

**OAKLAND COUNTY  
BOARD OF COMMISSIONERS**

**FY 2004 - FY 2005 BIENNIAL BUDGET  
and  
GENERAL APPROPRIATIONS ACT**



AS ADOPTED AND AMENDED ON SEPTEMBER 18, 2003



# 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, 82,000 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.*

*"Careful planning, sound business practices, and innovative thinking have given Oakland County a solid foundation from which to successfully confront the financial challenges before us. We've been prudent, but visionary in our approach to governing."*

*"In all these financial difficulties there are opportunities. We have an opportunity to reinvent, re-engineer and redesign Oakland County government. It will obviously be much leaner. But I pledge to you we will continue to provide the best service possible to our residents, preserving the quality of life that we've come to expect here in Oakland County."*



*L. Brooks Patterson,  
Oakland County Executive  
State of the County Address  
February 12, 2003*





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Oakland County  
Michigan**

For the Biennium Beginning

**October 1, 2001**

*Joseph A. Chute*  
President

*Jeffrey R. Egan*  
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Oakland County, Michigan for its Biennial Budget for the biennium beginning October 1, 2001. 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 two years only. 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.

**Oakland County Executive**

L. Brooks Patterson



**Deputy County Executive**  
Douglas J. Williams

**FISCAL SERVICES DIVISION**

Tim Soave, Manager  
Nancy Fournier, Chief-Fiscal Services  
Lynn Sonkiss, Chief-Fiscal Services  
Jeff Phelps, Supervisor  
LaVerne Smith, Supervisor  
Joe Matkosky, Supervisor  
Shelley Cook, Supervisor  
Wayne Keller, Supervisor  
Shawn Phelps, Supervisor  
Gaia Piir, Budget Systems Coordinator  
Linda Pearson, Financial Analyst  
Mike Pohlod, Financial Analyst  
Prentiss Malone, Financial Analyst  
Leo Lease, Financial Analyst  
Debbie Edwards, Accountant  
Charrie Moody, Accountant  
Vicki Poynter, Accountant



**Deputy County Executive**  
Kenneth Rogers



**Director**  
**Management & Budget Department**  
Laurie Van Pelt

**HUMAN RESOURCE DIVISION**

Nancy Scarlet, Manager  
Jennifer Mason, HR Supervisor  
Mary Pardee, HR Project Supervisor  
David Vandegrift, Human Resource Analyst  
Brenthy Johnston, Human Resource Analyst  
Gary Vaught, Human Resource Analyst  
Heather Mason, Human Resource Analyst  
Kelly Stout, Human Resource Analyst

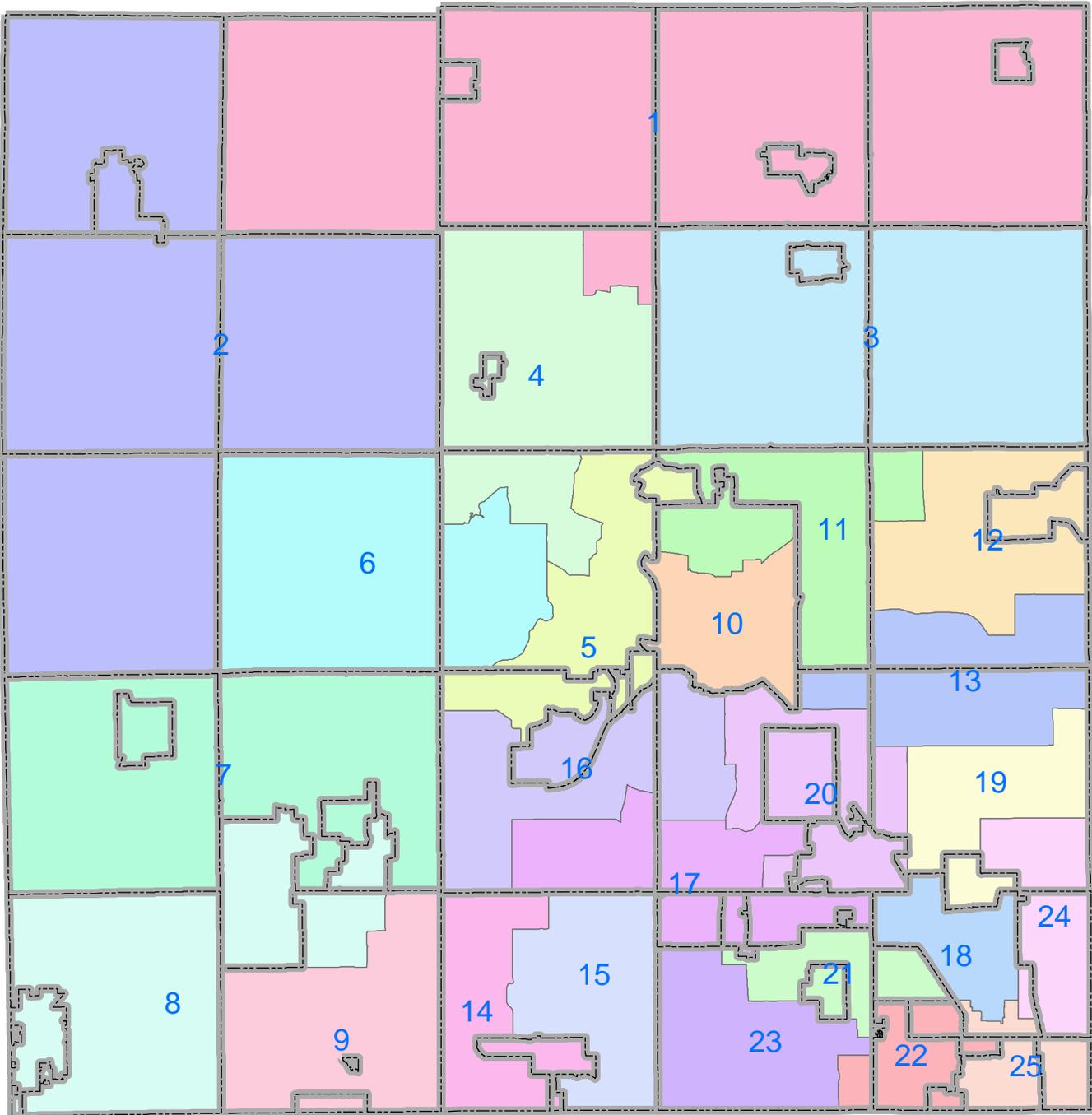


**Director**  
**Human Resources Department**  
Ed Poisson

# Oakland County Board of Commissioners

District 1: William R. Patterson  
District 2: Bill Bullard, Jr.  
District 3: Eric S. Wilson  
District 4: Thomas Middleton  
District 5: John A. Scott  
District 6: Eileen T. Kowall  
District 7: Christine Long  
District 8: Jeff Potter  
District 9: Hugh D. Crawford  
District 10: Mattie M. Hatchett  
District 11: Tom McMillin  
District 12: Sue Ann Douglas

District 13: Martin J. Knollenberg  
District 14: Mike Rogers  
District 15: David L. Moffitt; Vice Chair  
District 16: Greg Jamian  
District 17: Thomas A. Law; Chair  
District 18: Peter H. Webster  
District 19: Charles E. Palmer  
District 20: Chuck Moss  
District 21: Vincent Gregory  
District 22: Helaine Zack  
District 23: Eric Coleman  
District 24: George W. Suarez  
District 25: David Coulter



# BOARD OF COMMISSIONERS

## COMMITTEE CHAIRPERSONS



**Thomas A. Law (R)**  
Board Chairperson



**David L. Moffitt (R)**  
Vice-Chairperson



**Chuck Moss (R)**  
Finance Committee



**Tom Middleton (R)**  
Personnel Committee



**William R. Patterson (R)**  
General Government Committee



**Charles E. Palmer (R)**  
Planning & Building Committee



**Hugh D. Crawford (R)**  
Public Services Committee



**FY 2004 / 2005 BIENNIAL BUDGET  
AND  
GENERAL APPROPRIATIONS ACT  
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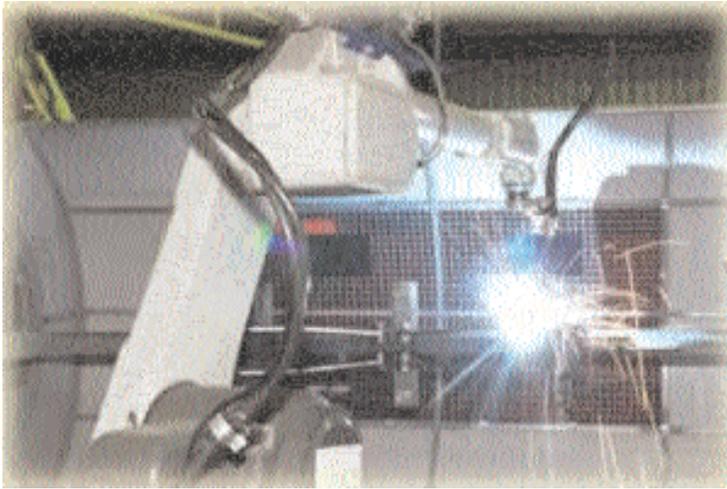
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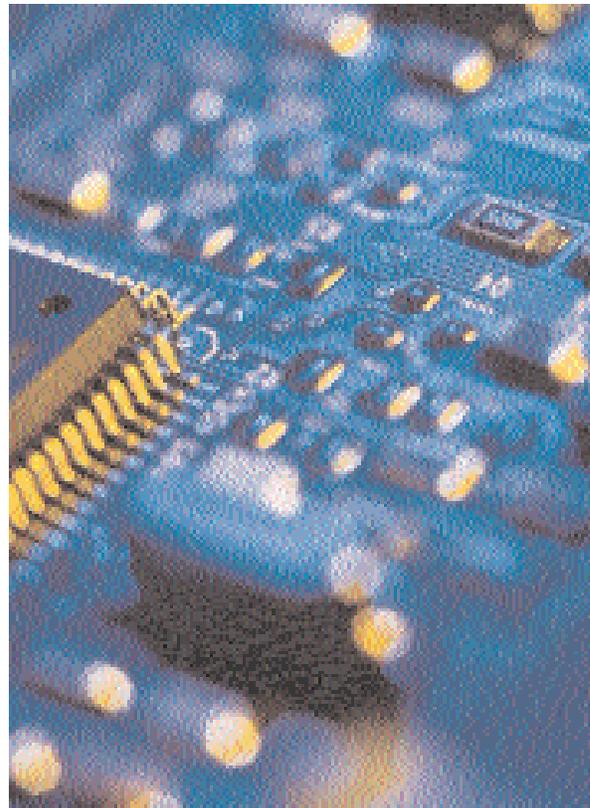
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Automation Alley is Southeast Michigan's global technology cluster.



Driven by a consortium representing a cross sector of government, education and business, Automation Alley has evolved to compete favorably with other high-tech corridors, such as California's Silicon Valley, Boston's Route 128, and North Carolina's Research Triangle in quality of work and quality of life.





L. Brooks Patterson, County Executive

## **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 present 2000 U.S. Census reports 1,194,156 persons living in Oakland County, which puts the county second in the state. Projections put our population in the year 2030 at 1,333,573.

## **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 48,000 constituents of their respective districts. Commissioners act on proposals submitted by the County Executive, as well as, make proposals on their

own. Government policy is set by the Board of Commissioners and implemented by the County Executive. 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 Drain Commissioner.



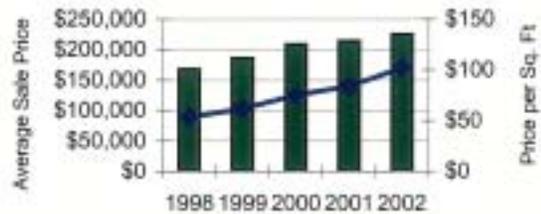
## Housing

■ The average selling price of a single family home rose 34% between 1998 and 2002.

■ The average cost per square foot of homes sold in Oakland County in 2002 was \$102.

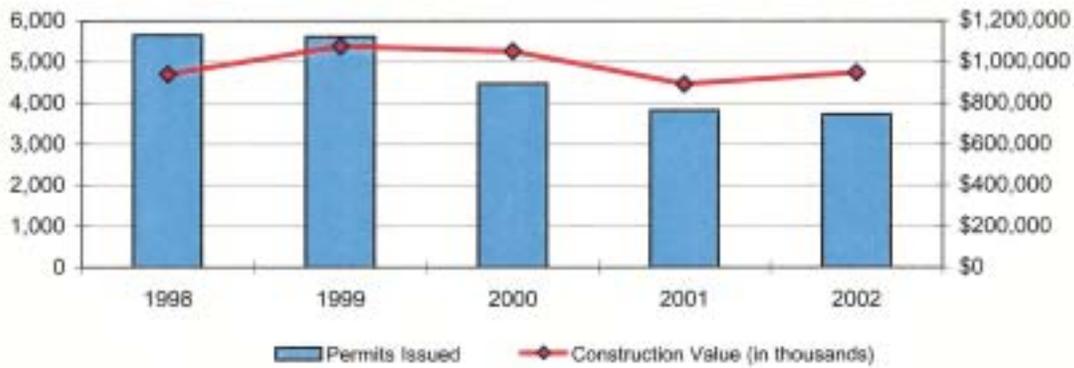
■ The average price per square foot of homes sold rose 90% between 1998 and 2002.

