500.00	26,162,500.00						
<b>Total</b>	<b>25,000,000.00</b>	<b>1,162,500.00</b>	<b>26,162,500.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>DRAIN BONDS - LIMITED TAXABLE</b>									
Bloomfield Twp. CSO D.D. Federal Taxable	24,446.10	36,776.83	61,222.93	24,446.10	36,232.90	60,679.00	25,610.20	35,568.49	61,178.69
Oakland-Macomb Interceptor D.D. Fed. Taxable	111,550.00	152,105.70	263,655.70	116,400.00	149,452.75	265,852.75	121,250.00	145,935.29	267,185.29
<b>Total</b>	<b>135,996.10</b>	<b>188,882.53</b>	<b>324,878.63</b>	<b>140,846.10</b>	<b>185,685.65</b>	<b>326,531.75</b>	<b>146,860.20</b>	<b>181,503.78</b>	<b>328,363.98</b>
*Estimated interest rate due to variable rate on bonds									
<b>MICHIGAN BOND AUTHORITY DRAIN BONDS</b>									
Birmingham CSO D.D., Series 1994P	710.50	58.87	769.37	739.50	44.66	784.16	739.50	29.87	769.37
Bldg. Vill. CSO D.D., Series 1994Q	30,132.50	2,499.22	32,631.72	31,018.75	1,896.57	32,915.32	31,905.00	1,276.20	33,181.20
George Kuhn, Series 2000C	13,968.56	3,742.83	17,711.39	14,358.74	3,388.74	17,747.48	14,670.89	3,025.87	17,696.76
George Kuhn, Series 2001H	61,180.76	20,340.26	81,521.02	62,741.49	18,791.23	81,532.72	64,302.22	17,203.19	81,505.41
George Kuhn, Series 2006E	1,638.77	540.47	2,179.24	1,716.81	498.53	2,215.34	1,716.81	455.61	2,172.42
Oakland-Macomb Interceptor, Series 2010B	506,825.01	284,239.67	791,064.68	518,950.02	271,417.48	790,367.50	531,075.02	258,292.17	789,367.19
Oakland-Macomb Interceptor, Series 2012A	0.00	309,551.26	309,551.26	485,000.00	58,941.36	543,941.36	497,125.01	46,664.80	543,789.81
<b>Total</b>	<b>614,456.10</b>	<b>620,972.58</b>	<b>1,235,428.68</b>	<b>1,114,525.31</b>	<b>354,978.57</b>	<b>1,469,503.88</b>	<b>1,141,534.45</b>	<b>326,947.71</b>	<b>1,468,482.16</b>
<b>BUILDING AUTHORITY BONDS - LIMITED UNTAXED</b>									
CMH Project, Series 2007	225,000.00	144,556.26	369,556.26	250,000.00	135,056.26	385,056.26	250,000.00	125,056.26	375,056.26
Oakland Int'l Airport Terminal, Series 2010	250,000.00	259,437.50	509,437.50	250,000.00	253,187.50	503,187.50	250,000.00	246,312.50	496,312.50
<b>Total</b>	<b>475,000.00</b>	<b>403,993.76</b>	<b>878,993.76</b>	<b>500,000.00</b>	<b>388,243.76</b>	<b>888,243.76</b>	<b>500,000.00</b>	<b>371,368.76</b>	<b>871,368.76</b>
<b>REFUNDING BUILDING AUTHORITY BONDS - LIMITED UNTAXED</b>									
Phoenix Plaza Amphitheater, 2006A	385,000.00	327,365.00	712,365.00	405,000.00	312,547.50	717,547.50	420,000.00	296,767.50	716,767.50
Rochester District Court Ref., Series 2010	800,000.00	505,500.00	1,305,500.00	850,000.00	465,500.00	1,315,500.00	900,000.00	423,000.00	1,323,000.00
Work Release Facility, 2011B	1,140,000.00	480,600.00	1,620,600.00	1,145,000.00	446,400.00	1,591,400.00	1,195,000.00	412,050.00	1,607,050.00
Office Bld Purchase & Renovation, Series 2011C	965,000.00	418,506.26	1,383,506.26	985,000.00	389,556.26	1,374,556.26	1,030,000.00	360,006.26	1,390,006.26
Building Authority Refunding Bonds	985,000.00	254,705.21	1,239,705.21	1,040,000.00	215,412.50	1,255,412.50	1,035,000.00	194,612.50	1,229,612.50
<b>Total</b>	<b>4,275,000.00</b>	<b>1,986,676.47</b>	<b>6,261,676.47</b>	<b>4,425,000.00</b>	<b>1,829,416.26</b>	<b>6,254,416.26</b>	<b>4,580,000.00</b>	<b>1,686,436.26</b>	<b>6,266,436.26</b>
<b>MICHIGAN BOND AUTHORITY SEWAGE DISPOSAL BONDS - LIMITED UNTAXED</b>									
EFSDS 8 Mile Pumping Station, 2012H	95,000.00	3,150.16	98,150.16	95,000.00	0.00	95,000.00	36,226.00	0.00	36,226.00
<b>Total</b>	<b>95,000.00</b>	<b>3,150.16</b>	<b>98,150.16</b>	<b>95,000.00</b>	<b>0.00</b>	<b>95,000.00</b>	<b>36,226.00</b>	<b>0.00</b>	<b>36,226.00</b>
<b>Grand Total</b>	<b>31,318,794.64</b>	<b>4,716,306.76</b>	<b>36,035,101.40</b>	<b>6,924,127.41</b>	<b>3,086,314.92</b>	<b>10,010,442.33</b>	<b>6,969,066.78</b>	<b>2,872,993.22</b>	<b>9,842,060.00</b>

**Statutory Limit - 10% of Current State Equalized Value**                      **\$ 5,083,902,496.60**  
**Less: Outstanding Debt Credit (9-30-2012)**                                        **345,610,337.00**  
**Available Balance**    **\$ 4,738,292,159.60**



## Bond and Interest Redemption Funds

Lyon Oaks Park #31407	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	145	250	0	0	0	0
Revenue:						
Transfers In	561,273	0	0	0	0	0
Interest Income	257	0	0	0	0	0
<b>Total Revenue</b>	<b>\$561,530</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Expenditures:						
Principal Payments	550,000	0	0	0	0	0
Payment to Bond Escrow Agent	0	0	0	0	0	0
Interest Payments	11,275	0	0	0	0	0
Paying Agent Fees	150	0	0	0	0	0
Refund Prior Years Revenue	0	108	0	0	0	0
Transfers Out	0	142	0	0	0	0
<b>Total Expenditures</b>	<b>\$561,425</b>	<b>\$250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Incr/(Decr) Fund Balance	105	(250)	0	0	0	0
<b>Fund Balance - September 30</b>	<b>\$250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
West Wing Extension 1998 Refunding #31547	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	5	0	0	0	0	0
Revenue:						
Transfers In	1,458,767	0	0	0	0	0
Interest Income	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$1,458,767</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Expenditures:						
Principal Payments	1,395,000	0	0	0	0	0
Payment to Bond Escrow Agent	0	0	0	0	0	0
Interest Payments	63,472	0	0	0	0	0
Paying Agent Fees	300	0	0	0	0	0
Transfers Out	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$1,458,772</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Incr/(Decr) Fund Balance	(5)	0	0	0	0	0
<b>Fund Balance - September 30</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## Bond and Interest Redemption Funds

Work Release Facility #31411	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	5	5	0	0	0	0
Revenue:						
Transfers In	1,862,900	1,842,800	0	0	0	0
Issuance of Refunding Bonds	0	13,990,000	0	0	0	0
Premium of Refunding Bonds	0	1,134,712	0	0	0	0
Interest Income	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$1,862,900</b>	<b>\$16,967,512</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Expenditures:						
Principal Payments	1,025,000	1,050,000	0	0	0	0
Payment to Bond Escrow Agent	0	15,025,000	0	0	0	0
Bond Issuance Cost	0	99,712	0	0	0	0
Interest Payments	837,625	792,525	0	0	0	0
Paying Agent Fees	275	275	0	0	0	0
Transfer Out	0	5	0	0	0	0
<b>Total Expenditures</b>	<b>\$1,862,900</b>	<b>\$16,967,517</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Incr/(Decr) Fund Balance	0	(5)	0	0	0	0
<b>Fund Balance - September 30</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Rochester (52-3) District Court #31421	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	5	5	0	0	0	0
Revenue:						
Transfers In	1,112,188	858,000	0	0	0	0
Issuance of Refunding Bonds	10,990,000		0	0	0	0
Premium on Bonds Sold	1,592,775	0	0	0	0	0
Interest Income	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$13,694,963</b>	<b>\$858,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Expenditures:						
Principal Payments	775,000	825,000	0	0	0	0
Payment to Bond Escrow Agent	12,488,453	0	0	0	0	0
Bond Issuance Cost	94,322	0	0	0	0	0
Interest Payments	336,913	33,000	0	0	0	0
Paying Agent Fees	275	0	0	0	0	0
Transfers Out	0	5	0	0	0	0
<b>Total Expenditures</b>	<b>\$13,694,963</b>	<b>\$858,005</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Incr/(Decr) Fund Balance	0	(5)	0	0	0	0
<b>Fund Balance - September 30</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## Bond and Interest Redemption Funds

Rochester Hills Sheriff Substation #31420	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	1,569	1,542	1,936	1,690	1,690	0
Revenue:						
Transfers from Municipalities	349,376	341,083	357,243	0	0	0
Issuance of Refunding Bonds	0	0	2,260,000	0	0	0
Premium on Bonds Sold	0	0	36,146	0	0	0
Interest Income	191	305	342	0	0	0
<b>Total Revenue</b>	<b>\$349,567</b>	<b>\$341,388</b>	<b>\$2,653,731</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Expenditures:						
Principal Payments	225,000	225,000	250,000	0		0
Payment to Bond Escrow Agent	0	0	2,280,000	0	0	0
Bond Issuance Cost	0	0	16,146	0	0	0
Interest Payments	124,319	115,994	107,556	0	0	0
Paying Agent Fees	275	0	275	0	0	0
<b>Total Expenditures</b>	<b>\$349,594</b>	<b>\$340,994</b>	<b>\$2,653,977</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Incr/(Decr) Fund Balance	(27)	394	(246)	0	0	0
<b>Fund Balance - September 30</b>	<b>\$1,542</b>	<b>\$1,936</b>	<b>\$1,690</b>	<b>\$1,690</b>	<b>\$1,690</b>	<b>\$0</b>

New Office Building Renovation #31415	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
(Series 2003 & 2004A - 2004A ref in 2011)						
Fund Balance - October 1	5	229	280	5	5	5
Revenue:						
Transfers In	2,097,576	2,146,908	574,576			
Issuance of Refunding Bonds	0	14,495,000	4,800,000	0	0	0
Premium of Refunding Bonds	0	354,195	76,764	0	0	0
Interest Income	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$2,097,576</b>	<b>\$16,996,103</b>	<b>\$5,451,340</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Expenditures:						
Principal Payments	1,150,000	1,175,000	350,000	0		
Payment to Bond Escrow Agent	0	14,815,000	4,835,000		0	0
Bond Issuance Cost	0	98,195	41,764		0	0
Interest Payments	946,852	907,633	224,576			
Paying Agent Fees	500	225	275	0	0	0
<b>Total Expenditures</b>	<b>\$2,097,352</b>	<b>\$16,996,053</b>	<b>\$5,451,615</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Incr/(Decr) Fund Balance	224	50	(275)	0	0	0
<b>Fund Balance - September 30</b>	<b>\$229</b>	<b>\$279</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>



## Bond and Interest Redemption Funds

Airport T-Hangar #31417	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	1,109	1,093	1,102	1,247	1,247	1,247
Revenue:						
Transfers In	488,330	489,790	495,151	0	0	0
Issuance of Refunding Bonds	0	0	4,585,000	0	0	0
Premium of Refunding Bonds	0	0	73,410	0	0	0
Interest Income	156	109	259	0	0	0
<b>Total Revenue</b>	<b>\$488,486</b>	<b>\$489,899</b>	<b>\$5,153,820</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Expenditures:						
Principal Payments	265,000	275,000	290,000	0	0	0
Payment to Bond Escrow Agent	0	0	4,620,000	0	0	0
Bond Issuance Cost	0	0	38,410	0	0	0
Interest Payments	223,502	214,890	205,265	0	0	0
Paying Agent Fees	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$488,502</b>	<b>\$489,890</b>	<b>\$5,153,675</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Incr/(Decr) Fund Balance	(16)	9	145	0	0	0
<b>Fund Balance - September 30</b>	<b>\$1,093</b>	<b>\$1,102</b>	<b>\$1,247</b>	<b>\$1,247</b>	<b>\$1,247</b>	<b>\$1,247</b>

Pontiac Phoenix Center #31440	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	1,297	844	1,001	(560)	5	5
Revenue:						
Transfers from Municipalities	944,596	950,155	929,296	934,202	935,575	936,231
Interest Income	1,088	1,139	(970)	0	0	0
<b>Total Revenue</b>	<b>\$945,684</b>	<b>\$951,294</b>	<b>\$928,326</b>	<b>\$934,202</b>	<b>\$935,575</b>	<b>\$936,231</b>
Expenditures:						
Principal Payments	400,000	425,000	425,000	450,000	475,000	500,000
Payment to Bond Escrow Agent	0	0	0	0	0	0
Interest Payments	545,862	525,862	504,612	483,362	460,300	435,956
Paying Agent Fees	275	275	275	275	275	275
<b>Total Expenditures</b>	<b>\$946,137</b>	<b>\$951,137</b>	<b>\$929,887</b>	<b>\$933,637</b>	<b>\$935,575</b>	<b>\$936,231</b>
Incr/(Decr) Fund Balance	(453)	157	(1,561)	565	0	0
<b>Fund Balance - September 30</b>	<b>\$844</b>	<b>\$1,001</b>	<b>(\$560)</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>





## Bond and Interest Redemption Funds

Pontiac Phoenix Ctr Refunding #31441	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	814	579	600	123	123	123
Revenue:						
Transfers from Municipalities	389,373	387,874	386,338	719,762	725,517	725,127
Interest Income	467	472	(240)	0	0	0
<b>Total Revenue</b>	<b>\$389,840</b>	<b>\$388,346</b>	<b>\$386,098</b>	<b>\$719,762</b>	<b>\$725,517</b>	<b>\$725,127</b>
Expenditures:						
Principal Payments	50,000	50,000	50,000	385,000	405,000	420,000
Payment to Bond Escrow Agent	0	0	0	0	0	0
Interest Payments	339,800	338,050	336,300	334,487	320,242	304,852
Paying Agent Fees	275	275	275	275	275	275
<b>Total Expenditures</b>	<b>\$390,075</b>	<b>\$388,325</b>	<b>\$386,575</b>	<b>\$719,762</b>	<b>\$725,517</b>	<b>\$725,127</b>
Incr/(Decr) Fund Balance	(235)	21	(477)	0	0	0
<b>Fund Balance - September 30</b>	<b>\$579</b>	<b>\$600</b>	<b>\$123</b>	<b>\$123</b>	<b>\$123</b>	<b>\$123</b>

CMHA Housing Project #31418	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	887	1,074	1,281	1,278	1,278	1,278
Revenue:						
Transfers from Community Mental Health Auth.	414,896	382,333	378,612	369,831	385,331	375,331
Transfers In	0	1,110,381				
Interest Income	222	871	216	0	0	0
<b>Total Revenue</b>	<b>\$415,118</b>	<b>\$1,493,585</b>	<b>\$378,828</b>	<b>\$369,831</b>	<b>\$385,331</b>	<b>\$375,331</b>
Expenditures:						
Principal Payments	200,000	1,200,000	225,000	225,000	250,000	250,000
Bond Issuance Cost		10,166				0
Interest Payments	214,931	282,662	153,556	144,556	135,056	125,056
Paying Agent Fees	0	550	275	275	275	275
<b>Total Expenditures</b>	<b>\$414,931</b>	<b>\$1,493,378</b>	<b>\$378,831</b>	<b>\$369,831</b>	<b>\$385,331</b>	<b>\$375,331</b>
Incr/(Decr) Fund Balance	187	207	(3)	0	0	0
<b>Fund Balance - September 30</b>	<b>\$1,074</b>	<b>\$1,281</b>	<b>\$1,278</b>	<b>\$1,278</b>	<b>\$1,278</b>	<b>\$1,278</b>



## Bond and Interest Redemption Funds

Rochester (52-3) Dist Ct Refunding #31549	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	0	5	10	5	5	5
Revenue:						
Transfers In	257,963	542,605	1,342,200	1,305,800	1,315,800	1,323,300
Interest Income	43,592	0	0	0	0	0
<b>Total Revenue</b>	<b>\$301,555</b>	<b>\$542,605</b>	<b>\$1,342,200</b>	<b>\$1,305,800</b>	<b>\$1,315,800</b>	<b>\$1,323,300</b>
Expenditures:						
Principal Payments	40,000	20,000	820,000	800,000	850,000	900,000
Payment to Bond Escrow Agent	0	0	0	0	0	0
Interest Payments	261,550	522,300	521,900	505,500	465,500	423,000
Paying Agent Fees	0	300	300	300	300	300
Transfers Out	0	0	5	300	300	300
<b>Total Expenditures</b>	<b>\$301,550</b>	<b>\$542,600</b>	<b>\$1,342,205</b>	<b>\$1,305,800</b>	<b>\$1,315,800</b>	<b>\$1,323,300</b>
Incr/(Decr) Fund Balance	5	5	(5)	0	0	0
<b>Fund Balance - September 30</b>	<b>\$5</b>	<b>\$10</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>

Airport Terminal Building #31422	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	0	(11)	143	164	164	164
Revenue:						
Transfers In	133,457	491,922	489,650	510,238	503,988	497,112
Interest Income	22,308	220	108	0	0	0
<b>Total Revenue</b>	<b>\$155,765</b>	<b>\$492,142</b>	<b>\$489,758</b>	<b>\$510,238</b>	<b>\$503,988</b>	<b>\$497,112</b>
Expenditures:						
Principal Payments	0	225,000	225,000	250,000	250,000	250,000
Payment to Bond Escrow Agent	0	0	0	0	0	0
Interest Payments	155,276	266,188	263,937	259,438	253,188	246,312
Paying Agent Fees	500	800	800	800	800	800
<b>Total Expenditures</b>	<b>\$155,776</b>	<b>\$491,988</b>	<b>\$489,737</b>	<b>\$510,238</b>	<b>\$503,988</b>	<b>\$497,112</b>
Incr/(Decr) Fund Balance	(11)	154	21	0	0	0
<b>Fund Balance - September 30</b>	<b>(\$11)</b>	<b>\$143</b>	<b>\$164</b>	<b>\$164</b>	<b>\$164</b>	<b>\$164</b>



## Bond and Interest Redemption Funds

Keego Harbor #31442	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	0	5,526	(66)	(60)	5	5
Revenue:						
Transfers from Municipalities	0	53,860	67,181	66,802	66,237	65,737
Issuance of Bonds	1,120,000	0	0	0	0	0
Interest Income	129	(43)	63	0	0	0
<b>Total Revenue</b>	<b>\$1,120,129</b>	<b>\$53,817</b>	<b>\$67,244</b>	<b>\$66,802</b>	<b>\$66,237</b>	<b>\$65,737</b>
Expenditures:						
Principal Payments	0	20,000	25,000	25,000	25,000	25,000
Payment to Bond Escrow Agent	0	0	0	0	0	0
Bond Issuance Cost	46,550	0	0	0	0	0
Interest Payments	0	38,809	41,938	41,437	40,937	40,437
Transfers to Municipalities	1,068,053	0	0	0	0	0
Paying Agent Fees	0	600	300	300	300	300
<b>Total Expenditures</b>	<b>\$1,114,603</b>	<b>\$59,409</b>	<b>\$67,238</b>	<b>\$66,737</b>	<b>\$66,237</b>	<b>\$65,737</b>
Incr/(Decr) Fund Balance	5,526	(5,592)	6	65	0	0
<b>Fund Balance - September 30</b>	<b>\$5,526</b>	<b>(\$66)</b>	<b>(\$60)</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>

Work Rel/Video/Jail Mgmt Refunding #31550	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	0	0	5	5	5	5
Revenue:						
Transfers In	0	5	1,619,050	1,620,900	1,591,700	1,607,350
Issuance of Bonds	0	0	0	0	0	0
Interest Income	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5</b>	<b>\$1,619,050</b>	<b>\$1,620,900</b>	<b>\$1,591,700</b>	<b>\$1,607,350</b>
Expenditures:						
Principal Payments	0	0	1,105,000	1,140,000	1,145,000	1,195,000
Payment to Bond Escrow Agent	0	0	0	0	0	0
Bond Issuance Cost	0	0	0	0	0	0
Interest Payments	0	0	513,750	480,600	446,400	412,050
Paying Agent Fees	0	0	300	300	300	300
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,619,050</b>	<b>\$1,620,900</b>	<b>\$1,591,700</b>	<b>\$1,607,350</b>
Incr/(Decr) Fund Balance	0	5	0	0	0	0
<b>Fund Balance - September 30</b>	<b>\$0</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>



## Bond and Interest Redemption Funds

Office Building Refunding #31551	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	0	0	0	4,030	4,030	4,030
Revenue:						
Transfers In	0	0	1,366,411	1,383,806	1,374,856	1,390,306
Issuance of Bonds	0	0	0	0	0	0
Interest Income	0	0	4,025	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,370,436</b>	<b>\$1,383,806</b>	<b>\$1,374,856</b>	<b>\$1,390,306</b>
Expenditures:						
Principal Payments	0	0	920,000	965,000	985,000	1,030,000
Payment to Bond Escrow Agent	0	0	0	0	0	0
Bond Issuance Cost	0	0	0	0	0	0
Interest Payments	0	0	446,106	418,506	389,556	360,006
Paying Agent Fees	0	0	300	300	300	300
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,366,406</b>	<b>\$1,383,806</b>	<b>\$1,374,856</b>	<b>\$1,390,306</b>
Incr/(Decr) Fund Balance	0	0	4,030	0	0	0
<b>Fund Balance - September 30</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,030</b>	<b>\$4,030</b>	<b>\$4,030</b>	<b>\$4,030</b>