### Residential Home Sales



County Assessed Properties Only

### Residential Construction



■ Over 23,000 new single family home permits were issued between 1998 and 2002.

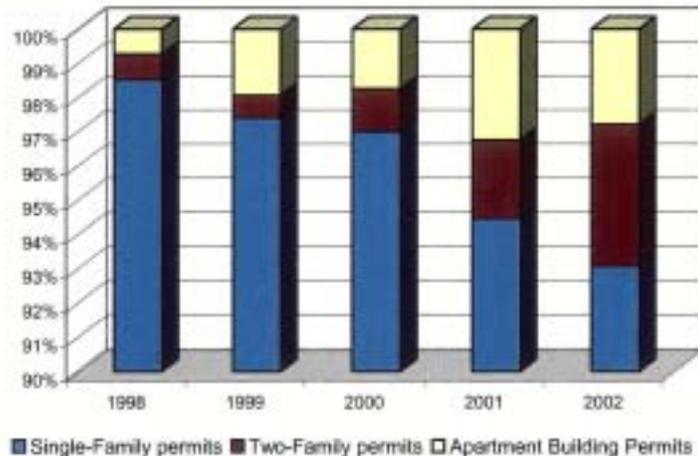
■ The average value per residential permit rose 53% between 1998 and 2002.

■ There were 34% fewer residential permits issued in 2002 compared to 1998.

■ There were 3,717 residential permits issued in Oakland County in 2002; 2.5% less than the previous year.

■ Only 1.6% of all residential permits between 1998 and 2002 were for two-family homes.

### Residential Construction Distribution



## Education

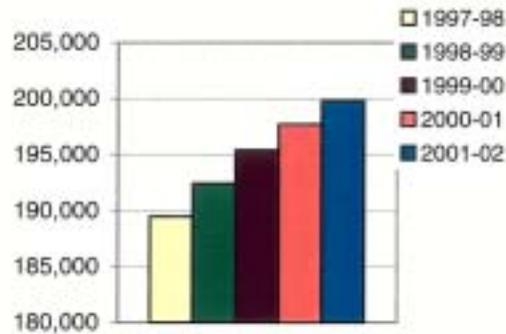
■ Oakland County's 28 local school districts and 14 public school academies serve 203,719 students.

■ There are 24,333 students receiving special education programs and services in the public schools.

■ Enrollment in Oakland County schools is up 5.5% over the last five years.

■ Oakland County's International Academy is ranked the best high school in the country according to the Newsweek Challenge Index.

**Oakland School Enrollment K-12**



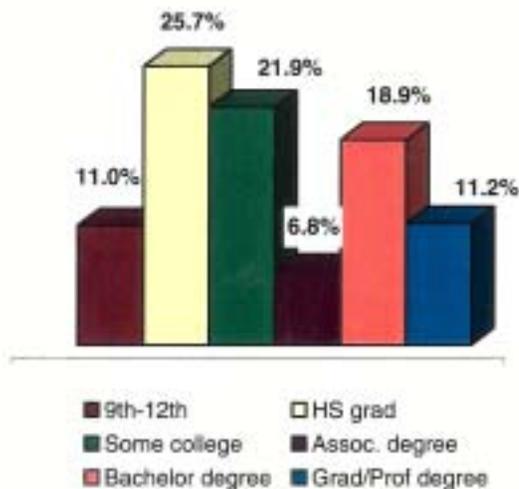
Source: Oakland Schools Summaries & Surveys 2003

■ Eighty-five percent of Oakland County residents 25 and over have a high school diploma or some college experience compared with 77% for Michigan.

■ Thirty percent of Oakland County residents 25 and over have earned a bachelor's or graduate/professional degree.

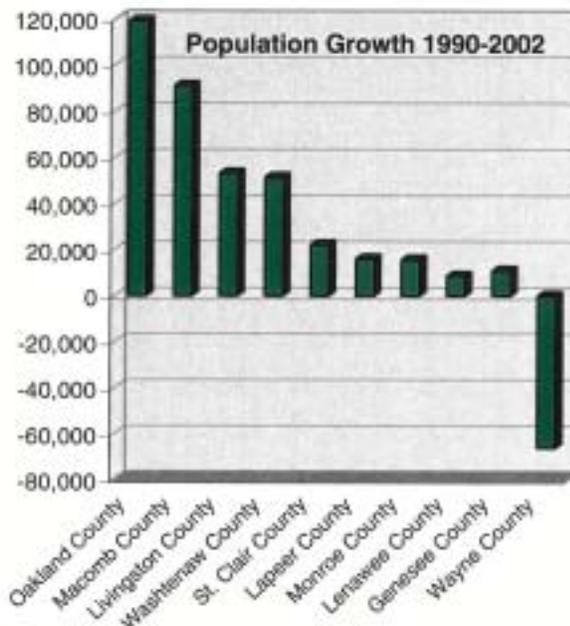
■ Twenty-one percent of the state's bachelor's and grad/prof degrees are earned by Oakland County residents.

**Educational Attainment**



## Current Population

- Oakland County continues to grow with a sustainable 11% increase in population growth between 1990 and 2002.
- Oakland County had the largest actual population gain of all counties in the region over the last 12 years.
- Oakland County's population is now 1,202,721. This number is expected to grow to 1,254,380 by 2010, a 4.3% increase.
- At the current rate of growth, we will surpass Wayne County (declining at 2.4 percent) as the most populous county in the State of Michigan by the year 2050.



Source: U.S. Census

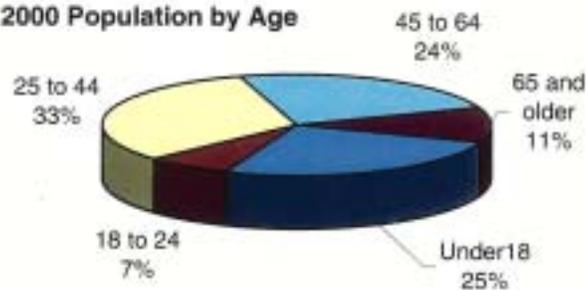
Oakland Leads the region in actual growth

■ The median age of a resident of Oakland County in 2000 was 36.7 years, up 4.2 years from 32.5 in 1990.

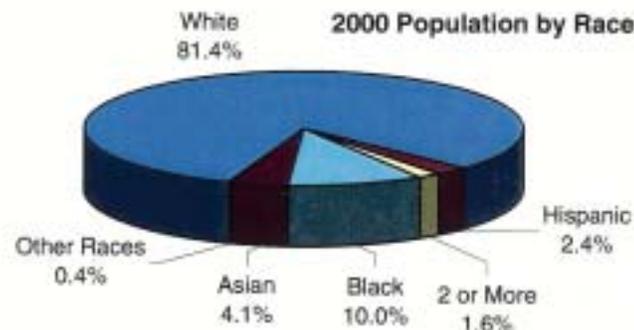
■ Over 65% of Oakland County's residents are age 18 to 64; compared to 62% of the U.S. population.

■ Oakland County's diversity is apparent with over 23 racial groups making up our resident population

### 2000 Population by Age



### 2000 Population by Race

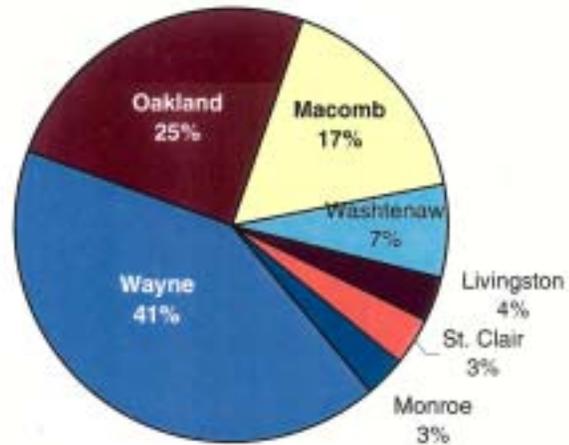


Source: U.S. Census

## Population Projections

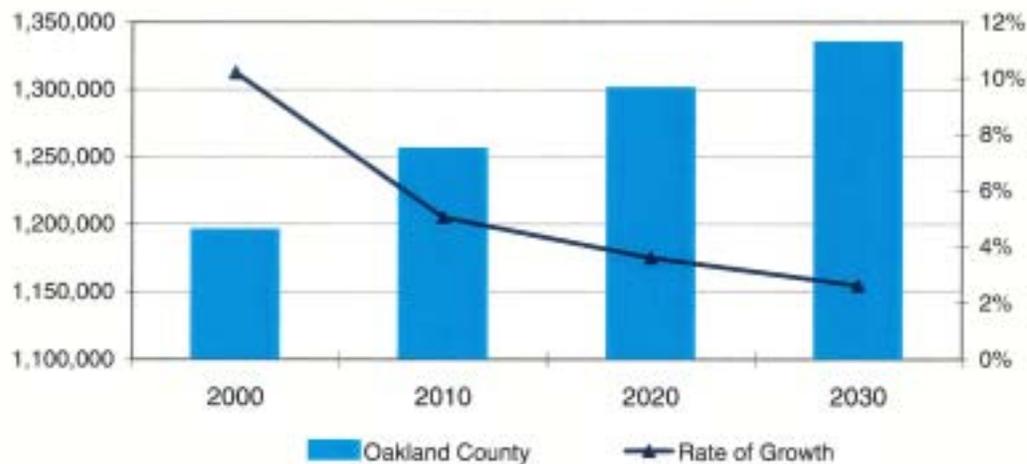
### 2002 Regional Population Distribution

- Oakland County has more people than each of 9 states.
- Oakland County's pop. grew 11% between 1990 and 2002 while the state of Michigan grew 7.5%.
- Oakland County contributed to 23.4% of the regional population increase from 2000 to 2003.
- Oakland County contributed to 15.7% of Michigan's population increase from 1990 to 2002.
- The number of residents is forecast to increase 11.7% between 2000-2030.



Source: SEMCOG

### Oakland County Population Projection



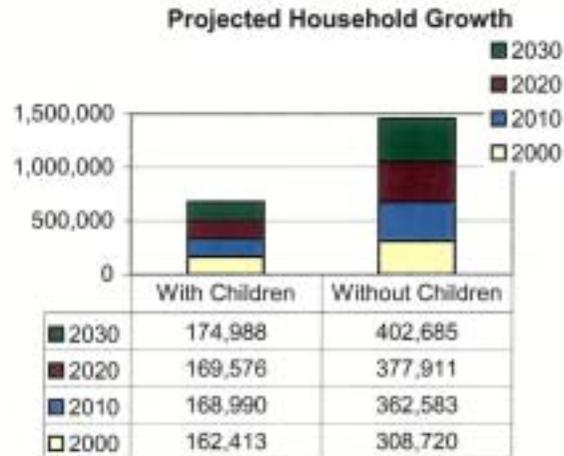
## Households

Oakland County with over 483,000 households, has more than each of twelve states.

The number of households is forecast to increase by 110,723, or 23.5% between 2000 and 2030.

Households with children are forecast to increase only 8.5% over the next thirty years compared to a 31.4% increase of households without children.

Persons-per-household is forecast to decline from 2.51 in 2000 to 2.26 in the year 2030, a decrease of almost 10%.



Source: SEMCOG Regional Development Forecast (October 2001)

## Income

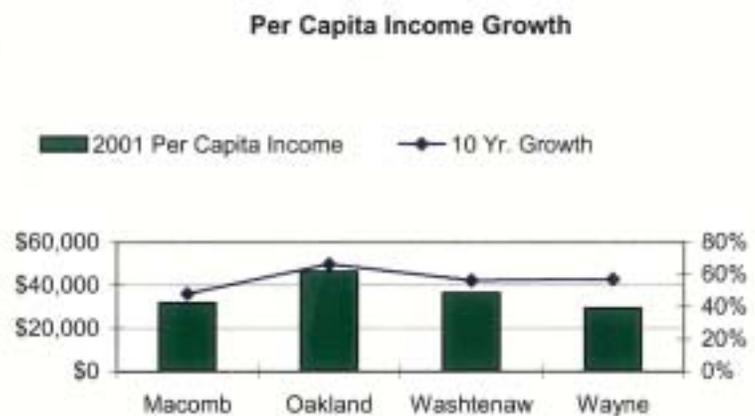
Oakland County's Per Capita Income was \$46,282 in 2001, the highest in Michigan and fifth highest nationally for counties with over 1 million population

Oakland County's per capita income increased over 66% from 1991 to 2001. The state and U.S. increased 54% and 52% respectively over the same period.

In 2001, Oakland County's Total Effective Buying Income of \$35.7 billion was higher than 15 states.

Oakland ranks #1 in the state for median effective buying income (EBI).

*EBI is defined as money income less personal tax payments, a number often referred to as 'disposable' or 'after-tax' income.*



Source: Bureau of Economic Analysis

## Unemployment

■ Oakland County continues to have a lower unemployment rate than the region, the State of Michigan and the United States

■ Oakland's unemployment rate increased from an annual average of 2.5% in 1998 to 4.7% in 2002.