Oak Park #31419	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	0	0	0	113,039	113,039	113,039
Revenue:						
Transfers from Municipalities	0	0	140,872	154,923	153,173	151,423
Accrued Interest on Bonds Sold			966			
Interest Income	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$141,838</b>	<b>\$154,923</b>	<b>\$153,173</b>	<b>\$151,423</b>
Expenditures:						
Principal Payments	0	0	0	70,000	70,000	70,000
Interest Payments	0	0	28,499	84,623	82,873	81,123
Paying Agent Fees	0	0	300	300	300	300
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,799</b>	<b>\$154,923</b>	<b>\$153,173</b>	<b>\$151,423</b>
Incr/(Decr) Fund Balance	0	0	113,039	0	0	0
<b>Fund Balance - September 30</b>	<b>\$0</b>	<b>\$0</b>	<b>\$113,039</b>	<b>\$113,039</b>	<b>\$113,039</b>	<b>\$113,039</b>



## Bond and Interest Redemption Funds

Airport T-Hangar Refunding #31553	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	0	0	0	3,888	3,888	3,888
Revenue:						
Transfers In	0	0	0	436,395	426,919	430,119
Issuance of Bonds	0	0	0	0	0	0
Interest Income	0	0	3,888	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,888</b>	<b>\$436,395</b>	<b>\$426,919</b>	<b>\$430,119</b>
Expenditures:						
Principal Payments	0	0	0	335,000	340,000	350,000
Payment to Bond Escrow Agent	0	0	0	0	0	0
Bond Issuance Cost	0	0	0	0	0	0
Interest Payments	0	0	0	101,095	86,619	79,819
Paying Agent Fees	0	0	0	300	300	300
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$436,395</b>	<b>\$426,919</b>	<b>\$430,119</b>
Incr/(Decr) Fund Balance	0	0	3,888	0	0	0
<b>Fund Balance - September 30</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,888</b>	<b>\$3,888</b>	<b>\$3,888</b>	<b>\$3,888</b>

Rochester Hills Sheriff Substn Refunding #31552	FY 2010 Actual	FY 2011 Actual	FY 2012 Est. Actual	FY 2013 Adopted Budget	FY 2014 Est Budget	FY 2015 Est Budget
Fund Balance - October 1	0	0	0	1,883	1,883	1,883
Revenue:						
Transfers In	0	0	0	314,267	330,200	319,400
Issuance of Bonds	0	0	0	0	0	0
Interest Income	0	0	1,883	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,883</b>	<b>\$314,267</b>	<b>\$330,200</b>	<b>\$319,400</b>
Expenditures:						
Principal Payments	0	0	0	265,000	290,000	285,000
Payment to Bond Escrow Agent	0	0	0	0	0	0
Bond Issuance Cost	0	0	0	0	0	0
Interest Payments	0	0	0	48,967	39,900	34,100
Paying Agent Fees	0	0	0	300	300	300
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$314,267</b>	<b>\$330,200</b>	<b>\$319,400</b>
Incr/(Decr) Fund Balance	0	0	1,883	0	0	0
<b>Fund Balance - September 30</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,883</b>	<b>\$1,883</b>	<b>\$1,883</b>	<b>\$1,883</b>



## FY 2013 Position Listing

Administration of Justice	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
<b>Circuit Court</b>							
Account Clerk II	1		1	8		8	9
Audio Video Equipment Tech	1		1				1
Central Employee Records Coord	1		1				1
Chf Civil/Criminal Division	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	19		19				19
Circuit Court Records Clerk	1	1	2				2
Circuit Court Records Spec	5		5				5
College Intern		10	10		3	3	13
Court Accounts Coordinator	1		1				1
Court Appointment Specialist	4		4				4
Court Business Administrator	1		1				1
Court Business Analyst	1		1				1
Court Clerk	34	1	35				35
Court Clerk Coordinator	1		1				1
Court Clinic Services Coord	1		1				1
Court Clinical Psychologist		3	3				3
Court Resource & Program Spec	1		1				1
Deputy Court Administrator	1		1				1
Deputy Register II	10		10				10
DHS Liaison				1	1	2	2
Domestic Support Spec Supv				4		4	4
Domestic Support Specialist				24		24	24
FOC Case Assistant				16		16	16
FOC Family Counselor				16		16	16
FOC Referee				16		16	16
FOC Referee Supervisor				2		2	2
FOC Systems Supervisor				1		1	1
Friend of Court Case Asst Supv				2		2	2
Friend of Court Systems Clerk				5		5	5
Friend Of The Court				1		1	1
General Clerical		2	2				2
Judicial Secretary	19		19				19
Judicial Staff Attorney	19		19				19
Junior Accountant				3		3	3

Administration of Justice	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
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 Court Services	1		1				1
Manager-Civ/Crim Div/Jud Asst	1		1				1
Manager-Judicial Supp/Jud Asst	1		1				1
Office Assistant I					1	1	1
Office Assistant II	20	3	23	12	1	13	36
Office Leader	1		1				1
Office Supervisor II	4		4	1		1	5
Personal Protection Order Liai	1		1				1
Program Evaluation Analyst	2		2				2
Secretary I	1		1				1
Secretary II	1		1				1
Secretary III		1	1				1
Senior Court Reporter	2		2				2
Staff Attorney	1		1				1
Student		5	5		1	1	6
Supervisor-Clerk Support	1		1				1
Supervisor-Jury Office	1		1				1
Supv - Child Support Accounts				2		2	2
Supv-Administrative Services	1		1				1
Supv-Court Business Operations	1		1				1
Supv-FOC Family Counselor				2		2	2
Technical Assistant	2		2				2
User Support Specialist I				2		2	2
User Support Specialist II	3		3				3
Warrant Clerk				2		2	2
Warrants Clerk					1	1	1
Youth & Family Casework Supv	4		4				4
Youth & Family Caseworker I	1		1				1
Youth & Family Caseworker II	30	1	31				31
Youth Assistance Casewk Supv	3		3				3
Youth Assistance Caseworker II	21	2	23				23
<b>Circuit Court Total</b>	<b>241</b>	<b>29</b>	<b>270</b>	<b>135</b>	<b>8</b>	<b>143</b>	<b>413</b>

District Court	Full Time	Part Time	Total	Full Time	Part Time	Total	Grand Total
Account Clerk II	2		2				2
Certified Electronics Operator		2	2				2
Community Service Officer		2	2				2
Court Accounts Coordinator	1		1				1
Court Clerk	11		11				11





## FY 2013 Position Listing

Administration of Justice	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Deputy District Court Admin	1	1	2				2
District Court Administrator	4		4				4
District Court Clerk I	5	6	11				11
District Court Clerk II	56	7	63				63
District Court Clerk III	10		10				10
District Court Judge	11		11				11
District Court Probation Supv	2		2				2
District Court Recorder II	11		11				11
General Clerical		3	3				3
Magistrate		6	6				6
Office Supervisor I	5		5				5
Office Supervisor II	2		2				2
Probation Investigator		7	7				7
Probation Officer I	1	2	3				3
Probation Officer II	11	1	12				12
Probation Officer III	8		8				8
Secretary II	1		1				1
Senior Probation Officer	2		2				2
Student		1	1				1
Subst District Court Recorder		1	1				1
Technical Assistant	1		1				1
User Support Specialist II	1		1				1
<b>District Court Total</b>	<b>146</b>	<b>39</b>	<b>185</b>				<b>185</b>
<b>Probate Court</b>							
Case Management Coordinator	1		1				1
Court Clerk	8		8				8
Deputy Probate Register II	12		12				12
Judicial Secretary	4		4				4
Judicial Staff Attorney	4		4				4
Office Assistant II	5		5				5
Office Supervisor I	1		1				1
Office Supervisor II	1		1				1
Probate Court Administrator	1		1				1
Probate Judge	4		4				4
Probate Register	1		1				1
Probate Specialist	4		4				4
Student		2	2				2
<b>Probate Court Total</b>	<b>46</b>	<b>2</b>	<b>48</b>				<b>48</b>
<b>Administration of Justice Grand Totals</b>							
	<b>433</b>	<b>70</b>	<b>503</b>	<b>135</b>	<b>8</b>	<b>143</b>	<b>646</b>



## FY 2013 Position Listing

Law Enforcement	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
<b>Prosecuting Attorney</b>							
Account Clerk I	1		1				1
Account Clerk II	1		1				1
Adm Asst to Elected Officials	1		1				1
Assistant Prosecutor II	32		32				32
Assistant Prosecutor III	30		30	3		3	33
Assistant Prosecutor IV	14		14	2		2	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	2				2
Legal Secretary	9		9	1		1	10
Office Assistant I	2		2	1	1	2	4
Office Assistant II	11		11	9		9	20
Office Leader	1		1				1
Office Supervisor I	2		2				2
Office Supervisor II				1		1	1
Para-legal Criminal Pros	1		1				1
Paralegal Criminal Prosecution	1		1				1
Principal Attorney	5		5				5
Probation Officer I				1		1	1
Prosecuting Attorney	1		1				1
Prosecutor Investigator	3		3	3		3	6
Secretary II	2		2				2
Social Worker II	1		1				1
Student		5	5				5
Supervisor Pros Atty Admin Svs	1		1				1
Support Specialist	4		4	4		4	8
Victim Advocate	3		3	1		1	4
Victim Rights Supervisor	1		1				1
Warrants Specialist	1		1				1
<b>Prosecuting Attorney Total</b>	<b>135</b>	<b>6</b>	<b>141</b>	<b>27</b>	<b>1</b>	<b>28</b>	<b>169</b>

<b>Sheriff</b>							
Account Clerk II	4		4				4
Adm Asst to Elected Officials	1		1				1
Business Manager-Sheriff	1		1				1
Captain	6		6				6

Law Enforcement	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Central Employee Records Coord	3		3				3
Chemist Assistant	1		1				1
Chemist Forensic Lab	1		1				1
Chemist-Forensic Lab	1		1				1
Chf Emergency Mgmt Operations	1		1				1
Chf-Corrections Program Srvc	1		1				1
Classification Agent	4		4				4
Collection Supervisor	1		1				1
Contract Coordinator	1		1				1
Corrections Deputy I	279		279				279
Corrections Deputy II	49		49				49
Court Deputy I	5	5	10				10
Court Deputy II	1	58	59				59
Deputy I	6		6				6
Deputy II	304		304	18		18	322
Dispatch Specialist	50		50				50
Dispatch Specialist Shift Ldr	6		6				6
Employee Records Specialist	1		1				1
Fire Investigator	4		4				4
Forensic Artist	1		1				1
Forensic Lab Specialist II	7		7				7
Forensic Lab Technician	2		2				2
Forensic Toxicology Chemist	1		1				1
Inmate Booking Clerk	10		10				10
Inmate Caseworker	9		9	4		4	13
Inmate Caseworker Supervisor	2		2				2
Inmate Substance Abuse Tech		1	1	1	2	3	4
Intelligence Analyst	1		1				1
Jail Library Technician	1		1				1
Junior Accountant	1		1				1
Library Technician I	1		1				1
Lieutenant	19		19				19
Major	2		2				2
Marine Mechanic		1	1				1
Marine Safety Deputy I		20	20				20
Mounted Deputy		7	7				7
Net Auditor	1		1				1
Office Assistant I	2	1	3				3
Office Assistant II	16	11	27		2	2	29
Park Deputy I		9	9				9
Park Deputy II		32	32				32
Property Room Technician	1		1				1
Secretary I	1		1				1

Law Enforcement	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Secretary II	7		7				7
Sergeant	74		74	5		5	79
Sheriff	1		1				1
Sheriff Comm Qual Assur Supv	1		1				1
Sheriff Community Liaison	1		1				1
Sheriff Corrections Admin		1	1				1
Sheriff Legal Inform Clerk	1		1				1
Sheriff State & Federal Coord	1		1				1
Special Teams Support Coord	1		1				1
Sr Property Room Technician	1		1				1
Student		2	2				2
Supervisor Forensics Lab	1		1				1
Supervisor Sheriff's Records	1		1				1
Supv-Sheriff Admin Services	1		1				1
Technical Assistant	3		3				3
Training Assistant	1		1				1
Undersheriff	1		1				1
Warrant Clerk	2		2	1		1	3
Work Projects Coordinator	2		2				2
Work Projects Supervisor	1		1				1
<b>Sheriff Total</b>	<b>910</b>	<b>148</b>	<b>1058</b>	<b>29</b>	<b>4</b>	<b>33</b>	<b>1091</b>
<b>Law Enforcement Grand Totals</b>	<b>1045</b>	<b>154</b>	<b>1199</b>	<b>56</b>	<b>5</b>	<b>61</b>	<b>1260</b>



## FY 2013 Position Listing

General Government	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
<b>County Clerk</b>							
Account Clerk II	1		1				1
Adm Asst to Elected Officials	1		1				1
Assistant Elections Specialist	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	2				2
County Clerk Comm & Ext Aff Co	1		1				1
County Clerk Records Clerk	6		6				6
County Clerk Records Spec	11		11				11
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	1		1				1
GIS/CAD Technician I	3		3				3
GIS/CAD Technician II	1		1				1
Jury Board Member		1	1				1
Micrographic Equip Oper I	2		2				2
Micrographic Equip Oper II	4		4				4
Micrographics Equip Oper Supv	1		1				1
Office Assistant I		1	1				1
Office Assistant II	41		41				41
Office Leader	1		1				1
Office Supervisor I	2		2				2
Office Supervisor II	2		2				2
Plat & Boundary Review Spec	1		1				1
Real Estate Recording Clerk	7		7				7
Secretary II	1		1				1
Student		6	6				6
Supervisor County Clk Vital Re	1		1				1
Supv.-Cty.Clk. Legal Records	1		1				1
Supv-Register of Deeds	1		1				1
<b>County Clerk Total</b>	<b>103</b>	<b>9</b>	<b>112</b>				<b>112</b>
<b>Board of Commissioners</b>							
Account Clerk I	1		1				1
Admin Dir-Program & Oper Analys	1		1				1
Board of Comm - Commun Liaison	1		1				1
Commissioner	25		25				25
Committee Coordinator	2		2				2

General Government	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Director - Library Services	1		1				1
Library Supervisor	1		1				1
Library Tech Support Spec	1		1				1
Library Technical Support Spec	1		1				1
Library Technician I	2		2				2
Library Technician II	1		1				1
Secretary I	1		1				1
Secretary-Bd of Comm I	1		1				1
Secretary-Board Of Comm II	1		1				1
Senior Committee Coordinator	1		1				1
Sr Board of Comm Analyst	2		2				2
Student		1	1				1
<b>Board of Commissioners Total</b>	<b>43</b>	<b>1</b>	<b>44</b>				<b>44</b>

Parks & Recreation							
Account Clerk II				1		1	1
Architectural Engineer II				2		2	2
Architectural Engineer III				1		1	1
Assistant Parks Supervisor				1		1	1
Automobile Mechanic II				1		1	1
Central Employee Records Coord				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
Educational Resource Specialis				1		1	1
Executive Officer Parks & Rec				1		1	1
General Main Mech - P&R				1		1	1
General Main Mechanic-P&R				1		1	1
General Maint Mech - P&R				4		4	4
General Maint Mechanic-P&R				2		2	2
General Maint Mech-P&R				1		1	1
General Maintenance Mechanic					2	2	2
Graphic Artist				1	1	2	2
Ground Equip Mech				1		1	1
Grounds Equip Mech				1		1	1
Grounds Equip Mechanic				1		1	1
Grounds Equipment Mech				3		3	3
Grounds Equipment Mechanic					3	3	3
Groundskeeper II				6		6	6
Maintenance Supervisor II				1		1	1
Manager Parks & Rec Operations				1		1	1



## FY 2013 Position Listing

General Government	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Natural Resources Planner				1		1	1
Office Assistant I				1	3	4	4
Office Assistant II				7	2	9	9
Parks & Rec Attendant					1	1	1
Parks & Rec Attendant					2	2	2
Parks And Rec Attendant					1	1	1
Parks And Rec Attendant					8	8	8
Parks and Recreation Bus Dv Rp				3		3	3
Parks and Recreation Mrkt Supv				1		1	1
Parks and Recreation Prog Ldr					35	35	35
Parks Crew Chief				4		4	4
Parks Helper					204	204	204
Parks Maint Aide				2		2	2
Parks Maintenance Aide				2		2	2
Parks Naturalist				1	1	2	2
Parks Project Supervisor				1		1	1
Parks Supervisor				6		6	6
Procurement Technician				1		1	1
Project Advisor					4	4	4
Recreation and Trails Planner				1		1	1
Recreation Program Supervisor				6		6	6
Recreation Specialist				1		1	1
Seasonal Laborer					6	6	6
Seasonal Program Specialist					2	2	2
Secretary III				1		1	1
Skilled Maint Mechanic II				2		2	2
Skilled Maint Mechanic III				1		1	1
Skilled Maintenance Mech II				2		2	2
Skilled Maintenance Mech III				2	1	3	3
Storekeeper III				1		1	1
Student					5	5	5
Supervisor Admin Services				1		1	1
Supervisor Golf Revenue & Oper				1		1	1
Supervisor P&R Marketing & Com				1		1	1
Supervisor Parks and Rec Plng				1		1	1
Technical Aide					1	1	1
User Support Specialist II				1		1	1
<b>Parks &amp; Recreation Total</b>				<b>92</b>	<b>286</b>	<b>378</b>	<b>378</b>
<b>Treasurers Office</b>							
Account Clerk II	8		8	1		1	9
Accountant I				1		1	1
Accountant II	2		2				2



General Government	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Adm Asst to Elected Officials	1		1				1
Business Analyst	1		1				1
Cashier	1	1	2				2
Chief Deputy Treasurer	1		1				1
Chief-Tax Administration	1		1				1
County Treasurer	1		1				1
Delinquent Tax Supervisor	1		1				1
Disbursing Coordinator	1		1				1
Investment Administrator	1		1				1
Junior Accountant	5		5				5
Office Assistant II	6	2	8				8
Pers Prop Tax Collect Supv				1		1	1
Pers Prop Tax Collector				2		2	2
Personal Property Tx Collector				1		1	1
Revenue Collection Spec	1		1				1
Secretary II	1		1				1
Sr Personal Prop Tax Collector				2		2	2
Supv-Settlement & Distribution	1		1				1
Treasurer Cash Accounting Supv	1		1				1
Treasurer Special Acctg Supv				1		1	1
<b>Treasurers Office Total</b>	<b>34</b>	<b>3</b>	<b>37</b>	<b>9</b>		<b>9</b>	<b>46</b>

Water Resource Commissioner							
Account Clerk II				1		1	1
Adm Asst to Elected Officials				1		1	1
Assistant Chief Engineer				4		4	4
Automobile Mechanic II				1		1	1
Chemist				2		2	2
Chf Deputy Water Resource Comm				1		1	1
Chf Engineer WRC				3		3	3
Chf WRC Admin Services				1		1	1
Chief Engineer WRC				1		1	1
Chief Manager WRC				1		1	1
Civil Engineer II				2		2	2
Civil Engineer III				10		10	10
Construction Inspector I				1		1	1
Construction Inspector II				9		9	9
Construction Inspector III				8		8	8
Construction Inspector IV				3		3	3
Cross Connect & Pretreat Coord				1		1	1
Cross Connect & PreTreat Supv				1		1	1
Drainage Distr Insurance Admin				1		1	1
Electrical Technician				3		3	3

General Government	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Employee Records Specialist				1		1	1
Engineering Aide				3		3	3
Engineering Systems Coord				6		6	6
Engineering Technician				10		10	10
Environmental Planner II				3		3	3
General Helper					2	2	2
ISO and Safety Systems Coord				1		1	1
Lake Level Technician				2		2	2
Lead Chemist				1		1	1
Maintenance Laborer-WRC				16		16	16
Maintenance Mechanic I				23		23	23
Maintenance Mechanic II				16		16	16
Manager WRC				2		2	2
Meter Mechanic I				2		2	2
Meter Mechanic II				1		1	1
Office Assistant I				1	1	2	2
Office Assistant II				6	1	7	7
Paralegal WRC				1		1	1
Pump Maintenance Mechanic I				5		5	5
Pump Maintenance Mechanic II				17		17	17
Pump Maintenance Supervisor I				4		4	4
Pump Maintenance Supervisor II				1		1	1
Right Of Way Agent				3		3	3
Right Of Way Tech				1		1	1
Sewage Treat Plant Operator I				1		1	1
Sewage Treat Plant Operator II				6		6	6
Sewage Treatment Supervisor I				3		3	3
Sewage Treatment Supervisor II				2		2	2
Sewer Maintenance Supv I				3		3	3
Sewer Maintenance Supv II				1		1	1
Skilled Maint Mechanic III				2		2	2
Skilled Maintenance Mech III				1		1	1
Staff Assistant-WRC				1		1	1
Student					4	4	4
Student Engineer					1	1	1
Supervisor Const Sup Drn Maint				1		1	1
Supervisor GIS/CAD				1		1	1
Supv WRC Electrical Systems				1		1	1
Supv WRC Financial Services				1		1	1
Supv-Right Of Way				1		1	1
Supv-WRC Retention Basins				1		1	1
Survey Party Supervisor				1		1	1
Technical Assistant				1		1	1



## FY 2013 Position Listing

General Government	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
User Support Specialist II				1		1	1
User Support Specialist III				2		2	2
Utility Bill Cust Svc Asst II				4		4	4
Utility Bill Cust Svc Coord				1		1	1
Utility Bill Cust Svc Supv I				1		1	1
Utility Bill Cust Svc Supv II				1		1	1
Water Maintenance Supervisor I				2		2	2
Water Maintenance Supv II				1		1	1
Water Resources Commissioner	1		1				1
WRC Community Liaison				1		1	1
WRC Crew Ldr - Water & Sewer				6		6	6
WRC Crew Leader-Pump Maint				3		3	3
WRC Crew Leader-Sewage Trtmt				2		2	2
WRC Easement Coordinator				1		1	1
WRC Electrical System Coord				1		1	1
WRC GIS CAD Technician II				1		1	1
WRC GIS/CAD Technician I				7		7	7
WRC GIS/CAD Technician II				1		1	1
WRC Operations Clerk				7		7	7
WRC Time & Labor Supervisor				1		1	1
<b>Water Resources Commissioner Total</b>	<b>1</b>		<b>1</b>	<b>253</b>	<b>9</b>	<b>262</b>	<b>263</b>
<b>General Government Grand Totals</b>	<b>181</b>	<b>13</b>	<b>194</b>	<b>354</b>	<b>295</b>	<b>649</b>	<b>843</b>