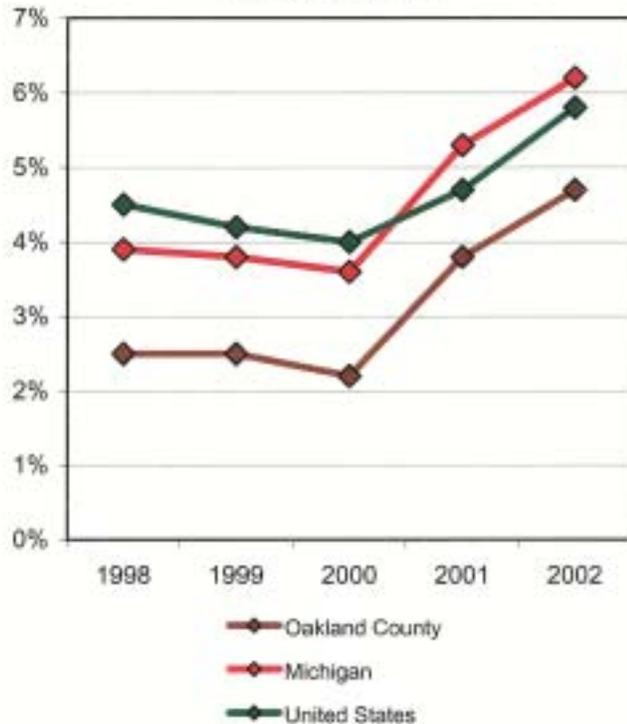
■ Oakland's labor market areas of Flint, Ann Arbor and Detroit declined by 3.6% between 1998 and 2002.

■ Occupations forecast to gain the most employees by 2005 are: Systems Analysts, General Managers and Top Executives, Secretaries, Retail Salespersons, and Computer Engineers.

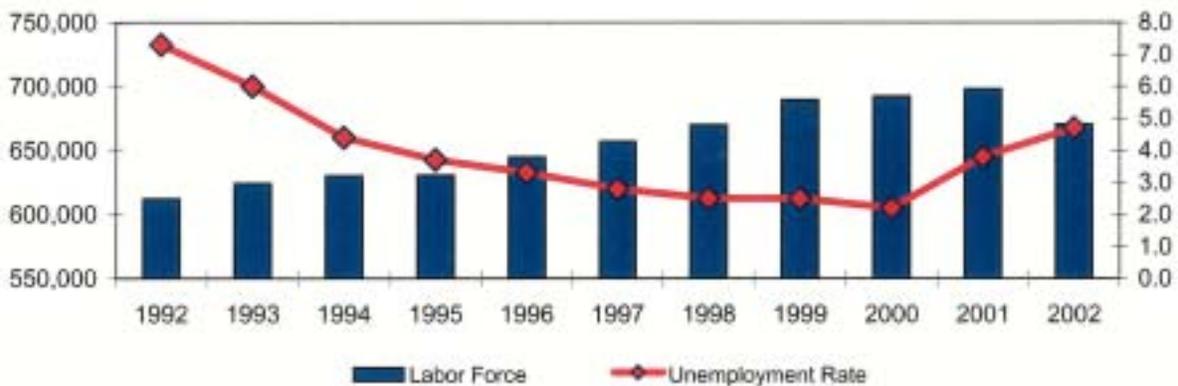
■ Even while unemployment rates were on the rise, Oakland County's labor force grew by 475 people between 1998 and 2002.

■ The labor force participation rate of Oakland County residents ages 18 through 64 years was 91.1% in 2000, up from 85.8% in 1990.

**Unemployment Rate is lower than the state and nation**



**Oakland Weathers Recession Better than a Decade Before**



Labor Force is the sum of all civilian non-institutionalized persons 16 years of age and who are classified as employed or unemployed and seeking employment.

Source: Michigan Jobs Commission

## Business & Industry

■ Earnings by persons employed in Oakland increased from \$44.8 billion in 2000 to \$45.3 billion in 2001, an increase of 1.2%. The 2000-2001 state change was -0.8% and the national change was 2.5%.

■ Over 42% of Michigan's Professional and Technical Services activity takes place in Oakland County.

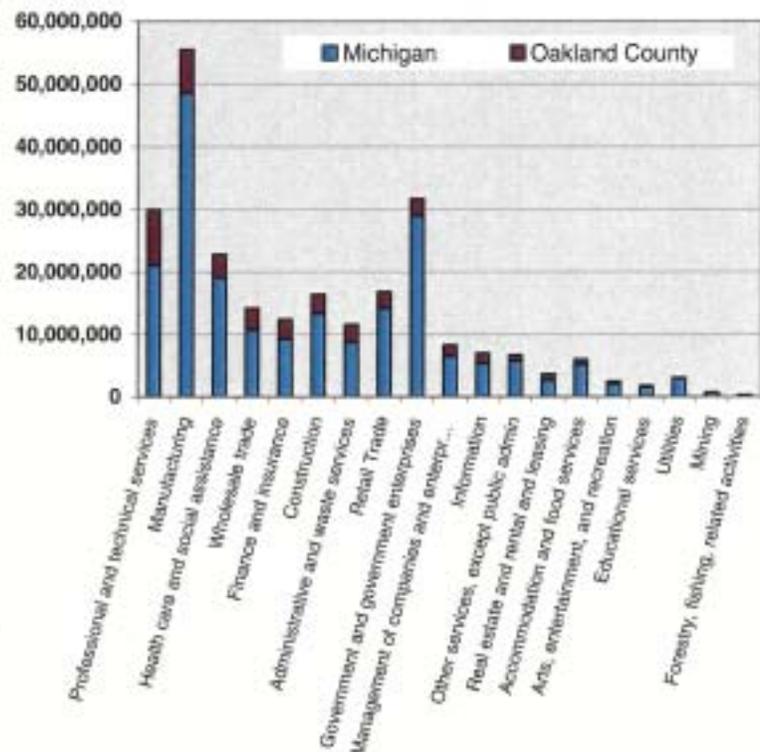
■ Management of companies and enterprises generated \$1.8 Billion in industry earnings for Oakland County in 2001.

■ Durable goods manufacturing is still the number one revenue generating industry in Michigan and number two in Oakland.

■ Publishing and Telecommunications make up the lion's share of Oakland Information Services sector.

■ Business, health, and engineering services are among the fastest growing industries in Oakland County.

Earnings by Industry Sector



\*Source: Regional Economic Information System 1989-2001; Bureau of Economic Analysis.

## Top Twenty Employers in Oakland County

Firm	Employees	Product/Service
General Motors Corporation	23,323	Motor vehicles / R&D
DaimlerChrysler Corporation	13,119	Motor vehicles / Financial Services
William Beaumont Hospital	10,964	Private, Non-profit hospital
EDS	8,870	Information services
U.S. Government	4,516	Federal government
U.S. Postal Service	4,452	Postal service
St. John Health System	4,269	Health care system
SBC Ameritech	4,260	Telecommunications
Blue Cross Blue Shield & Blue Care Network	4,102	Nonprofit prepaid health-care insurance plans
Trinity Health	3,979	Health care system
Oakland County	3,680	County government
Kmart Corporation	3,400	Discount retail stores / HQ
Compuware	3,000	Software products and services
Ford Motor Company	2,829	Automotive manufacturing
Detroit Medical Center	2,021	Health care system
Zieger Health Care Corp.	1,998	Owns Botsford General Hospital and Community EMS
Lear Corporation	1,888	Manufacturer and supplier of automotive interiors
Comerica Inc.	1,799	Financial services provider
Henry Ford Health System	1,667	Health care system
Kroger	1,541	Grocery Stores

Source: Crains Detroit Business, April 2003

## Transportation

Eighty Seven transportation improvement projects have been identified for Oakland County over the next three years.

Planned improvements to transit infrastructure total \$312 Million through 2006.

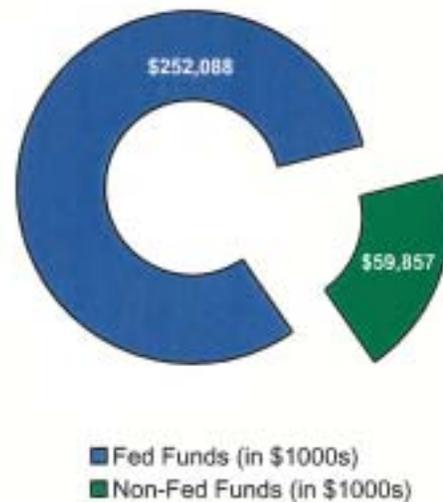
Planned improvements include 32 individual communities in addition to Oakland County Road Commission and MDOT jurisdictions.

Improvements include \$1,967,000 for a county-wide Traffic Progression and Optimization Project to update and modernize traffic signals.

Over \$6.8 million is designated for bridge replacement and improvements along I-75 in Oakland County by 2006.

For more information visit the Southeast Michigan Council of Governments website at: [www.semco.org](http://www.semco.org)

Transit Planning 2004-2006



Source: SEMCOG 2025 Regional Transportation Plan

## Quality of Life

Innovation and preservation initiatives are providing a family-friendly environment where both nature and business can thrive.

Oakland County has over 7,000 retail shopping venues and continues to add new shopping variety.

Oakland County is rich in its heritage with 50 historical sites, 31 historical societies and 28 historical museums.

Health, education and legal services make up 6,803 of Oakland County's businesses.

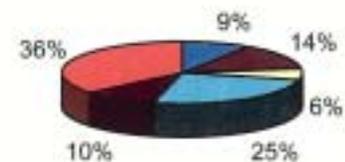
Oakland County has 60 public and 26 private golf courses with over 1,500 golf holes available.

With 47 miles of public recreation trails, 236 multi-use parkland trails and 342 public access beaches, Oakland offers its residents year-round outdoor recreation.

Oakland County has been chosen to host the prestigious Ryder Cup in 2004.

Source: Dun & Bradstreet; Quality of Life Business Roundtable

Businesses Providing Quality of Life



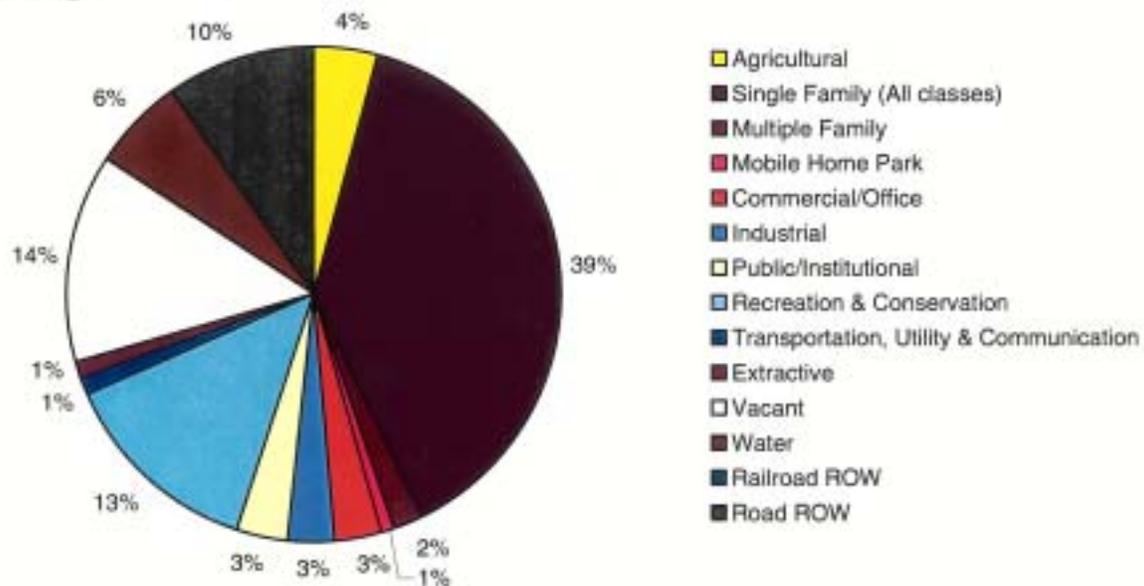
Oakland businesses have a plethora of both historic and state-of-the-art meeting facilities available.

Land Use Summary	Total Area (Acres)	Percent of Total Area	Parcels	Percent of Total Parcels	Average Area Acres
Agricultural	24,423	4.2%	566	0.1%	43.15
Single Family (All classes)	223,596	38.5%	344,416	83.3%	0.65
Multiple Family	12,367	2.1%	2,442	0.6%	5.06
Mobile Home Park	3,529	0.6%	253	0.1%	13.95
Commercial/Office	18,050	3.1%	12,735	3.1%	1.42
Industrial	18,274	3.1%	5,637	1.4%	3.24
Public/Institutional	19,498	3.4%	2,815	0.7%	6.93
Recreation & Conservation	76,774	13.2%	5,593	1.4%	13.73
Transportation, Utility & Communication	6,242	1.1%	1,139	0.3%	5.48
Extractive	6,116	1.1%	101	0.0%	60.55
Vacant	79,635	13.7%	37,799	9.1%	2.11
Water	35,038	6.0%			
Railroad ROW	1,051	0.2%			
Road ROW	55,947	9.6%			
<b>Total</b>	<b>580,540</b>	<b>100.0%</b>	<b>413,496</b>	<b>100.0%</b>	<b>1.40</b>

## Land Use by Area



Oakland County 2002 Land Use



This Oakland County 2002 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.