## FY 2013 Position Listing

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
<b>Central Services</b>							
Account Clerk I				1		1	1
Airport Administration Supv				1		1	1
Airport Maint & Rescue Supv				1		1	1
Airport Maint Mechanic I				4		4	4
Airport Maint Mechanic II				7		7	7
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	1		1				1
Clerk II Delivery Person		1	1				1
Clerk II/Delivery Person	5		5				5
Communications Installer I				1		1	1
Communications Installer II				1		1	1
Dir-Central Services	1		1				1
Garage Services Coordinator				1		1	1
Garage Supervisor				1		1	1
Garage Supervisor-Nights				1		1	1
General Clerical		1	1				1
General Helper					8	8	8
Mail Services Coordinator	1		1				1
Manager-Aviation and Transport				1		1	1
Manager-Support Services	1		1				1
Office Assistant II	3		3	1		1	4
Office Leader	1		1				1
Office Supervisor II	1		1				1
Secretary II	1		1				1
Senior Automobile Mechanic				3		3	3
Student		1	1				1
Support Services Equip Oper	1		1				1
<b>Central Services Total</b>	<b>16</b>	<b>3</b>	<b>19</b>	<b>32</b>	<b>8</b>	<b>40</b>	<b>59</b>

County Executive							
Assistant Corp Counsel I	1	1	2				2
Auditor I		1	1				1
Auditor II	1		1				1
Auditor III	1		1				1
Corporation Counsel	1		1				1
Corporation Counsel Litigator				1		1	1
County Auditor	1		1				1
County Executive	1		1				1
County Executive Assistant	1		1				1



## FY 2013 Position Listing

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Deputy Corporation Counsel	1		1				1
Deputy County Executive I	3		3				3
Deputy County Executive II	2		2				2
Field Claims Investigator				2		2	2
Financial Attorney Corp Counsel	2		2				2
First Assistant Corp Counsel	1		1				1
Graphic Artist	1		1				1
Insurance and Safety Coord				1		1	1
Legal Secretary	2		2				2
Media & Communications Officer	1		1				1
Office Supervisor I	1		1				1
Risk Management Claims Analyst				1		1	1
Risk Manager				1		1	1
Safety Coordinator				1		1	1
Secretary II				1		1	1
Secretary III	6		6				6
Senior Assistant Corp Counsel	4	1	5				5
Student		1	1				1
Support Specialist	1		1				1
Technical Assistant	2		2	1		1	3
<b>County Executive Total</b>	<b>34</b>	<b>4</b>	<b>38</b>	<b>9</b>		<b>9</b>	<b>47</b>

Economic Devl & Community Affairs							
Account Clerk II				1		1	1
Associate Planner	4		4				4
Business Development Represent				1		1	1
Chf Automation Alley	1		1				1
Chf Community & Home Improvemnt				1		1	1
College Intern		6	6				6
Comm & Home Improve Assistant				1		1	1
Comm & Home Improve Coordinat				1		1	1
Comm & Home Improve Field Tech				2		2	2
Comm & Home Improve Specialist				1		1	1
Comm & Home Improvement Coord				2		2	2
Comm & Home Improvement Spec				1		1	1
Comm & Home Improvement Tech				2		2	2
Community and Home Imp Coordin				1		1	1
Community and Home Imp Spec	1		1				1
Deputy Dir-Econ Dev & Comm Aff	1		1				1
Dir-Econ Dev & Comm Affairs	1		1				1
Environmental Program Coord	1		1				1
GIS CAD Technician II		1	1				1
GIS/CAD Technician II	2		2				2



## FY 2013 Position Listing

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Grant Complianc and Prog Coord				1		1	1
Graphic Artist	1		1				1
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 & Econ Dev	1		1				1
Manager-Workforce Development				1		1	1
Market Research Analyst	1		1				1
Marketing & Comm Officer	1		1				1
Marketing Coordinator	4		4				4
Mgr-Community & Home Improvemt				1		1	1
Office Assistant I				1		1	1
Office Assistant II	1		1				1
Office Leader				1		1	1
Principal Planner	4		4				4
Secretary II	1		1	1		1	2
Senior Business Developmnt Rep	8		8	1		1	9
Senior Community and HI Spec				1		1	1
Senior Planner	2		2				2
Small Business Analyst	1		1				1
Sr Business Development Rep	1		1				1
Sr Comm & Home Imp Field Tech				1		1	1
Sr Comm & Home Impr Field Tech				1		1	1
Staff Assistant-Workforce Dev				1		1	1
Student					1	1	1
Supv-Business Development	1		1				1
Supv-C & HI Admin Services				1		1	1
Supv-Comm & Home Improvement				2		2	2
Supv-Financial Services	1		1				1
Supv-Information Services	1		1				1
Supv-Planning	1		1				1
Technical Assistant	2	1	3				3
User Support Specialist I	1		1				1
User Support Specialist II	1		1				1
Workforce Development Tech II				1		1	1
Workforce Development Tech III				1		1	1
Workforce Development Tech III				1		1	1
<b>Economic Development &amp; Community Af</b>	<b>45</b>	<b>8</b>	<b>53</b>	<b>36</b>	<b>1</b>	<b>37</b>	<b>90</b>
<b>Facilities Management</b>							
Alarm Technician				3		3	3
Architectural Engineer II				2		2	2



## FY 2013 Position Listing

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
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
Chief-Custodial Services				1		1	1
Chief-Fire & Security				1		1	1
Chief-FM&O				1		1	1
Chief-Heating Plant				1		1	1
Chief-Landscape Services				1		1	1
Construction Planner	1		1				1
Custodial Work Supervisor II				2		2	2
Custodial Work Supervisor III				1		1	1
Custodial Worker II				42		42	42
Custodial Worker III				1		1	1
Director-Facilities Management	1		1				1
Engineering Technician				1		1	1
Facilities Contract Specialist					1	1	1
Facilities Engineer II	1		1				1
Facilities Engineer II-Bonus	1		1				1
Facilities Engineer III	1		1	1		1	2
Facilities Mgmt Specialist				1		1	1
Facilities Planner				1		1	1
Facilities Project Coordinator	1		1				1
FM&O Purchasing Clerk				1		1	1
General Helper					19	19	19
General Maintenance Mechanic				3		3	3
Groundskeeper Crew Chief				2		2	2
Groundskeeper II				5		5	5
Groundskeeper Spec/Irrigation				1		1	1
Groundskeeper Specialist				2		2	2
Locksmith				1		1	1
Maintenance Laborer				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				5		5	5
Office Assistant II				1		1	1
Painter II				6		6	6
Property Management Specialist		1	1				1
Safety Dispatcher				7		7	7





## FY 2013 Position Listing

### County Executive

	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Secretary II	1		1	1		1	2
Shift Supv-Building Safety				3	1	4	4
Skilled Maint Mechanic II				23		23	23
Skilled Maint Mechanic III				3		3	3
Skilled Maintenance Mech II				3		3	3
Skilled Maintenance Mech III				1		1	1
Skilled Maintenance Mechanic I				2		2	2
Student					1	1	1
Supervisor Facil Plng and Eng				1		1	1
Supervisor-FM&O Admin Services				1		1	1
<b>Facilities Management Total</b>	<b>8</b>	<b>1</b>	<b>9</b>	<b>156</b>	<b>22</b>	<b>178</b>	<b>187</b>

Health and Human Services							
Account Clerk II	2		2	2		2	4
Adm Asst-Environ Health Servic	1		1				1
Adm Asst-Pers & Prev Hlth Svcs	1		1				1
Adm-Children's Village	3		3				3
Adm-Environmental Health Servi	1		1				1
Administrative Asst-CHPIS	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	2	1	3	10	2	12	15
Business Analyst				1		1	1
Central Employee Records Coord	2		2				2
Chf Emergency Management	1		1				1
Chf Substance Abuse Services	1		1				1
Chf-Environmental Health Activ	1		1				1
Chf-PH Clinical & Special Prog	1		1				1
Chief-Environ Health Spec Prog	1		1				1
Chief-Health Div Medical Serv	1		1				1
Chief-PH Field Nursing	1		1				1
Chief-Pub Health Admin Service	1		1				1
Children's Vill Case Coord I	2		2				2
Children's Vill Case Coord II	8		8				8
Children's Village Intake Clrk	2		2				2
Childrens Village Support Spec	1		1				1
Clerk				1		1	1
Clerk II Delivery Person	1		1				1
College Intern		6	6				6
Dental Clinic Assistant II	1		1				1
Dental Hygienist	1		1				1
Dietetic Technician				3		3	3



## FY 2013 Position Listing

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Director-Health & Human Serv	1		1				1
Emergency Management Coord		1	1				1
Emergency Management Supv	1		1				1
Employee Records Specialist	1		1				1
Epidemiologist	2		2				2
First Cook	3		3				3
Food Service Supervisor	1		1				1
General Staff Nurse	6		6				6
Graphic Artist	1		1				1
Health Contract Cmplnc Analyst	1		1				1
Health Laboratory Clerk	1		1				1
Health Program Coordinator	3		3	4		4	7
Hearing/Vision Tech Supervisor	1	1	2				2
Homeland Security Regional SAP				2		2	2
Homeland Security Specialist	2		2				2
Homeland Security UASI Reg SAP				2		2	2
Laboratory Supervisor	1		1				1
Librarian		1	1				1
Manager Homeland Security	1		1				1
Manager-Children's Village	1		1				1
Manager-Health Division	1		1				1
Medical Technologist	3		3	1		1	4
Office Assistant I	1		1	2		2	3
Office Assistant II	43	2	45	15		15	60
Office Leader				1		1	1
Office Supervisor I	6		6	1		1	7
Office Supervisor II				1		1	1
Program Nursing Supervisor- CV	1		1				1
Program Supervisor-Child Villa	6		6				6
Public Health Clinical Dentist	1		1				1
Public Health Educator III	4		4	3	1	4	8
Public Health Educator Supv	1		1				1
Public Health Nurse II	1	1	2	1	1	2	4
Public Health Nurse III	78	1	79	12	4	16	95
Public Health Nursing Supv	9		9	1		1	10
Public Health Nutrition Sup				1		1	1
Public Health Nutritionist I				1		1	1
Public Health Nutritionist II				7		7	7
Public Health Nutritionist III	3		3	2		2	5
Public Health Nutritionist Spv	1		1				1
Public Health Sanitarian	17		17				17
Public Health Sanitarian Supv	7		7				7
Public Health Sanitarian Tech	8		8				8



## FY 2013 Position Listing

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Public Health Technician	2	17	19				19
Public Hlth Preparedness Spec				1		1	1
Radiologic Technologist	2		2				2
Second Cook	1		1				1
Secretary I	1		1				1
Secretary II	3		3				3
Secretary III	1		1				1
Senior Public Health Sanitaria	1		1				1
Sr Public Health Sanitarian	1	1	2				2
Sr. Public Health Sanatarian	1		1				1
Sr. Public Health Sanitarian	22		22				22
Staff Psychiatrist		1	1				1
Storekeeper III	1		1				1
Student		6	6		1	1	7
Substance Abuse Prevent Coord				1		1	1
Substance Abuse Prog Analyst				1		1	1
Substance Abuse Progm Analyst				8		8	8
Supv-Health Central Supp Svcs	3		3				3
Supv-Planning & Evaluation	1		1				1
Technical Assistant	1	1	2	1	1	2	4
Telestaff System Coordinator	1		1				1
Treatment Services Clinician I	2		2				2
Treatment Services Clinich II	6		6				6
Treatment Services Supervisor	2		2	1		1	3
User Support Specialist II	2		2				2
Vaccine Supply Clerk				2		2	2
Youth Specialist I	8	13	21				21
Youth Specialist II	96		96				96
Youth Specialist Supervisor	11		11				11
<b>Health and Human Services Total</b>	<b>427</b>	<b>53</b>	<b>480</b>	<b>89</b>	<b>10</b>	<b>99</b>	<b>579</b>

Human Resources						
Central Employee Records Coord	3		3			3
College Intern		1	1			1
Deputy Director-Human Resource	1		1			1
Director-Human Resources	1		1			1
Employee Benefits Specialist				2	1	3
Employee Records Specialist	2		2			2
Human Resources Analyst II	7		7	2		9
Human Resources Analyst III	3		3	3		6
Labor Relations Specialist	1		1			1
Manager-Human Resources	2		2			2
Office Assistant I					1	1



## FY 2013 Position Listing

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Office Assistant II	2	1	3	1		1	4
Retirement Administrator				1		1	1
Retirement Specialist				3		3	3
Secretary II	1		1				1
Supervisor-Employee Benefits				1		1	1
Supervisor-Human Resources	1		1				1
Supv-Administrative Services				1		1	1
Supv-Human Resources	2		2				2
Supv-Training & Development				1		1	1
Wellness Coordinator				1		1	1
<b>Human Resources Total</b>	<b>26</b>	<b>2</b>	<b>28</b>	<b>16</b>	<b>2</b>	<b>18</b>	<b>46</b>

Information Technology							
Adm-CLEMIS				1		1	1
Application Analyst Prog I				2		2	2
Application Analyst Prog II				10		10	10
Application Analyst Prog III				11		11	11
Application Analyst Progr III				2		2	2
Applications Analyst Prog I				1		1	1
Applications Analyst Prog II				6		6	6
Applications Analyst Progr III				1		1	1
Applications Analyst/Prog II				1		1	1
Chf Internal Services				1		1	1
Chf Land Management				1		1	1
Chf Technical Services				2		2	2
Chief eGovernment Services				1		1	1
Chief Technology Officer				1		1	1
Chief-CLEMIS				1		1	1
Customer Services Tech I				1		1	1
Customer Services Tech II				9		9	9
Customer Srvcs Technician II				3		3	3
Data Base Administrator				4		4	4
Data Processing Equip Oper II				5		5	5
Data Processing Equip Oper III				1		1	1
Data Security Specialist				3		3	3
Dir-Information Technology				1		1	1
Employee Records Specialist				1		1	1
Enterprise Architect				1		1	1
GIS Enterprise Data Tech II				1		1	1
Internal Services Supervisor				2		2	2
Manager Deployment Services				1		1	1
Manager Tech Systems & Network				1		1	1
Manager-Application Services				1		1	1



## FY 2013 Position Listing

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Manager-CLEMIS				1		1	1
Network System Specialist				7		7	7
Network Systems Analyst I				1		1	1
Office Assistant I				1		1	1
Office Assistant II				2		2	2
Procurement Technician				1		1	1
Production Control Analyst III				1		1	1
Project Manager				6		6	6
Project Support Specialist				1		1	1
Radio Communications Tech				3		3	3
Receptionist/Clerk				1		1	1
Secretary III				1		1	1
Senior Data Base Administrator				1		1	1
Senior Radio Communicat Tech				2		2	2
Senior Systems Analyst				6		6	6
Student					2	2	2
Student Engineer					2	2	2
Supervisor I Info Tech				2		2	2
Supervisor II Info Tech				1		1	1
Supv II-Information Technology				3		3	3
Supv I-Information Technology				4		4	4
Supv-Production Services				1		1	1
Supv-Radio Communications				1		1	1
Systems Software Specialist				7		7	7
Technical Operations Supv				2		2	2
Telecommunication Network Supv				1		1	1
Telephone Communications Tech				3		3	3
User Support Specialist I				3		3	3
User Support Specialist II				7		7	7
User Support Specialist III				10		10	10
<b>Information Technology Total</b>				<b>157</b>	<b>4</b>	<b>161</b>	<b>161</b>

Management and Budget							
Account Clerk I	1	3	4	1		1	5
Account Clerk II	10	1	11	3		3	14
Accountant I	2		2				2
Accountant II	4		4	2		2	6
Accountant III	8		8	2		2	10
Adm-Equalization	1		1				1
Budget Systems Coordinator	1		1				1
Buyer II	5		5	1		1	6
Chf Equalization	2		2				2
Chf Fiscal Services	4		4				4



## FY 2013 Position Listing

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Chf Purchasing	1		1				1
Collection Clerk II	1		1				1
Collection Clerk I	3		3				3
Collection Clerk II	11		11				11
Collection Specialist	8		8				8
College Intern		1	1				1
Dir-Management & Budget	1		1				1
Employee Records Specialist	1		1				1
Equal Appraiser III-Certified	1		1				1
Equalization Appraiser I Cert	1		1				1
Equalization Appraiser I-Cert	1		1				1
Equalization Appraiser II-Cert	35		35				35
Equalization Appraiser III-Cer	8		8				8
Equalization Clerk	11		11				11
Equalization Field Supervisor	7		7				7
General Clerical		2	2				2
GIS/CAD Technician II	4		4				4
Grant Complianc and Prog Coord	1		1				1
Manager-Equalization	1		1				1
Manager-Fiscal Services	1		1				1
Manager-Purchasing	1		1				1
Office Assistant I		1	1				1
Office Assistant II	1		1				1
Office Supervisor II	1		1				1
Parks and Recreation Fiscal Co				1		1	1
Payroll Specialist I	2		2				2
Payroll Specialist II	1		1				1
Procurement Technician	3		3				3
Purchasing Systems Coordinator	1		1				1
Reimbursement Accounts Spec	1		1				1
Secretary II	1		1				1
Senior Equalization Clerk	1		1				1
Senior Equalization Clerk	7		7				7
Senior Financial Analyst	7		7				7
Student		2	2				2
Supervisor I-Fiscal Services	6		6				6
Supervisor II Fiscal Services				1		1	1
Supervisor II-Fiscal Services	7		7				7
Supervisor III-Fiscal Services	2		2				2
Supv-Equalization Admin Srvcs	1		1				1
Supv-Land Description & Mappin	1		1				1
Tax Standards Specialist	1		1				1
Technical Assistant	2	1	3				3



## FY 2013 Position Listing

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
<b>Management and Budget Total</b>	<b>182</b>	<b>11</b>	<b>193</b>	<b>11</b>		<b>11</b>	<b>204</b>

Public Services	Full Time	Part Time	Total	Full Time	Part Time	Total	Grand Total
Account Clerk I	1		1				1
Animal Census Leader		2	2				2
Animal Control Dispatch Clerk	2		2				2
Animal Control Officer	15		15				15
Animal Control Shelter Leader	1		1				1
Animal Control Supervisor	2		2				2
Animal Shelter Attendant	2		2				2
Autopsy Attendant	3		3				3
Autopsy Attendant Supervisor	1		1				1
Chf Community Correct Field Op	1		1				1
Chf Forensic Pathologist	1		1				1
Chf Forensic Toxicologist	1		1				1
Clerk		1	1				1
Client Transporter	1		1				1
College Intern		4	4				4
Comm Corrections Spec I		3	3				3
Comm Corrections Spec III	1		1	1		1	2
Comm Corrections Support Spec				1		1	1
Community Corr Spec I					1	1	1
Community Corrections Spec I	3	2	5				5
Community Corrections Spec II	15		15	10	1	11	26
Community Corrections Spec III	7		7				7
Deputy Chief Forensic Patholog	1		1				1
Deputy Forensic Pathologist	2	1	3				3
Dir-Public Services	1		1				1
Environmental Program Coord	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		7				7
MEO Assistant	3		3				3
MEO Supervisor	1		1				1
Office Assistant I	5	1	6				6
Office Assistant II	9		9	1		1	10





## FY 2013 Position Listing

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Secretary II	1		1				1
Student		3	3				3
Supv-Administrative Services	1		1				1
Supv-Community Corr Adm Srvc	1		1				1
Supv-Community Corrections	4		4	1		1	5
Technical Assistant	1	1	2				2
Veterans Benefit Counsel Supv	2		2				2
Veterans Benefit Counselor II	5		5				5
Veterans Benefit Counselor III	2		2				2
Veterans Benefits Counselor II	1		1				1
Veterinarian		1	1				1
Veterinarian Tech Assistant		1	1				1
Veterinarian Technician	1		1				1
<b>Public Services Total</b>	<b>118</b>	<b>20</b>	<b>138</b>	<b>14</b>	<b>2</b>	<b>16</b>	<b>154</b>
<b>County Executive Grand Totals</b>	<b>856</b>	<b>102</b>	<b>958</b>	<b>520</b>	<b>49</b>	<b>569</b>	<b>1527</b>