## BOARD OF COMMISSIONERS

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1200 N. Telegraph Rd.  
Pontiac, MI 48341-0470  
Phone: (248) 858-0100  
Fax: (248) 858-1572

### OAKLAND COUNTY 2004-2005 BUDGET

#### Board of Commissioners - Transmittal Letter

To the Citizens of Oakland County, Michigan  
October 1, 2003

On September 18, 2003, the Oakland County Board of Commissioners adopted the 2004 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*. Approval of the 2004 Adopted Budget and General Appropriations Act represents the culmination of many months of considerable effort on the part of a host of county officials and employees, particularly the Finance and Personnel Committees, the Board of Commissioners and their staff, the County Executive and the Management & Budget and Personnel Departments.

In 1993 the Oakland County Board of Commissioners undertook efforts to constrain the growth of county expenditures. The consensus of the Board and Administration was that the immediately preceding decade-long expansion of revenues at an average of 7.5 percent annually<sup>1</sup>, twice the average rate of inflation for the same period, was coming to a close, to be replaced over the next few years by moderate revenue growth in line with anticipated inflationary increases. Since 1993 the increase in revenue growth has been 5.06 percent annually<sup>2</sup>.

Since the middle of 2002, we have lived in a drastically altered fiscal environment, marked by uncertainty and rapid change. The continuing weakness in State of Michigan revenues and consequent cutbacks in Lansing have provided Oakland County with recurring challenges to our own budgetary process. Oakland County reacted swiftly and decisively to state belt-tightening actions that decrease County revenue sharing income, and enact sensible belt-tightening measures of our own. Continuing into 2003, the County offered an early retirement incentive, instituted a hiring freeze and required employee contributions to health care. Savings amounting to \$12.3 million were placed in a Budget Transition Fund. The FY 2004 budget uses \$3.5 million of this fund, leaving a balance of \$8.8 million. Oakland County has long maintained unreserved fund balances as a bulwark against financial downturns, decreasing revenues, and other economic unknowns. The following table identifies Oakland County's unreserved fund equity since 1996, with 1993 used as a benchmark for comparative purposes.

It is clear from the data on the next page that Oakland County has been guided by rational, well-grounded fiscal policy, and stands well positioned to keep navigating the turbulent waters. This Board of Commissioners will endeavor to uphold conservative and fiscal policies that have produced such a healthy, viable financial condition, and 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.

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<sup>1</sup> For Governmental Funds only per the 1983 and 1993 *Comprehensive Annual Financial Reports*. Does not include Community Mental Health.

<sup>2</sup> For Governmental Funds only per the 1993 and 2001 *Comprehensive Annual Financial Reports*. Community Mental Health revenues are excluded due to the impact of CMH Full Management.

<b>GENERAL FUND UNRESERVED FUND BALANCE</b>			
<b>YEAR</b>	<b>DESIGNATED</b>	<b>UNDESIGNATED</b>	<b>TOTAL</b>
1993	13,728,000	36,000	13,764,000
1996	28,520,000	726,000	29,246,000
1997	31,083,000	772,000	31,855,000
1998	25,307,000	571,000	25,878,000
1999	35,166,000	627,000	35,793,000
2000	40,617,000	1,028,000	41,645,000
2001	53,853,000	207,000	54,060,000
2002	46,816,000	82,000	46,898,000

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. It is important to note that over 99 percent of the unreserved fund balance is designated for future projects and programs.

#### **2004 BUDGET OVERVIEW**

The 2004 Adopted Budget includes total appropriations of \$590.3 million. The 2003 tax levy will generate \$214.1 million in general fund revenue, and is based upon a millage rate of 4.1900, unchanged since 1999. The millage rate is the effect of the permanent continuation of the .10 mill reduction approved in 1996 and a continuing reduction of an additional .1605 mils over the previously implemented reductions. The Budget was built based on providing the same level of service as the previous year. Any programs that exceeded prior year's levels were studied at great length to ascertain need.

Property taxes account for 59.4 percent of the County's governmental funds budget, a percentage that is comparable to other counties in southeast Michigan, illustrating the County's reliance upon property taxes to fund governmental operations.

Oakland County's millage rate has decreased over the past 29 years, from 5.2600 in 1972 to 4.19 in 1999 and has remained unchanged again in 2003. Despite these reductions, the tax revenue continues to increase due most significantly to a continually expanding industrial, commercial and residential assessment base. An eleven-year summary of the changes in SEV, Taxable Value, millage rates and property tax revenues are identified in the table that follows.

<b>YEAR</b>	<b>SEV</b>	<b>TAXABLE VALUE</b>	<b>MILLAGE RATE</b>	<b>TAX LEVY</b>
1992	28,140,758,763	N/A	4.5720	128,659,549
1993	30,087,448,304	N/A	4.5720	137,559,814
1994	31,180,259,630	N/A	4.4805	139,703,153
1995	33,212,936,895	32,568,368,840	4.4805	145,922,577
1996	35,744,953,983	34,293,152,087	4.3805	150,221,153
1997	38,925,681,816	36,468,545,555	4.3805	159,750,464
1998	43,056,834,294	39,011,931,708	4.3505	169,721,409
1999	47,872,532,700	41,756,021,276	4.1900	174,957,729
2000	52,437,365,380	44,370,760,909	4.1900	185,913,488
2001	57,469,711,595	47,656,729,878	4.1900	199,681,698
2002	62,829,530,422	50,688,809,599	4.1900	212,386,112
2003	67,085,441,782	53,179,886,010	4.1900	222,823,722

Although Oakland County has 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 that year. The difference between SEV and Taxable Value, as shown on the chart, represents significant savings to taxpayers. For example the 2003 savings is more than \$53.1 million. Proposal A also created homestead and non-homestead tax rates. The tax rate levied against non-homestead property is 18 mills greater. 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 segregated 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 these revenue categories over the past ten years for comparative purposes.

OAKLAND COUNTY, MICHIGAN REVENUES BY CATEGORY, 1994 - 2004 Governmental Funds Only						
REVENUES	1994 ACTUAL	% OF TOTAL	2002 ACTUAL	% OF TOTAL	2004 ADOPTED	% OF TOTAL
TOTAL TAXES	132,646,000	54.2	192,372,000	54.1	214,129,000	59.4
INTERGOV'TAL REV <sup>3</sup>	29,193,000	11.9	52,010,000	14.6	44,564,000	12.4
CHARGES FOR SERVICES	68,665,000	28.1	81,595,000	23.0	78,473,000	21.8
INVESTMENT INCOME	10,980,000	4.5	5,247,000	1.5	6,033,000	1.6
MISC REV/RES CRD FWRD.	3,135,000	1.3	24,313,000	6.8	17,151,000	4.8
<b>TOTAL REVENUES</b>	<b>244,619,000</b>	<b>100.0</b>	<b>378,361,000</b>	<b>100.0</b>	<b>360,350,000</b>	<b>100.0</b>

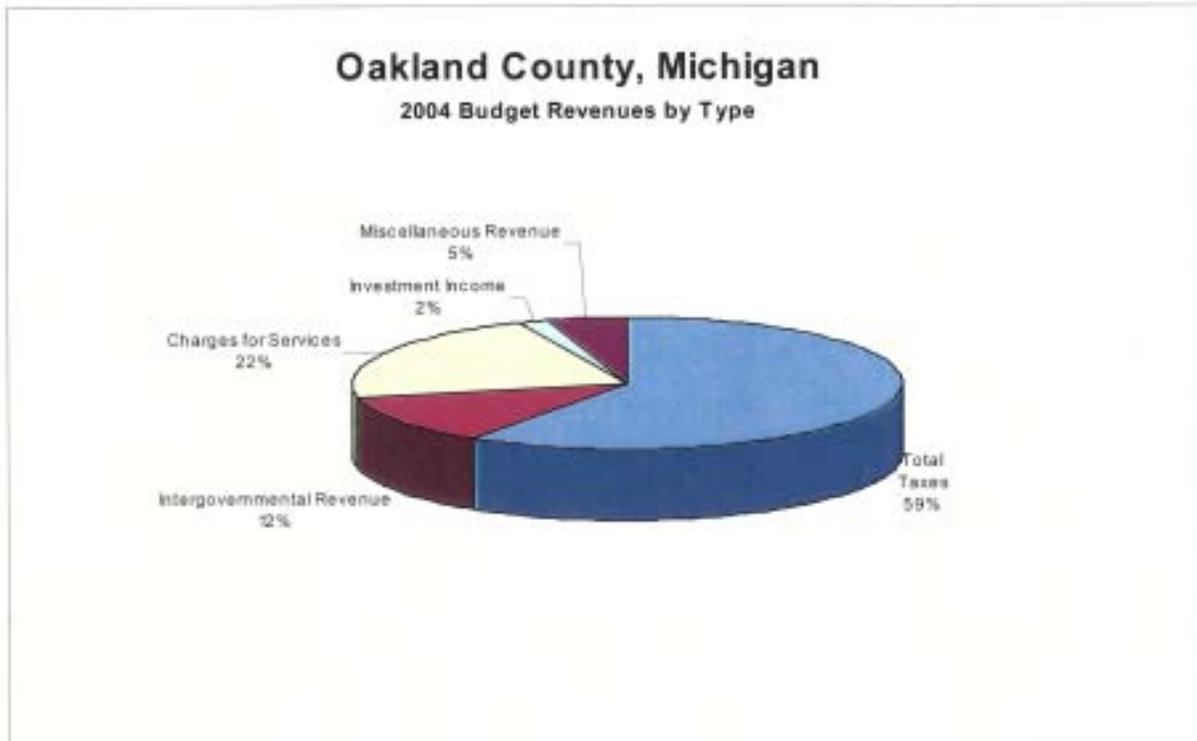
Two revenue trends continue into the new year. The County's reliance upon real and personal property taxes to fund operations is rising; in 1990, total taxes accounted for 40.6 percent of revenues. In 1994 total taxes grew to over 54 percent of revenues and in the 2004 budget 59.5 percent of revenue is from total taxes. Concurrently, revenues generated through charges for services comprised a larger percentage, in 1990, 34.6 percent versus 21.8 percent in 2004. One negative trend is the reduction in Investment Income from 2001 to 2004. At this time short term interest rates do not indicate any reason to expect higher rate in the near future.

The Headlee Amendment will impact future revenues, and will remove the potential to modify millage rates, without voter approval, in keeping with the needs of a growing County. 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 strive to develop 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 validity.

<sup>3</sup> Community Mental Health Revenues have been excluded due to the assumption of CMH Full Management in the County Budget in 1994 and separation from the County in 1999.

The following chart illustrates the distribution of revenues by their sources in the 2004 Budget.



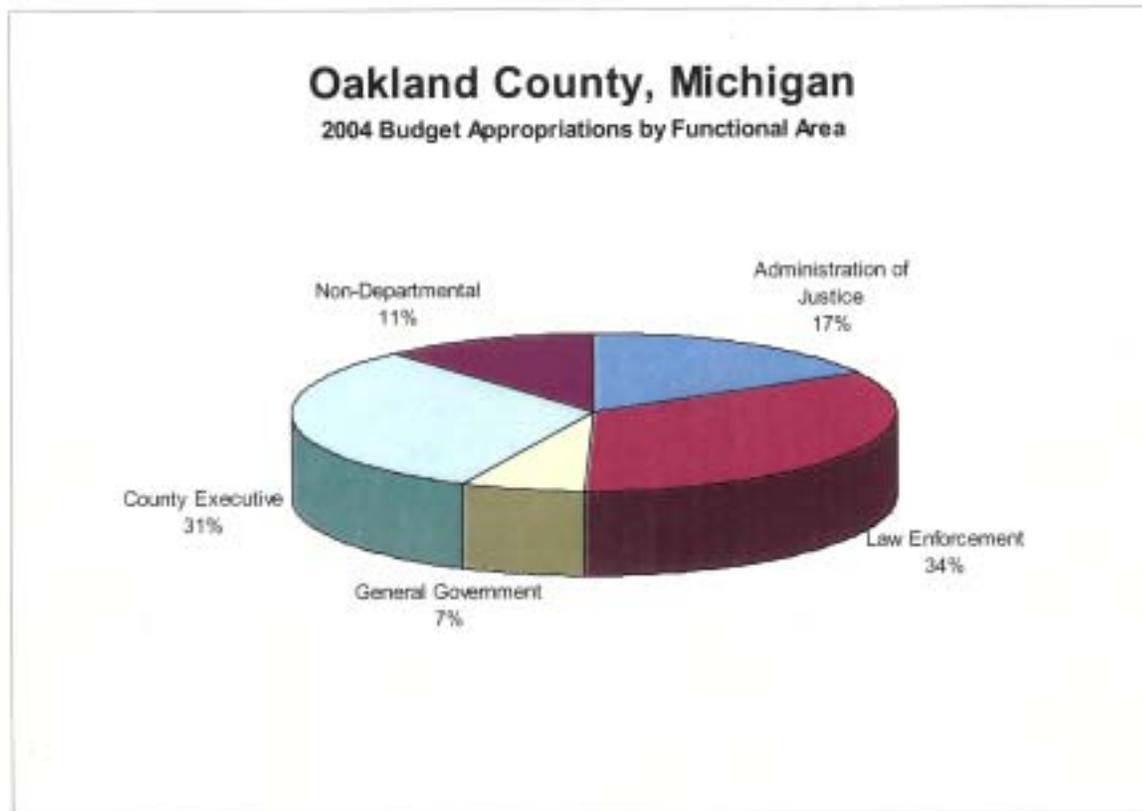
## APPROPRIATIONS

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 Department and Prosecutor's Office; General Government, which consists of the Board of Commissioners, Treasurer, Clerk/Register, and the Drain Commissioner; County Executive, which includes a variety of administrative departments; and Non-Departmental, which is a catch-all for remaining appropriations not earmarked to specific county departments. Following is a summary of these appropriations categories over the past ten years for comparative purposes.

<b>OAKLAND COUNTY, MICHIGAN</b> <b>APPROPRIATIONS BY FUNCTIONAL AREA, 1993 - 2003</b> (Governmental Funds Only)						
FUNCTIONAL AREA	1994 ACTUAL	% OF TOTAL	2002 ACTUAL	% OF TOTAL	2004 ADOPTED	% OF TOTAL
ADMIN OF JUSTICE	47,127,000	19.7	61,519,000	17.2	61,155,000	17.0
LAW ENFORCEMENT	69,218,000	28.9	110,211,000	31.0	120,865,000	33.6
GENERAL GOVERNMENT	17,498,000	7.3	25,404,000	7.1	24,151,000	6.6
COUNTY EXECUTIVE	74,073,000	30.8	112,389,000	31.3	12,909,000	31.3
NON-DEPARTMENTAL	25,537,000	10.6	48,390,000	13.4	41,270,000	11.5
COMM MENTAL HEALTH <sup>4</sup>	6,342,000	2.7	(see note )		(see note)	
<b>TOTAL APPROPRIATIONS</b>	<b>239,795,000</b>	<b>100.0</b>	<b>357,913,000</b>	<b>100.0</b>	<b>360,350,000</b>	<b>100.0</b>

<sup>4</sup> CMH services were funded approximately 90 percent by the state. Therefore, only those expenditures that are the responsibility of Oakland County (that would have occurred regardless of the inclusion of Full Management into the County Budget or separation from the County as agency) are included.

The chart below symbolizes the allocations of resources to functional areas in the 2004 Fiscal Year Budget.



The appropriations for Community Mental Health are no longer shown because CMH separated from the County in 1999.

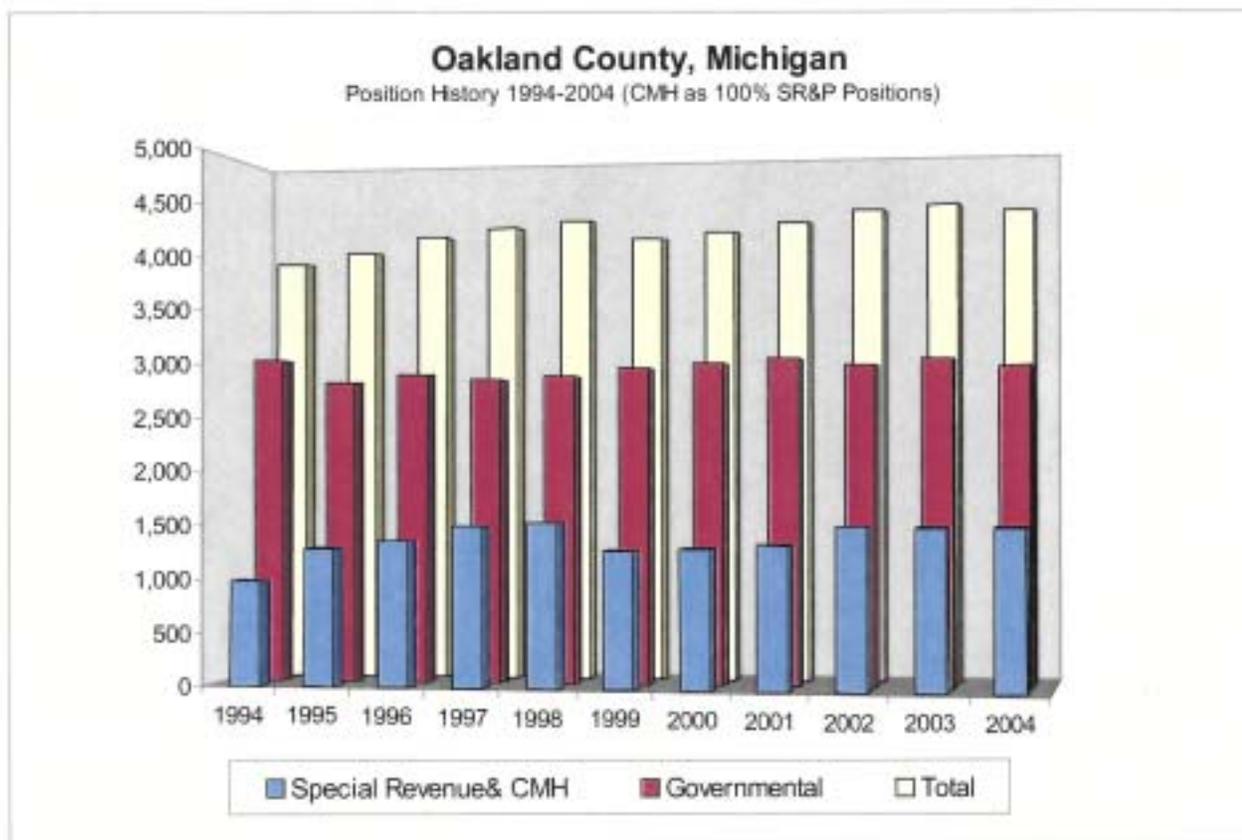
## PERSONNEL

Incorporated into the 2004 Adopted Budget are gross salary and fringe benefit appropriations of more than \$319.1 million, or 54 percent of the total budget, to support a total work force of 4,447 employees, keeping Oakland County Government as one of the top five employers in Oakland County.

While the number of positions has decreased from 2003 levels, personnel costs remain the driver behind the County's budget since personnel costs, particularly fringe benefits and especially health care, have risen sharply since 1986. The Personnel Committee closely studies staffing levels, salary changes and fringe benefits in an effort to further constrain rising personnel costs.

Only 2.5 new General Fund positions were authorized in the 2004 Budget. A User Support Specialist was added to the District Courts to keep pace with changes in technology. A Part Time Community Service Officer was added to the recently expanded 52-2 District Court. A Deputy Director was added to Community and Economic Development to support the County's efforts to create and retain jobs in Oakland County.

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



## 2002 COUNTY INITIATIVES

The County continues to battle the State concerning State Shared Revenue. As evidenced in reports produced by the State, Oakland County is the only county in the State that sends more tax dollars to Lansing than it receives in State services. Now the County is faced with the State eliminating Revenue Sharing. Oakland County officials were instrumental in achieving a gubernatorial veto override that reinstated Revenue Sharing for 2003. Anticipated reductions are reflected in this document as evidenced by budgeting revenues of \$20.0 million for 2003 and forecasting revenues of \$17.3 million for 2004 which is a 32.9 percent reduction from 2001.

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

Bonds were sold at the lowest rate in 20 years for a new video arraignment and conferencing system, building a new Work Release Facility for the Sheriff's Department and a fully integrated Jail Management System also for the Sheriff. The first video arraignment demonstration should occur in the second quarter of 2003. The Work Release Facility, designed to house 300 non-violent offenders, will open in 2003 and is expected to be completed under budget.

Another bond issue was approved for a new Rochester District Court that, due to lack of space, was required. The City of Rochester Hills took advantage of the County's AAA bond rating and has agreed to build a new Sheriff's substation connected to the District Court.

A new financial system including single sign-on capabilities was purchased. Virtually every department will use this system as well as vendors doing business with the county. Implementation will be phased in with the final phase in the first quarter of 2004.

The Board of Commissioners, in its ongoing efforts to return some of the good fortune the County has been experiencing over the past few years to its taxpayers, began distributions from the Environmental Infrastructure Fund in FY 1999 and continued in FY 2002. This \$25 million program, which will be funded by \$5,000,000 of Delinquent Tax Revolving Fund earnings over five years, has been and will continue to be made available to local units of government to help them address their infrastructure needs. The details of the terms under which funds will be made available through 2003 were finalized after considerable debate, signaling to the taxpayers that the Board of Commissioners understands the needs of the local communities and is willing to take the necessary steps to assist them.

In the year 2000, the Board of Commissioners authorized a new countywide discount prescription plan for senior citizens. More than 20,000 seniors participate in the plan. The discounts are typically 15% on brand name medications and up to 40% on generic medications. In 2002 the Board approved amending the plan to allow persons under age 60 to obtain a discount prescription card at their own expense, but at the group discount price negotiated by the County.

In response to the West Nile Virus that hit Oakland County especially hard the Board of Commissioners supported a spraying program and authorized the application for Federal funding of this public health program.

The Sheriff's Department Aviation Unit was established in 2001 with the purchase of a helicopter. A second helicopter was purchased in 2002 due to the considerable time required for routine maintenance. The funds for this unit were made possible by the savings from privatization of the Jail Food Service Program. The helicopters are made available to all police agencies in Oakland County.

New contracts for the successful Fire Records Management program continue to be approved. This groundbreaking program allows local fire departments to share information electronically. Plans to offer the program to municipalities outside of Oakland County are being reviewed.

To assist in the County's continuing efforts to help businesses, a Brownfield Redevelopment Authority was created. This nine member authority will oversee requests to build in areas considered too risky for investment. With the county coordinating this effort two plans for redevelopment are already under consideration.

Also in the area of economic development the Board approved two new rate structures for @CCESS Oakland making this service even more useful and affordable to the banking, mortgage and real estate sectors of the economy.

## **PENDING PROJECTS AND ISSUES**

### **2003 COUNTY INITIATIVES**

The County continues to battle the State concerning State Shared Revenue. As evidenced in reports produced by the State, Oakland County is the only county in the State that sends more tax dollars to Lansing than it receives in State services. Now the County is faced with the State eliminating Revenue Sharing. Anticipated reductions are reflected in this document as evidenced by budgeting revenues.

Once again the County was granted the highest possible bond rating, AAA, by both of the major bond rating agencies, Standard & Poors and Moody's Investors Service. This benefit to the County taxpayers as a result of sound fiscal practices as evidenced by the fund balance shown on page B. The AAA bond rating allows the County to borrow at the lowest interest rate available.

Another bond issue was approved for a new Rochester District Court that, due to lack of space, was required. The City of Rochester Hills took advantage of the County's AAA bond rating and has agreed to build a new Sheriff's substation connected to the District Court.

An E-Financial system is contemplated, which will include single sign-on capabilities is contemplated. The phase-in of implementation will begin pending approval of Phase I in late 2003.

The Board of Commissioners, in its ongoing efforts to assist its local units of government in these tight financial times, began funding City, Village, and Townships (CVTs) Environmental Infrastructure Fund in FY 1999 and continued in FY 2003. This \$25 million program, which will be funded by \$5,000,000 of Delinquent Tax Revolving Fund earnings over five years, has been and will continue to be made available to local units of government to help them address their infrastructure needs. The details of the terms under which funds will be made available through 2003 were finalized after considerable debate, signaling to the taxpayers that the Board of Commissioners understands the needs of the local communities and is willing to take the necessary steps to assist them.

In the year 2000, the Board of Commissioners authorized a new countywide discount prescription plan for senior citizens. More than 20,000 seniors participate in the plan. The discounts are typically 15% on brand name medications and up to 40% on generic medications. In 2003 the Senior Discount Plan remains an appreciated county benefit.

In response to the West Nile Virus that hit Oakland County especially hard in the summer of 2002, the Board of Commissioners and Administration initiated a West Nile Virus fund to give CVTs funding to pursue their own prevention plans. Combined with a vigorous public education program and the apparently natural fall-off in the disease curve, West Nile cases dropped dramatically in the summer of 2003.

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 being reviewed.

To assist in the County's continuing efforts to help businesses, and communities, DDA/TIFA approval for outlying communities like Wixom and the Automation Alley Smartzone including Troy and Southfield continue.

Also in the area of economic development, the Board approved new rate structures for @CCESS Oakland, making this service even more useful and affordable to the banking, mortgage and real estate sectors of the economy.

## **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 administration, has identified several significant projects and issues that will be considered or implemented in 2003.

The 2003 Budget was balanced incorporating a \$33 million decrease in revenue. As the state revenues continue their below-expected returns, Oakland anticipates continuing in 2004 and 2005, when the state of Michigan anticipates a \$1.5 Billion shortfall. The measures taken by the County to deal with the continuing challenge in state-derived revenues, allowed Oakland to balance its budget without layoffs. One plan to reduce future expenditures was an Additional salary and fringe benefit savings was achieved by implementing a hiring freeze for all but the twenty-four hour, seven day a week positions, e.g. Sheriff's Deputies, remains in effect for 2003. Also, Merit System Rules, which govern all aspects of County employment, have been relaxed to allow employees, subject to prior approval by their supervisor, to take days off without pay to help balance the budget. In addition, County employees were required to contribute more to their health plans with higher co-pays and contributions, to stave off an anticipated severe deficit in the benefits trust fund.