**GENERAL FUND/GENERAL PURPOSE POSITION REQUESTS  
FY 2013 BUDGET**

REQUEST							BOARD ACTION		
	REQUEST # of POS.	CLASSIFICATION	SALARY GRADE	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS
<b>CIRCUIT COURT</b>									
Court Business	(1)	Office Assistant II (3010201-01480) @ 5 year step	5	36,214	32,199	(68,413)	(1)	(68,413)	Approved by FY12 Budget
Division Total	0 (1)			36,214	32,199	(68,413)	0 (1)	(68,413)	
Civil / Criminal	1	Program Evaluation Analyst (3010301-09162) @ 5 year step	11	58,655	42,952	101,607	1	101,607	Approved to delete by FY11 Budget. Approved to continue by FY12 Budget.
Division Total	1 0			58,655	42,952	101,607	1 0	101,607	
Family Court	1	Youth Assistance Caseworker II @ 1 year step	--	49,189	38,416	87,605	1	87,605	Position created per FY13 Budget Finance Committee Amendment.
	(1)	Youth Assistance Caseworker II (3010402-09272) @ 5 year step	--	60,390	43,784	(104,174)	(1)	(104,174)	Approved by FY12 Budget.
	1	Warrants Clerk PTNE 1,000 hours/year @ 5 year step	6	18,332	838	19,170	1	19,170	Approved by FY12 Budget. Now requesting to transfer & change funding.
Division Total	2 (1)			127,911	83,038	2,601	2 (1)	2,601	
DEPARTMENT TOTAL	3 (2)			222,780	158,189	35,796	3 (2)	35,796	
<b>DISTRICT COURT</b>									
Division I - Nov Administration	(1)	District Court Clerk II (3020201-01169) @ 1 year step	6	31,046	29,722	(60,768)	(1)	(60,768)	Approved to delete.
	1	District Court Clerk II FTNE 2,000 hours/year @ 1 year step	6	29,852	1,364	31,216	1	31,216	Approved to create.
Division Total	1 (1)			60,898	31,086	(29,552)	1 (1)	(29,552)	
Division II - Clarkston Probation	1	Probation Officer I (3020305-10908) PTNE 1,000 hours/year @ 1 year step	9	19,004	868	19,872	1	19,872	Approved to deleted by FY11 Budget. Approved to continue by FY12 Budget
Division Total	1 0			19,004	868	19,872	1 0	19,872	
Division III - Rochester Hills Administration	(1)	District Court Clerk II (3020401-06756) @ 1 year step	6	31,046	29,722	(60,768)	(1)	(60,768)	Approved to delete.
	1	District Court Clerk II FTNE 2,000 hours/year @ 1 year step	6	29,852	1,364	31,216	1	31,216	Approved to create.
	1	District Court Clerk II PTNE 1,000 hours/year @ 1 year step	6	14,926	682	15,608	1	15,608	Approved to create.
Division Total	2 (1)			75,824	31,769	(13,944)	2 (1)	(13,944)	
Division IV - Troy Administration	(1)	District Court Judge (3030501-02909) effective 01/01/13	--	45,724	36,756	(82,480)	(1)	(82,480)	Approved by FY12 Budget, <u>effective 01/01/13</u> .
	(1)	Court Clerk (3020501-01858) @ 1 year step, effective 01/01/13	--	33,151	30,731	(63,882)	(1)	(63,882)	Approved by FY12 Budget, <u>effective 01/01/13</u> .
	(1)	District Court Recorder II (3020501-02747) @ 1 year step, effective 01/01/13	6	43,462	35,672	(79,134)	(1)	(79,134)	Approved by FY12 Budget, <u>effective 01/01/13</u> .
	1	Probation Investigator PTNE 1,000 hours/year @ base step	--	17,210	786	17,996	1	17,996	Approved to create.

**GENERAL FUND/GENERAL PURPOSE POSITION REQUESTS  
FY 2013 BUDGET**

REQUEST							BOARD ACTION		
	REQUEST # of POS.	CLASSIFICATION	SALARY GRADE	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS
	1	Probation Officer I PTNE 1,000 hours/year @ 1 year step	9	19,004	868	19,872	1	19,872	Approved to create.
Division Total	2 (3)			122,337	103,159	(225,496)	2 (3)	(187,628)	
DEPARTMENT TOTAL	6 (5)			278,063	166,882	(249,119)	6 (5)	(211,251)	
<b>PROBATE COURT</b>									
Estates & Mental Health	(1)	Office Assistant II (3040403-00257) @ 1 year step	5	29,482	28,973	(58,455)	(1)	(58,455)	Approved to delete by FY11 Budget.
	(1)	Office Assistant II (3040403-06879) @ 1 year step	5	29,482	28,973	(58,455)	(1)	(58,455)	Approved to delete by FY12 Budget
	1	Office Assistant II FTNE 2,000 hours/year @ 1 year step	5	28,349	1,296	29,645	1	29,645	Approved to create by FY12 Budget
Division Total	1 (2)			87,313	59,241	(87,265)	1 (2)	(87,265)	
DEPARTMENT TOTAL	1 (2)			87,313	59,241	(87,265)	1 (2)	(87,265)	
<b>PROSECUTING ATTORNEY</b>									
Administration / Case Records	(1)	Office Assistant II (4010101-10953) FTNE 2,000 hours/year @ 1 year step	5	28,349	1,296	(29,645)	(1)	(29,645)	Approved to delete by FY11 Budget.
	(1)	Office Assistant II (4010101-01390) @ 1 year step	5	29,482	28,973	(58,455)	(1)	(58,455)	Approved to delete
	1	Office Assistant I FTNE 2,000 hours/year @ 1 year step	5	25,860	1,182	27,042	1	27,042	Approved to create
	(1)	Law Clerk (4010101-03932) PTNE 400 hours/year	--	5,962	272	(6,234)	(1)	(6,234)	Approved to delete
	(3)	Summer Clerical (4010101-04038, 09269, 09534) PTNE 400 hours/year @ base step	--	3,333	152	(10,456)	(3)	(10,456)	Approved to delete
Division Total	1 (6)			92,986	31,875	(77,748)	1 (6)	(77,748)	
Litigation	1	Prosecutor Investigator @ 1 year step	--	48,275	37,978	86,253	1	86,253	Approved to create
Division Total	1 0			48,275	37,978	86,253	1 0	86,253	
Warrants	(1)	Office Assistant II (4010301-06381) @ 1 year step	5	29,482	28,973	(58,455)	(1)	(58,455)	Approved to delete by FY11 Budget.
Division Total	0 (1)			29,482	28,973	(58,455)	0 (1)	(58,455)	
DEPARTMENT TOTAL	2 (7)			170,743	98,826	(49,949)	2 (7)	(49,949)	
<b>COUNTY CLERK/REGISTER OF DEEDS</b>									
County Clerk / Legal Records	(1)	Student (2010210-00353) @ 1 year step	--	11,143	509	(11,652)	(1)	(11,652)	Approved to delete by FY11 Budget.
	(1)	Clerk (2010210-09765) PTNE 1,000 hours/year @ 1 year step	--	11,688	534	(12,222)	(1)	(12,222)	Approved to delete by FY11 Budget.
Division Total	0 (2)			22,831	1,043	(23,874)	0 (2)	(23,874)	

**GENERAL FUND/GENERAL PURPOSE POSITION REQUESTS  
FY 2013 BUDGET**

REQUEST								BOARD ACTION		
	REQUEST # of POS.	CLASSIFICATION	SALARY GRADE	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS	
Register of Deeds / Administration	(1)	Office Assistant II (2010101-02465) @ 1 year step	5	29,482	28,973	(58,455)	(1)	(58,455)	Approved to delete by FY11 Budget.	
Division Total	0 (1)			29,482	28,973	(58,455)	0 (1)	(58,455)		
Jury Commission	(1)	Jury Board Member (2010501-01322) PTNE effective 01/01/2013	--	4,454	204	(4,658)	(1)	(4,658)	Approved by FY11 Budget <u>effective 01/01/2013</u> .	
Division Total	0 (1)			4,454	204	(4,658)	0 (1)	(4,658)		
<b>DEPARTMENT TOTAL</b>	<b>0 (4)</b>			<b>56,767</b>	<b>30,220</b>	<b>(86,987)</b>	<b>0 (4)</b>	<b>(86,987)</b>		
<b>BOARD OF COMMISSIONERS</b>										
Board of Commissioners	(4)	Commissioner (5010101-01900, 02425, 03321, 3670) @ base step	--				0 (4)	(249,268)	Approved to delete effective 01/01/13.	
Division Total	(4)			32,093	30,224	(249,268)	(4)	(249,268)		
Library Board / LVPI	(1)	Library Technical Support Specialist (5010301-07356) @ 5 year step	8	44,144	35,999	(80,143)	(1)	(80,143)	Approved to delete	
	(1)	Library Technician I (5010301-09209) @ 5 year step	5	36,214	32,199	(68,413)	(1)	(68,413)	Approved to delete	
	(1)	Student (5010301-07376) @ 1 year step	--	11,143	509	(11,652)	(1)	(11,652)	Approved to delete	
Division Total	0 (3)			91,501	68,707	(409,476)	0 (3)	(409,476)		
<b>DEPARTMENT TOTAL</b>	<b>0 (7)</b>			<b>91,501</b>	<b>68,707</b>	<b>(409,476)</b>	<b>0 (7)</b>	<b>(409,476)</b>		
<b>HUMAN RESOURCES</b>										
Workforce Management	(1)	Clerk (1050415-09274) PTNE 1,000 hours/year @ base step	4	11,688	534	(12,222)	(1)	(12,222)	Approved by FY12 Budget	
	1	Human Resources Analyst III (1050402-02845) @ 5 year step	13	65,355	46,163	111,518	1	111,518	Approved to delete by FY11 Budget, approved to continue by FY12 Budget.	
Division Total	1 (1)			77,043	46,697	99,296	1 (1)	99,296		
<b>DEPARTMENT TOTAL</b>	<b>1 (1)</b>			<b>77,043</b>	<b>46,697</b>	<b>99,296</b>	<b>1 (1)</b>	<b>99,296</b>		
<b>HEALTH &amp; HUMAN SERVICES</b>										
Health Division	(1)	Dental Clinic Assistant II (1060232-3060) @ 5 year step	4	34,392	31,326	(65,718)	(1)	(65,718)	Approved to delete	
Division Total	0 (1)			34,392	31,326	(65,718)	0 (1)	(65,718)		
<b>DEPARTMENT TOTAL</b>	<b>0 (1)</b>			<b>34,392</b>	<b>31,326</b>	<b>(65,718)</b>	<b>0 (1)</b>	<b>(65,718)</b>		
<b>TOTAL GF/GP POSITIONS - FY2013</b>	<b>13 (29)</b>						<b>13 (29)</b>	<b>(775,554)</b>		
				<b>TOTAL GF/GP COST - FY 2013</b>		<b>(813,422)</b>				

**GENERAL FUND/GENERAL PURPOSE POSITION REQUESTS  
FY 2014 BUDGET**

REQUEST							BOARD ACTION		
DEPARTMENT / DIVISION / UNIT	REQUEST # of POS.	CLASSIFICATION	SALARY GRADE	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS
<b>CIRCUIT COURT</b>									
Family Court	1	Juvenile Court Referee	--	73,581	50,105	123,686	1	123,686	Approved to delete by FY12 Budget. Now approved to continue
Division Total	1 0			73,581	50,105	123,686	1 0	123,686	
DEPARTMENT TOTAL	1 0			73,581	50,105	123,686	1 0	123,686	
<b>DISTRICT COURT</b>									
Division I - Novi Probation	(2)	Probation Investigator PTNE 1,000 hours/year	--	17,210	786	(17,996)	(2)	(17,996)	Approved to delete
	1	District Court Clerk II PTNE 1,000 hours/year		14,926	682	15,608	1	15,608	Approved to create
Division Total	1 (2)			32,136	1,469	(2,388)	1 (2)	(2,388)	
DEPARTMENT TOTAL	1 (2)			32,136	1,469	(2,388)	1 (2)	(2,388)	
<b>MANAGEMENT &amp; BUDGET</b>									
Equalization	1	Equalization Field Supervisor	15	58,875	43,058	101,933	1	101,933	Approved to delete by FY12 Budget. Now approved to continue.
Division Total	1 0			58,875	43,058	101,933	1 0	101,933	
DEPARTMENT TOTAL	1 0			58,875	43,058	101,933	1 0	101,933	
<b>TOTAL GF/GP POSITIONS - FY 2014</b>	<b>3 (2)</b>					<b>223,231</b>	<b>3 (2)</b>	<b>223,231</b>	

**GENERAL FUND/GENERAL PURPOSE POSITION REQUESTS  
FY 2015 BUDGET**

REQUEST							BOARD ACTION		
DEPARTMENT / DIVISION / UNIT	REQUEST # of POS.	CLASSIFICATION	SALARY GRADE	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS
No Requests									
<b>TOTAL GF/GP POSITIONS - FY 2015</b>						<b>0</b>		<b>0</b>	