By far the largest capital projects on the horizon are the potential construction of a new jail and/or new courthouse. New sentencing guidelines issued by the State have put increased pressure on the jail population, and the potential addition of one or more judges would push the capacity of the Courthouse to its limits. The jail plans have been estimated to cost, in total, in excess of \$107 million; the courthouse plans total over \$142 million. These projects would entail operating expenditures and debt service requirements of at least \$20 million annually if undertaken together, putting a considerable strain on the County finances. Clearly, the needs of both the courts and the jail on the County main campus must be studied very closely in the coming years to adequately address the tradeoff between space needs and the financial resources available.

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.

However, the State of Michigan's long-term financial problems continue to impact the Oakland County Budget, requiring constant planning for revenue decreases and constant budget adjustments. We may indeed need to reduce and/or eliminate programs during FY2004-05 and into the future. Oakland County is now well into a period of constant dynamic change and uncertainty requiring full effort and cooperation between the Board, County-wide elected officials, and the Administration. So far such cooperation and coordination has occurred, as all place the welfare of the County citizens are our highest priority. As we sail on in the storm, Oakland County remains on course.

It is with great pleasure that I, on behalf of the Oakland County Board of Commissioners, present the 2004-2004 Oakland County Adopted Budget.

Respectfully submitted,

A handwritten signature in black ink that reads "Chuck Moss". The signature is written in a cursive, slightly slanted style.

Chuck Moss, Chairman  
Finance Committee  
Commissioner District # 20

**OAKLAND COUNTY, MICHIGAN  
COUNTY EXECUTIVE BUDGET MESSAGE  
FISCAL YEARS 2004 AND 2005 BIENNIAL  
OPERATING AND CAPITAL BUDGETS**

To the Board of Commissioners and Citizens of Oakland County:

Pursuant to Michigan Public Act 139 of 1973, the Unified Form of County Government Act, and Michigan Public Act 621 of 1978, the Uniform Budgeting and Accounting Act for Local Units of Government, I am pleased to present the Fiscal Year 2004-2005 Biennial Budget Recommendation for your review and consideration. General Fund/General Purpose Estimated Revenue and Appropriations are balanced at \$359,517,442 and \$363,980,625 for Fiscal Year 2004 and Fiscal Year 2005, respectively. The total budget for all funds amounts to \$515,240,345 and \$522,168,255 for Fiscal Year 2004 and Fiscal Year 2005, respectively.

**INTRODUCTION**

As defined by the National Advisory Council on State and Local Budgeting (NACSLB), the budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets. A good budget process is far more than the preparation of a legal document that appropriates funds for a series of line items. Good budgeting is a broadly defined process that has political, managerial, planning, communication, and financial dimensions. The budget process, as practiced in Oakland County, 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 government management and employees

These elements 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.

In addition, the Government Finance Officers Association (GFOA) of the United States and Canada has established an Award Program for Distinguished Budget Presentation, which 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. The budget is 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 28 local units of government, out of 1,861 local governmental units in Michigan (equivalent to 1.5%), that has been accorded the Award for Distinguished Budget Presentation by GFOA. In fact, Oakland

County was the first governmental unit in Michigan, the 11<sup>th</sup> in the nation, to achieve this distinction when the program was first initiated in 1984. Furthermore, the County supports this vital program for improved budget development practices throughout the nation as evidenced by the involvement of Management & Budget staff as Budget Reviewers.

## **FINANCIAL OUTLOOK**

### **Oakland County's Economy**

The strength of the economy in Oakland County is one of the primary reasons for the County's strong financial condition. During the period of 1990-2002, 136,000 new private sector jobs were created in Oakland County, more than any other area in Michigan. It should be noted that the overall growth experienced during this period includes jobs lost during the two recessions of 1990-91 and 2001-02. Even with the loss of jobs during the two recessions, Oakland County's private sector job growth rate was a strong 24.8 percent from 1990 to 2002. Economists are forecasting that the growth of private sector jobs in Oakland County will remain relatively flat in 2003 but will rebound in 2004 with 10,100 new jobs.

In 2000, Oakland County's unemployment rate was remarkably low at 2.2% compared to the national rate of 4.0%. With the onset of the recent economic recession, Oakland County's unemployment rate rose to 4.7%. However, the County's jobless rate remains about a percentage point below that of the nation. In comparison with the previous recession, Oakland County's unemployment rate was slightly above the national rate. This demonstrates that the County's economic development efforts and the focus on job diversification over the past decade have resulted in greater job stability for Oakland County in comparison with national statistics.

Oakland County's per capita income was \$45,872 in 2000. This is the highest level among Michigan's 83 counties and ranks within the top 1% of all counties in the nation. In fact, Oakland County's per capita income is more than 50% greater than both the nation's and the state's. This wealth is reflected in the County's housing market with sales volume of new construction and existing homes increasing 8% between 1997 and 2001. The average price of single family homes increased by 34% from \$159,900 to \$214,700. Yet, because of the higher per capita income, housing is relatively affordable in Oakland County. The median value of owner-occupied housing is only 2.3 times the median family income in Oakland County as compared to 2.4 for the nation as a whole.

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

The market value of property in Oakland County is approximately \$134 billion, the largest value of all 83 counties in Michigan. While Oakland County's population represents approximately 10% of Michigan's total, the property value in the County represents approximately 19.5% of Michigan's total. The growth in market value of taxable property in Oakland County was over \$8.5 billion from 2002 to 2003; this growth alone exceeds the total tax base of 66 of the 83 Michigan counties in the year 2002. The majority of Oakland County's taxable value is with the residential class of property, which is approximately 69% of the property tax base.

### **Oakland County's Financial Condition**

The County's elected officials and staff have developed initiatives and policies to insure Oakland County government has the ability to maintain quality services, regardless of the local economic condition.

With the exception of the annual issuance of limited taxing authority notes related to delinquent tax receivables, Oakland County's practice is to only issue debt for the purchase and/or construction of long-lived assets. Further, the issuance of debt will be undertaken only after it is determined to be fiscally advantageous to do so, as opposed to using current resources or fund balance. Under Michigan statutes, the County is allowed to have outstanding debt of \$6.7 billion (10% of its State Equalized Value). However, the fiscally conservative policies of the County Executive and Board of Commissioners have resulted in outstanding pledged debt of \$305.3 million, which is only 0.46% of the permissible level.

Oakland County maintains a focus on long-term financial planning. The County goes beyond the requirement of adopting an annual budget and operates under a two-year rolling budget. This practice allows for continuous planning at least two fiscal years into the future. Such a process allows the County to anticipate and take appropriate action well in

advance of major budgetary fluctuations. The County also maintains a strong position control and position budgeting system. It also follows the practice of budgeting for full employment. Should vacancies occur or positions become filled at a level lower than authorized, the resulting favorable budget variance falls to fund balance.

An indicator of a healthy operating environment is a favorable fund balance. Oakland County's relative financial strength, along with prudent financial practices, had a positive impact on Oakland County's fund balances, particularly the General Fund. The General Fund is the principal fund 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, 2002, Oakland County's total General Fund fund balance was \$94.7 million, of which all but \$82,370 is reserved, designated, or otherwise earmarked for specific purposes. This total General Fund fund balance represents 26% of the General Fund/General Purpose Adopted Budget for Fiscal Year 2003.

The County's solid tax base and financial policies have been acknowledged by the financial community in recent years. The County has earned the highest bond rating achievable, AAA, from both Standard & Poor's and Moody's Investors Service. This AAA bond rating allows the County to borrow at the lowest possible interest rate, saving the County millions of dollars in future borrowing costs.

## BUDGETARY ISSUES

During the past year, the major activity, spanning across all Oakland County departments has been directed toward reducing the budget. The County recognized in early spring of 2002 when it started its budget process for FY 2003 and FY 2004 that it faced several budgetary challenges. These challenges were a result of both the national economic recession and the local impact of the State of Michigan's budgetary issues. When the Board of Commissioners adopted the budget on September 19, 2002, the budget was balanced for FY 2003. Included in this FY 2003 adopted budget were \$14.4 million of budget adjustments addressing shortfalls identified in three major areas;

- Reduced State revenue sharing funds
- Reduced investment income
- Increased health care costs.

However, even with the \$14.4 million of budget adjustments to balance FY 2003, it was recognized that further budget reductions in the amount of \$13.9 million would be required to balance FY 2004.

Several actions had already been implemented during the second half of 2002 to mitigate, as much as possible, the negative impact that the impending budget adjustments would have on the operations of the County:

- A Budget Task Force was appointed within the County Executive Administration to focus on resolving the budget shortfall
- Multiple meetings were held with the county-wide elected officials to garner their involvement in order to meet the portion of the budget task allocated to each of their areas
- A hiring freeze was instituted in July 2002 in-reaction to the Governor's veto to eliminate funding for State Revenue Sharing; That veto was eventually overturned
- Authorization was granted to departments to utilize the option of administrative leave time without pay for employees wishing to take time off providing approximately \$600,000 in savings annually
- Miscellaneous Resolution #02236, Incentive Program for Retirement, was adopted by the Board of Commissioners on October 10, 2002, to create savings from opportunities for reorganization and position deletions resulting the retirement of 227 employees and approximately \$5.4 million in annual savings as a result of a 50% reduction in the cost of those positions
- Informational meetings were held in the first week of November 2002 to inform County employees of the budget situation and the status of actions taken to date.
- Since those meetings, employees have been submitting their questions and budget reduction suggestions via the County's Intranet web site, all of the which have been reviewed by the Budget Task Force and distributed to the appropriate departments for evaluation and consideration

The above cumulative efforts resulted in nearly \$16.7 million of recommended budget reduction amendments for FY 2004, all of which were approved by the Board of Commissioners on March 6, 2003. Included as part of that total budget reduction, was \$7.7 million of personnel savings resulting from 175 positions being deleted. Much of these personnel savings were realized as a result of the early retirement program. Because of the vacancies created by this program, no employees have been laid off to date. The \$16.7 million of budget reductions significantly exceeded the original target of \$13.9 million. Unfortunately, new challenges continue to arise, and the budget reduction efforts accomplished to date were considered a Phase I effort and not an end to the total budget task facing Oakland County, which is anticipated to endure for at least two additional fiscal years. Additional Phase II shortfall is primarily a result of slower growth in property tax revenue and rapidly escalating health care costs.

As a direct result of the slow-growth economy and a declining real estate market, the projected rate-of-growth in taxable property values has decreased below the level initially anticipated. Over the past several years, the rate of growth in taxable property value had increased at a steady rate of approximately 7% per annum. Recognizing that the economy had slowed when the FY 2004 budget plan was developed approximately a year ago, a conservative 5.5% rate of growth was assumed for tax property revenue collected in FY 2004. However, the current estimated rate of growth in taxable property value is 4.9%. This equates to approximately \$3.5 million less in property tax revenue than initially projected.

Nationally, health care costs are escalating at an alarming rate. During the last fiscal year, the County experienced a 33% increase in health care costs for its active employees. On May 8, 2003, the Board of Commissioners adopted Miscellaneous Resolution #03114 modifying the employee and retiree medical plans in an effort to slow down the escalation in health care costs. It is anticipated that the potential savings from these changes could be as much as \$3.7 million if all active employees are included. The level of actual savings will depend on:

- Successful inclusion of the plans into two union contracts currently being negotiated
- Plan selections made by current employees
- The number of newly hired employees

Although the anticipated savings are significant, it is certain that health care costs will continue to rise regardless of an economic rebound. This issue is at the forefront of many discussions at all levels of the public and private sectors. Certainly, health care costs will be the focus of many discussions during future budget deliberations at the County as well.

The good news is that because Oakland County began addressing the FY 2004 budget shortfall early, many of the initiatives to correct the shortfall have been implemented in the current fiscal year. As a result, approximately \$12 million of savings will occur in the FY 2003 budget. This accomplishes three purposes:

- The FY 2003 savings will be set aside in a Budget Transition Fund
- These current year's savings more than offsets the known shortfall of \$3.5 million for FY 2004; Efforts will continue to resolve this shortfall on a long-term structural basis
- The Budget Transition Fund provides time to plan for future budget issues the amounts of which are yet unknown and avoid a budgetary crisis

The County Executive Budget Recommendation being submitted herein includes the use of \$3.5 million from the Budget Transition Fund for FY 2004. Looking beyond FY 2004, the budget plan projects a budget task in the amount of \$11.8 million for FY 2005. Therefore, although the budget is balanced for FY 2004 due to the outstanding efforts this past year, our collective hard work toward further reducing the budget must continue to balance FY 2005 and future years.

The State of Michigan has identified its own budget shortfall for FY 2004. The amount of the State's shortfall has been reported somewhere in the range of \$1.6 billion and \$2.0 billion. The State's projected FY 2004 shortfall equates to approximately 20% of its total General Fund budget. Further, The State's Budget Stabilization Fund which had a fund balance of nearly \$1.3 billion, has been depleted. At the time of preparation for this budget message, the State of Michigan was continuing its budget deliberations amongst its leaders to balance the State's budget for FY 2004.

According to the Citizens Research Council of Michigan, it is anticipated that the State will continue to face significant budget challenges throughout the remainder of this decade. As the State continues to make tough budget decisions, it is expected that there will most likely be a negative impact on local units of government. Many of the services funded by the State through various funding formulas, reimbursement contracts, and grants are provided to the public by the local units of government.

In addition to funding from the State for specific services provided at the local level, the State of Michigan also provides revenue sharing to local units of government. State revenue sharing has a complicated and long history. In short it is based on the concept of uniform tax collection at the state level for redistribution back to the local level in lieu of having many different taxes imposed by individual cities, villages and townships (CVTs) and counties. For the FY 2003 budget, the State has appropriated a total of \$1.46 billion for revenue sharing. Of that amount, approximately \$671 million is constitutional and \$791 million is statutory. CVTs receive both constitutional and statutory revenue sharing funds from the State. Counties receive only statutory revenue sharing. The constitutional amount of revenue sharing is fixed based on the amount of sales tax collections and cannot be changed without a vote of the people. However, the amount of statutory revenue sharing that is funded is determined by the Governor and State legislature and can be changed. In their efforts to balance the budget, the State policy makers will be faced with tough choices, and revenue sharing will be considered for budget cuts along with funding for all other state programs. Over the past two years, statutory revenue sharing has been reduced by approximately 25% statewide.

It is unknown what programs the State will cut, but one thing is certain, ultimately Oakland County and every other local unit of government in Michigan will be significantly impacted by the budget decisions made at the State level. Although the County does not know where those cuts will occur, the leadership of Oakland County must continue their budget efforts and be prepared for the worst. For that reason, it is recommended that this and future budget plans include a continual reduction in the operating budget for State Revenue Sharing. That is not to say that the County should stop continuing to fight hard to retain State Revenue Sharing. However, it is recommended that use of State Revenue Sharing be shifted away from general operations and towards capital projects that are typically one time in nature. Therefore, the Capital Improvement Program is recommended for a reduction of \$3.5 million in FY 2004 for the second consecutive year. If the local units of government are successful in their effort to maintain the current level of State Revenue Sharing into the future, then it would be recommended to set aside and designate any Revenue Sharing in excess of the budgeted amount for capital projects.

There are very few program changes included with the submission of this Recommended Biennial Budget. However, for program changes that are included, it is offset by either reducing another expenditure or additional new revenue.

## FUTURE BUDGET CONSIDERATIONS

Beyond the issues previously identified as current budget challenges and beyond the current slow recovery in the economy, a significant budget challenge for FY 2005 and beyond will be the limited growth in property tax revenue, the primary source of revenue for Oakland County. This has been a stable revenue base and historically has grown beyond the rate of inflation due to increasing property values, in spite of several reductions in the millage rate since 1992. Since inception of the Headlee Constitutional Tax Limitation Amendment in 1978, Oakland County has been in the enviable position of being able to consistently levy a millage rate well within the Maximum Allowable Tax Rate. However, due to the cumulative impact of the Headlee Amendment, the differential between the County's current levy of 4.19 mills and the maximum allowed is diminishing as illustrated in the following table:

<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	4.2604	4.1900	.0704	3,743,864

Translated into property tax dollars that would otherwise have been levied during this six-year period if Oakland County had chosen to levy the maximum millage allowed, \$43.4 million remained in Oakland County taxpayers' pockets. However, despite the fact that Oakland County has levied 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

It is possible that as soon as 2005, the Maximum Allowable Tax Rate could be rolled back below the current millage rate levied by Oakland County as a result of the Headlee Amendment. The millage rollback would essentially limit the growth in property tax revenue from existing properties to the lesser of either the rate of inflation or 5 percent. The only growth in the property tax revenue base beyond this limitation would come from new construction, which is entered onto the tax rolls at its current market value. Since the property tax revenue anticipated in the Fiscal Year 2004 Budget Recommendation represents approximately 59.5% of the total General Fund/General Purpose budget, the Headlee Amendment limitation may adversely impact the ability of the Board of Commissioners to raise future taxes for a demonstrated need, such as a new jail or courthouse. It is assumed that beginning with the Fiscal Year 2004 Budget, property tax revenues will be limited to 3.9% growth as compared to average annual growth of approximately 5.5% for the past five years. However, growth in expenditures is not likewise limited. For example, some expenditures are not constrained by these revenue restrictions, such as health care which is increasing at rates far in excess of the inflationary rate.

Another major budget challenge is found in the area of employee compensation. Over the past five years, medical expenses have been increasing at a compound annual rate of approximately 15%, a rate that doubles the actual dollar expenditure every five years. Steps already taken to slow this rate of increase include the introduction of employee contributions towards the cost of their plans and increases in prescription co-pays. Additionally, increases in wages and salaries were held to 2.25% in FY 2003 and are recommended at 2% for FY 2004. Because of the recession, the labor market is presently favorable for employers. Demographics indicate that this trend will reverse itself as the economy rebounds. The need to provide competitive compensation will cause upward pressure on labor expenses in future years.

The following table depicts a high-level budget projection over the next five-year period, comparing anticipated revenues for fiscal years 2004 to 2008 with anticipated expenditure demands if nothing were to change based on current program levels. This forecast does not include the offsetting budget adjustments that will be implemented for the years beyond FY 2004 to balance the budget. The forecast is being presented to demonstrate and quantify the efforts that Oakland County will have to undertake in future years to balance the budget.

GENERAL FUND/GENERAL PURPOSE FUNDS  
BUDGET OVERVIEW IN \$MILLIONS

DESCRIPTION	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	ASSUMPTIONS
Revenues:						
Property and Other Taxes	214.1	224.0	231.5	239.2	247.2	4.6% growth in 2005 and 3.34% annual growth thereafter
Charges for Services	85.0	85.8	87.8	89.8	91.8	1% growth in 2005 and 2.28% annual growth rate thereafter
Intergovernmental Revenues	44.6	41.6	38.6	35.6	32.6	\$3 million decrease in 2005 and continuing
Investment and Sundry	12.3	12.6	12.6	12.6	12.6	2.4% increase in 2005, then remains flat
Use of Prior Year's Revenue	<u>3.5</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	Use of Budget Transition fund in 2004
Total Revenues	359.5	364.0	370.5	377.2	384.2	
Total Current Program Expenditures	<u>359.5</u>	<u>375.8</u>	<u>386.8</u>	<u>398.2</u>	<u>409.9</u>	4.5% growth for 2005 and 2.94% annual growth rate thereafter
Excess Revenues Over/(Under) Expenditures	<u>0.0</u>	<u>(11.8)</u>	<u>(16.3)</u>	<u>(21.0)</u>	<u>(25.7)</u>	Does not reflect budget adjustments to be implemented

The process of identifying budget reductions will carry on in anticipation of the limited funding available in future years. As has been the practice during this past year, the County Executive Administration will continue to work with the Board of Commissioners and the other elected officials to eliminate potential future budget shortfalls.

CONCLUSION

I have confidence that with the excellent leadership of the County's elected officials, department heads, and managers as well as the dedication of its many fine employees, Oakland County will continue to rank as a premier County, both financially and programmatically. Wall Street apparently shares this confidence with recent reaffirmation of the County's AAA bond rating.

The outstanding leadership that has been demonstrated in Phase I and II budget efforts across all areas of County government has been momentous. Let us continue these efforts through the remaining budget reduction phases for at least two years. We have proven that together we can overcome these challenges. I am confident that Oakland County will emerge stronger financially, will continue to be innovative, and will continue to provide outstanding service to our citizens.



L. Brooks Patterson  
Oakland County Executive

# Oakland County International Airport

*Gateway To Oakland County*

- Oakland County International Airport is the County's aviation gateway to the world with more than 800 private and corporate aircraft based at the airport.
- In the course of a year virtually all the Fortune 500 companies use the airport.
- Over 277,600 takeoffs and landings in 2002 make it the second busiest airport in Michigan and the 6th busiest general aviation airport in the nation.
- Over one half million pilots and passengers pass through the airport every year.
- Customs service is available for international travelers and cargo shipments.

**OAKLAND COUNTY  
FY 2004 AND FY 2005 BUDGET  
FINANCIAL STRUCTURE**

**I. FORM OF GOVERNMENT**

Oakland County is organized under the authority of Michigan Public Act 139 of 1973 (as amended by Public Act 100 of 1980) 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  
Drain Commissioner  
Board of Commissioners  
Parks and Recreation

**County Executive**

Administration  
Management & Budget  
Central Services  
Facilities Management  
Human Resource  
Human Services  
Public Services  
Information Technology  
Community & Economic Development

**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	Health Fund
Juvenile Maintenance	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, Intergovernmental Revenues, Charges for Services and Miscellaneous Revenues, including investment earnings.

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

Controllable Personnel Expenses  
Controllable Operating Expenses  
Non-Controllable Operating Expenses (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; and a full accrual basis of accounting for Enterprise Funds, Internal Service Funds, Agency Funds and the Pension Trust Funds.

In general, under the modified accrual basis of accounting, revenues are recognized as received when measurable and available to finance current year operations; expenditures are recognized when the liability is incurred.

### IV. 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.

The budget is prepared in conjunction with the modified accrual accounting policies practiced by Oakland County and is developed via the following budget calendar:

#### PROCESS FOR PREPARATION OF THE BUDGET DOCUMENT

<u>Activity/Action</u>	<u>Area Responsible</u>
<b><u>PHASE I - DEVELOPMENT OF BUDGET PREPARATION MATERIALS (January - February)</u></b>	
Verification of Historical Financial Data	Management & Budget
Verification of Authorized Position Data	Management & Budget/Human Resources
Development of Preliminary Revenue Estimates;	Management & Budget/Operating Depts.
Presentation of Preliminary Revenue Estimates to Finance Committee	Management & Budget
Development of Estimated Expenditure Budget	Management & Budget
Development of Budget Instruction Manual including Authorized Position data, preliminary revenue and expenditure data, proposed Internal Service Fund Rates, and data entry instructions	Management & Budget/ Human Resources Internal Service Fund Departments
Conduct Budget Orientation Session	Management & Budget/Human Resources
<b><u>PHASE II - DEVELOPMENT OF DEPARTMENT BUDGET REQUESTS (March - April)</u></b>	
Submission of In-Service Training Requests to the Human Resources Department	Operating Departments
Submission of Internal Service Fund Requests and Revenue estimates	Internal Service Fund Departments
Submission of Personnel and Operating Budget Requests to Management & Budget and Human Resources	Operating Departments

**PHASE III - DEVELOPMENT OF EXECUTIVE RECOMMENDATION (May - June)**

Completion of Personnel Recommendation	Human Resources Department
Completion of Operating Recommendation	Management & Budget
Preliminary Balanced Budget Recommendation	Management & Budget
Concurrence on Preliminary Balance Budget Recommendation (County Executive Recommendation)	County Executive
Present Recommended Budget to Departments	Management & Budget/ Human Resources
Completion of Review with Departments	Management & Budget/ Human Resources
Appeal of Preliminary County Executive Recommended Budget	Operating Departments
Completion of Appeals Process/Department Sign-Off	County Executive and Operating Depts.
Submission of Final Executive Recommended Budget to Printing	Management & Budget/ Human Resources
Executive Presentation to Board of Commissioners (July 1)	County Executive

**PHASE IV - BOARD OF COMMISSIONERS' PROCESS FOR BUDGET ADOPTION (July - September)**

Conduct Budget Hearings with Departments	Finance & Personnel Committees
Finalized Committee Recommendation and Set Public Hearing, Authorize Public Notice	Finance & Personnel Committees
Publish Committee Recommended Budget	Management & Budget
Publish Notice of Public Hearing	Management & Budget/County Clerk
Placed Proposed Budget on Clerk's Table for Public Inspection	Management & Budget
Hold Public Hearing - Adopt Budget (by September 30)	Board of Commissioners
Publish Adopted Budget Document	Management & Budget/Human Resources
Publish Program Budget Document	Management & Budget/Human Resources

**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 two-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 subsequent fiscal year budget. 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 or Deputy 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 23 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 funds 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 22 of the General Appropriations Act provides that:

The Board of Commissioners may make supplemental appropriations by amending the general appropriations measure, provided that revenues in excess of those anticipated in the 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 the supplemental expenditure amount. In no case, may such appropriations cause total estimated expenditures, including an accrued deficit, to exceed total estimated revenue, including an unappropriated surplus.

Section 21 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, except that transfers within and between budgeted funds and departments may be made by the Fiscal Officer in certain specified instances.

## **V. FUTURE BUDGET TRENDS**

Current Budgeting practices, as pronounced by such entities as the National Council on State and Local Budgeting (NCSLB), the Government Accounting Standards Board (GASB), and the Government Finance Officers Association (GFOA), are stressing budgeting by program or activity as well as the use of performance objectives in determining allocations. Further, GASB, in their recently released Statement #34, requires financial reporting by activity.