**SPECIAL REVENUE / PROPRIETARY POSITION REQUESTS  
FY 2013 BUDGET**

REQUEST	REQUEST # POS.	CLASSIFICATION	SALARY GRADE	FUND SR/PR	SALARY EACH	FTE FRINGES*	TOTAL	BOARD ACTION		
								# POS.	TOTAL COST	COMMENTS
<b><u>CIRCUIT COURT</u></b>										
Family Court / Friend of the Court	(1)	Office Assistant I (3010404-07971) PTNE 1,000 hours/year @ 1 year step	3	SR	12,930	591	(13,521)	(1)	(13,521)	Approved to delete
Division Totals	0 (1)				12,930	591	(13,521)	0 (1)	(13,521)	
DEPARTMENT TOTAL	0 (1)				12,930	591	(13,521)	0 (1)	(13,521)	
<b><u>SHERIFF</u></b>										
Investigative & Forensic Services/FOC	(1)	Warrants Clerk (4030925-02443) @ 1 year step	6	SR	31,046	29,691	(60,737)	(1)	(60,737)	Approved to delete
Division Total	0 (1)				31,046	29,691	(60,737)	0 (1)	(60,737)	
DEPARTMENT TOTAL	0 (1)				31,046	29,691	(60,737)	0 (1)	(60,737)	
<b>TOTAL SR &amp; PR POSITIONS - FY 2013</b>	<b>0 (2)</b>						<b>(74,258)</b>	<b>0 (2)</b>	<b>(74,258)</b>	



**SPECIAL REVENUE / PROPRIETARY POSITION REQUESTS  
FY 2014 BUDGET**

REQUEST								BOARD ACTION		
REQUEST # POS.	CLASSIFICATION	SALARY GRADE	FUND SR/PR	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS	
No Requests										
<b>TOTAL SR &amp; PR POSITIONS - FY 2014</b>			<b>TOTAL SR &amp; PR COST - FY 2014</b>			<b>0</b>		<b>0</b>		

**SPECIAL REVENUE / PROPRIETARY POSITION REQUESTS  
FY 2015 BUDGET**

REQUEST									BOARD ACTION	
DEPARTMENT/DIVISION/UNIT	REQUEST # POS.	CLASSIFICATION	SALARY GRADE	FUND SR/PR	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS
No Requests										
TOTAL SR & PR POSITIONS - FY 2015			TOTAL SR & PR COST - FY 2015			0			0	

**SUMMARY OF POSITION FUNDING CHANGE REQUESTS**

FROM DEPARTMENT/DIVISION/UNIT	Pos. #	CLASSIFICATION	COMMENTS	BOARD ACTION
<b>FY 2013 BUDGET</b>				
Circuit Court / Family Court/Friend of the Court	3010404-11247	Warrants Clerk	Change funding from GF/GP to SR (FOC Cooperative Reimbursement Fund)	Approved
<b>FY 2014 BUDGET</b>				
Treasurer / Administration	7010101-03226	Accountant II	Change funding from GF/GP to SR (Delinquent Tax Revolving Fund)	Approved with FY12 Budget
Economic Development & Community Affairs / PEDS	1090207-09930	Associate Planner	Change funding from partial SR (70% Waste Resource Administration Mgmt. Fund #21175) to 100 % GF/GP funding.	Approved with FY12 Budget
<b>FY 2015 BUDGET</b>				
No Requests				

**SUMMARY OF RECLASSIFICATION AND SALARY GRADE REVIEW REQUESTS**

DEPARTMENT/DIVISION/UNIT	POS. #	CLASSIFICATION	CURRENT		CLASSIFICATION	REQUESTED		COST OR SAVINGS
			GRADE	SALARY		GRADE	SALARY	
			BOARD ACTION					
<b>FY 2013 BUDGET</b>								
<b>MANAGEMENT &amp; BUDGET</b>								
Fiscal Services	01029	Supervisor II - Fiscal Services	15	58,875	Senior Financial Analyst	12	50,343	(8,532)
	03288	Budget System Coord	13	53,039	Senior Financial Analyst	12	50,343	(2,696)
Reimbursement	00439	Collection Clerk II	7	32,705	Collection Clerk I	6	31,046	(1,659)
<b>HEALTH &amp; HUMAN SERVICES</b>								
Health Division	10941	PH Clinical Dentist FTNE 2,000 hours/year	--	73,854	PH Clinical Dentist PTNE 1,000 hours/year	--	36,927	(36,927)
<b>TOTAL SAVINGS - FY 2013</b>								<b>(49,814)</b>
<b>FY 2014 BUDGET</b>								
No Requests								
<b>TOTAL SAVINGS - FY 2014</b>								<b>0</b>
<b>FY 2015 BUDGET</b>								
No Requests								
<b>TOTAL SAVINGS - FY 2015</b>								<b>0</b>

## SUMMARY OF POSITION TRANSFER REQUESTS

FROM			TO			
DEPARTMENT/DIVISION/UNIT	POS. #	CLASSIFICATION	DEPARTMENT/DIVISION/UNIT	COMMENTS	BOARD ACTION	

**FY 2013 BUDGET**

**CIRCUIT COURT**

Family Court/Friend of the Court	3010404-11247	Warrants Clerk PTNE 1,000 hours	Sheriff/Investigative & Forensic Services (4030925)	Position created by FY12 Budget effective 09/22/12. Funding changed and transferred to Sheriff's Office.	Approved
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**HEALTH & HUMAN SERVICES**

Health Division	1060213-06360	Radiologic Technologist	Children's Village (1060501)	Remove request to transfer position per Human Resources Committee Amendment.	Approved
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**FY 2014 BUDGET**

No Requests

**FY 2015 BUDGET**

No Requests

**SUMMARY OF DEPARTMENT/DIVISION/UNIT DELETIONS**

<b>DEPARTMENT/DIVISION/UNIT</b>	<b>DEPT/DIV/UNIT #</b>	<b>COMMENTS</b>	<b>FISCAL YEAR</b>	<b>BOARD ACTION</b>
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No Requests

**SUMMARY OF DEPARTMENT/DIVISION/UNIT RETITLES**

<b>DEPARTMENT/DIVISION/UNIT</b>	<b>DEPT/DIV/UNIT #</b>	<b>FROM</b>	<b>TO</b>	<b>FISCAL YEAR</b>	<b>BOARD ACTION</b>
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No Requests

## SUMMARY OF SUNSET POSITIONS

DEPARTMENT / DIVISION / UNIT	FUNDING POS. #	TYPE	CLASSIFICATION	CURRENT SALARY GRADE	SUNSET DATE	REFERENCE	BOARD ACTION COMMENTS
<b>2013 BUDGET</b>							
<b><u>DISTRICT COURT</u></b>							
Division III - Rochester Hills/Admin	3020401-11218	GF/GP	District Court Clerk II	6	10/1/2012	M.R. #11142	PTNE 1,000 hours/year
<b><u>SHERIFF</u></b>							
Investigative & Forensic Services/NET	4030920-10887	SR	Deputy II	--	9/30/2012	M.R.#09213	NET/JAG Recovery Stimulus grant
<b>2014 BUDGET</b>							
<b><u>TREASURER</u></b>							
Tax Administration	7010110-11243	SR	Office Assistant I	PTNE 1,000 hours/year	3	9/30/2013	FY12 Budget
Tax Administration	7010110-11244	SR	Office Assistant I	PTNE 1,000 hours/year	3	9/30/2013	FY12 Budget
<b><u>ECONOMIC DEVELOPMENT &amp; COMMUNITY AFFAIRS</u></b>							
Community & Home Improvement	1090611-10998	GF/GP	Community & Home Improvement Specialist	11	9/30/2013	FY11 Budget	
<b>2015 BUDGET</b>							



## General Appropriations Act

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### COUNTY OF OAKLAND FISCAL YEAR 2013 BUDGET GENERAL APPROPRIATIONS ACT

#### MISCELLANEOUS RESOLUTION #12232

BY: Finance Committee, Tom Middleton, Chairperson

#### IN RE: FISCAL YEAR 2013 GENERAL APPROPRIATIONS ACT AND 2013 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 2013 Budget Recommendation; and

WHEREAS the Finance Committee, after due deliberation, has formulated a Recommended General Appropriations Act balancing total appropriations with available resources at \$776,237,427 for Fiscal Year 2013, 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 2013 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 \$77,000 of Cigarette Tax Revenue distributed by the State to Oakland County under the authority of the Health and Safety Fund Act, P.A. 264 of 1987, be divided between the Health Division (12/17 or \$54,000)



and the Sheriff's Department (5/17 or \$23,000).

BE IT FURTHER RESOLVED that funds from the Civil Mediation Account (10100-240201) be utilized to cover the total costs incurred in Fiscal Year 2013 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 \$10,800,000 in DTRF interest earnings will be transferred to the General Fund to support General Fund/General Purpose activities.

BE IT FURTHER RESOLVED that an 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 \$1,450,000 (or one-half of the \$2,900,000 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 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 2013 a County General Property Tax Levy of 4.1900 Mills to be applied to the 2013 Taxable Value of all property located within their respective jurisdictions.

BE IT FURTHER RESOLVED that the Manager - Equalization 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 written 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 prescribe forms 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 there from, 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 Expenses, respectively, for each department as originally authorized or amended by the Board of Commissioners. Further, Personnel Expenses 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. 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 expenditure 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 account and fringe benefit adjustment 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.
  - (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 Emergency Salaries and Summer Help 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 Intermediate Retiree Medical Benefit Trust established pursuant to M.R. 07147, 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 #81-312. 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 #81-012 and modified by Miscellaneous Resolution #96-024.
  - (f) The transfer of funds to the Capital Improvement Fund and Building Fund shall not be made prior to September 30, without approval from the Finance Committee of 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.

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 #93-156, 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: (1) budget as adopted; (2) budget amendments; (3) budget as adjusted; (4) revenues and expenditures, operating surplus or deficit; (5) accrued revenue and expenditures; (6) transfers; (7) total revenues and expenditures and transfers, operating surplus or deficit, including accruals and transfers; (8) encumbrances; (9) appropriations carried forward; (10) total revenues and appropriations utilized, operating surplus or deficit, including encumbrances and appropriations

carried forward; (11) balance of revenues not collected, unencumbered appropriation balance, operating surplus or deficit; (12) detail of adjustments to designated and undesignated fund balance, detail of adjustment to reserves and/or any other utilization of surplus; (13) 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: (1) create a debt, incur a financial obligation on behalf of the County against an appropriation account in excess of the amount authorized, (2) 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 (3) forgive a debt or write off an account receivable without appropriate authorization of the Board of Commissioners, as described in Miscellaneous Resolution #93-135 (Bad Debt Write-Off Policy) and Miscellaneous Resolution #12-048 (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 write offs (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, as determined by the Fiscal Services Division, 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 reserved, designated or undesignated 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 appropriation to a Community Mental Health Authority, the Community Mental Health Authority shall submit to an annual performance audit by an entity to be selected by the Board of Commissioners with the parameters of said annual performance audit to be determined by the County's Audit Committee.

FINANCE COMMITTEE



Tom Middleton, Chairperson

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.

**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.

**ASSETS.** Resources owned or held by a government which have monetary value.

**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 PROGRAM.** 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 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. A program budget is a transitional type of budget between the traditional character and object class budget, on the one hand, and the performance budget, on the other.

**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 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.