In order to not only conform with GASB #34, but also to provide administrators, policy makers and citizens with meaningful information as to how public resources are used, Management and Budget has developed a program structure by which expenditures can be tracked and reported. This program structure rolls up to a higher level activity structure which allows the County to report costs and revenues for major activities across organizational boundaries. For example, the Public Safety activity includes not only the Sheriff's Department, but also programs that fall within the Human Services, Public Services, Circuit Court, District Courts and Information Technology Departments. The County has been reporting actual costs for these major activities in its annual financial summary for the past five years.

The use of organizational structure as the basis of budgeting and accounting is well established in Oakland County. This organizational budget structure does have value in a multi-elected official environment such as Oakland County, assisting the County in maintain control over public expenditures. An unfortunate byproduct of the established organizational budget structure, however, is that the process of developing and utilizing meaningful program/ activity budgets and reporting takes a great deal of time to successfully implement.

During the past several years, Management and Budget staff have developed an accounting structure that allows for the budgeting and the reporting of revenues and expenditures both organizationally and programmatically. In addition, as stated above, working with the County's various elected officials and department directors, initial program/ activity processes have been identified and program based reports have been produced for the County's Comprehensive Annual Financial Report (CAFR) and Popular Financial Report (PAFR).

This FY 2004 and FY 2005 Budget Document provide budget figures by program within the department/ division organizational structure. Further, the department/ division summaries contain preliminary performance measurements. The development of program budgeting and reporting and performance measurement is an ongoing, ever-evolving process. As County staff become more comfortable with the use of program budgeting and reporting, as well as the use of performance measurements, more sophisticated and reliable evaluation of program performance will be developed. The County's ultimate goal is to budget and report all revenues and expenditures on a program basis, and to have at least one reliable output, efficiency and effectiveness measure for each program.

## Oakland County Budget Process

The Oakland County Biennial Budget Process is divided into four (4) phases, which are explained below. Because the County functions on a biennial basis, the detailed procedures listed below occur every other year (preceding the beginning of the biennium). During the "off year", the budget process is limited to corrections or minor adjustments to the second year's estimation.

### Phase I - Development of Budget Preparation Materials

This first phase begins with Fiscal Services Division staff, working with the operating departments, develop 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 biennial period. This information is shared with the Board of Commissioner's Finance Committee, as well as County Administration.

The primary purpose of estimating revenues is the development of the budget parameters for the next biennial 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 Personnel. The letter is included and discussed during the Budget Orientation Sessions.

Upon completion of the revenue estimation function, Fiscal Services Division staff develops materials for the departments to use in requesting a budget for the next biennial period. This includes gathering historical expenditure information so that the departments have some rational basis to make their requests; preparing the client server based budget input system, and the development of the Budget Instruction Manual. The manual provides a list of contacts the departments can call to answer questions, detailed instructions including budget parameters, listing of all internal service fund costs, and the required budget preparation forms.

The final step in Phase I are the Budget Orientation Sessions. These sessions, attended by all operating departments and administered by Fiscal Services and Personnel 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

After the Budget Orientation Sessions (mid-February), the operating departments are given March and April to develop their allocation requests for the next biennial period. The departments are required to request specific allocations, by line item, for each of the following categories:

1. *Current Program* - Departments may request an allocation to operate at their current program levels with adjustments for inflation or other known increases. No personnel changes, reorganizations, new initiatives, or other substantial changes to the department's operations are to be included in this category;
2. *Program Change* - Under this category the department may request an allocation to fund any new program, innovation, requirement, or other substantial change to their operation.

Operating department staff is required to enter a request in the client server based budget system and to also provide detailed justification for their request, both Current Program and Program Change. There are two exceptions to the detailed justification requirement:

1. Salary and fringe benefits for the current staff (both number of positions and classifications) is provided by Fiscal Services. Should a department desire no change to their current staffing arrangement, there is no need for any further department activity. However, should the department desire any personnel changes (new positions, reclassifications, etc.) they are required to provide justification.
2. If the department's use of internal service funds (Motor Pool, Information Technology, Printing, etc.) is not anticipated to change in the next biennial period, the department can simply enter the current allocation without need for justification. However, should the department wish to increase or decrease the use of a particular internal service, they must notify the internal service manager of the requested change, provide justification for the change, and provide an estimated dollar impact.

During this phase, Fiscal Services and Personnel staff make themselves available to the departments in order to assist them in developing their request. The use of this service is up to the departments, however, since ultimately it is the operating department's request for allocation that is being developed.

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

During May and June, upon receipt of the operating department's budget request, Fiscal Services staff and the Personnel staff will develop the County Executive's Recommended Budget. The initial activity is the analysis of the department's budget requests for validity (e.g. there is a need for the appropriation and the amount requested is appropriate) and whether there are sufficient resources to fund the request. Frequently the Fiscal Services and Personnel staff will work with the department's to obtain any necessary clarifications and documentation.

Upon completion of their analysis, the Fiscal Services and Personnel staff will present a preliminary budget recommendation, for the departments they are responsible for, to the County Executive Administration. The County Executive, along with the Deputy County Executives, the Director and Deputy Director of Management and Budget, the Director of Personnel, the Manager of Fiscal Services and the Manager of Human Resources reviews these recommendations. This Administrative group will make any appropriate adjustments, producing an initial County Executive Recommended Budget. This recommendation is released to the operating departments during the last week of May or first week of June.

Should the operating departments have a disagreement with any portion of the initial County Executive Recommended Budget, they may formally appeal to the County Executive for an adjustment. New information or additional justification, for the item under appeal, must accompany a departmental

appeal. Fiscal Services and Personnel staff will meet with the operating departments to discuss the appeal, and then make an additional recommendation to County Executive Administration. After review of the appeals (mid-June), the County Executive Administration will finalize the numbers and produce the County Executive's Recommended Budget. The Recommended Budget is produced in line-item document form and must be submitted to the Board of Commissioners by July 1, ninety (90) days before the start of the biennial period. State law and the County General Appropriations Act requires 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 will begin to review the recommendation. The Board has the authority to accept the County Executive Recommendation in total, reject the Recommendation 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 its Personnel Committee (support committee) to conduct budget hearings on the Executive Recommendation. The committees have options as to how they conduct the hearings and who are requested to be present and defend the recommendation. Generally, Fiscal Services staff and Personnel 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 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 requires 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 two general circulation newspapers throughout the County at least ten (10) 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 separately. After consideration of any amendments, the Board adopts the Biennial Budget, which again must be balanced.



**OAKLAND COUNTY, MICHIGAN  
FY 2004/2005 BIENNIAL BUDGET  
FUND DESCRIPTIONS AND USE OF FUND BALANCE**

**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, Special Revenue, Debt Service, Capital Project, Enterprise, Internal Service, Private-Purpose Trust, and Pension Trust and Agency.

Although all County financial activity is recorded in one of these fund types, not all fund types are "budgeted", e.g., authorized for expenditure. Those funds 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 three (3) Special Revenue Funds: the Health Fund, the Juvenile Maintenance Fund, and the Social Welfare/Foster Care Fund. These three (3) 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. In addition, County financial activity is recorded in several fund types not included in the budget, specifically Capital Projects Fund, Debt Service Fund, and Fiduciary Funds.

**GENERAL FUND/GENERAL PURPOSE**

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 exercise 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.

**County Health Fund** is used to account for activity related to providing health protection, maintenance, and improvement for the residents of Oakland County. The required reporting to the Michigan Department of Community Health, to obtain cost-sharing reimbursement, necessitates the existence of this fund.

**Juvenile Maintenance Fund** is used to account for activity related to the placement of children to foster care homes as ordered by Probate 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 Family Independence Agency. The organizations supported by this fund include portions of the Human Services Administration Division, the Children's Village, and the Juvenile Maintenance Division and Intensive Probation Unit of the Probate Court.

**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 Family Independence Agency. Partial reimbursement of these expenditures is received from the State of Michigan. A portion of the Human Services Administration Division is supported through this fund.

## **SPECIAL REVENUE AND PROPRIETARY FUNDS**

The Special Revenue and Proprietary Funds is a composite category which includes all fund types which are not primarily supported by the County property tax levy. Included in this designation are Special Revenue Funds, including Grants; as well as Proprietary Funds which are further 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 budgeted 88 separate grants in FY 2004 and FY 2005. Obviously, such a large number precludes listing and describing all the applicable funds. Below please find the "category" of grants and the number of each in a category:

**Child Support Enforcement Grant** (1)

**Judicial Grants** (7)

**Housing and Community Development Grants** (4)

**Human Services Grants** (19)

**Law Enforcement Grants** (11)

**Multi-Organizational Grants** (3)

**Other Grants** (11)

**Pollution Control Grants** (6)

**Brownfield Initiatives** (1)

**Workforce Development Grants** (25)

### **SPECIAL REVENUE - OTHER**

**Restricted Funds** is used to account for donations made for various specific purposes or other amounts held for disbursement at a future date.

**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.

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

**Environmental Infrastructure Fund** is used for the purpose of reimbursing local cities, villages, and townships for costs incurred by them on environmental issues.

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

**Friend of the Court Fund** is used to account for the processing of alimony and child support payments as directed by the State of Michigan Child Support Enforcement System.

**Drains-Maintenance Fund** is used to record expenditures for the operations and maintenance of drainage districts.

**Water and Sewer Act 342 Fund** is used to account for the construction, under contractual arrangement, of water and sewer systems under Public Act 342 of 1939.

**Lake Levels Fund** is used to account for funds from special assessments to oversee cost of maintaining County lake levels.

**Lake Improvements Fund** is used to account for special assessment revenues collected to oversee the improvement for various lakes in Oakland County.

**Delinquent Personal Property Tax Administration Fund** is used to account for the collection of delinquent personal property taxes and their subsequent disbursement to various municipalities, school districts, and other governmental units.

**Property Tax Forfeiture Fund** was established to account for forfeiture fees collected under Michigan Public Act 123 of 1999, which are used to administer the new delinquent foreclosure process.

#### ***PROPRIETARY FUNDS***

Proprietary Funds operate as private business 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 or agency to other departments or agencies on a cost-reimbursed basis.

**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.

**Information Technology Fund** distributes the costs of central data processing services to the various user departments.

**Sheriff Aviation Fund** accumulates the purchase cost and operations of the helicopters used by the Oakland County Sheriff's Department.

**Drain Equipment Fund** accounts for the cost of vehicles and other equipment used for the construction and maintenance of various drains and lake level projects. The fund is reimbursed as the accumulated costs are distributed to specific projects or funds.

**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.

**Office Equipment Fund** accumulates the costs of servicing and operating County-owned office equipment. The fund recovers these costs by developing rates and billing user departments.

**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.

**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.

**Micrographics Fund** accumulates the costs of microfilming and photocopying County records. The fund recovers costs by developing rates and billing user departments and title insurance companies.

**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.

**Printing, Mailing and Copier Fund** accumulates the costs of County mail, printing services, and servicing and operating leased copier machines. The fund recovers these costs by developing rates and billing user departments.

#### **PROPRIETARY - ENTERPRISE FUNDS**

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

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

**Register of Deeds Automation Fund** was established per Michigan Public Act 698 of 2002, which expanded the Revised Judicature Act to account for monies to be used for upgrading technology at the Register of Deeds office with first priority given to book indexing and upgrading search capabilities.

**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. Short-term notes are sold to fund the advances necessary.

**Medical Care Facility Fund** was established to account for the financial operations of a 120 bed skilled nursing facility. Costs are recovered by charges to Medicare, Medicaid or other third party insurers for patient services.

**Parks and Recreation Fund** is used to account for activities related to the operation of the County parks (currently 11). Principal revenues are from voter approved millage and user charges.

**Radio Communications Fund** accumulates the costs of purchasing, servicing, and operating County-owned short-wave radio equipment. The fund recovers costs by developing rates and billing user departments.

**County Market Fund** is used to account for the operations of the farmers' market located in Waterford.

**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.

**Jail Inmate Commissary Fund** is used to account for commissary operations and services, library operations and services, and indigent services for inmates at the Oakland County Jail. Inmate commissary transactions are logged in individual accounts in the Jail Management System (JAMS). Monies collected for these individual accounts are held in the Jail Inmate Trust Account.

**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.

Water and Sewer Trust is used to account for monies, received and expended for municipal owned water and sewer systems which are operated and maintained by the Oakland County Drain Commissioner.

## USE OF FUND BALANCES

Oakland County's goal is to reserve, at the end of a fiscal year, an amount equivalent to 10% to 20% of General Fund/General Purpose revenues, in General Fund balance. This has been accomplished through conservative budgeting practices and prudent management of the County's resources. The presence of a healthy General Fund balance provides not only a blanket of fiscal security for citizens and investors, it also provides policy makers with flexibility in meeting the pressing demands for services.

Fund balance is not generally used to offset on-going expenditures in a subsequent year. Rather, when the County uses fund balance, it is to cover the cost of one-time extraordinary projects. For example, during FY 2003, General Fund balance was used to begin implementation of Thin-Client project, which will convert computers to a Thin-Client Citrix architecture providing access to non-web applications by allowing low cost terminals access from a centralized server. Funds were also appropriated for conversion of Drain records from paper to electronic files. The use of General Fund balance in these circumstances (one-time expenditures) allows the County to meet expansion needs without jeopardizing on-going operations.

### *COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE*

The following schedules provide a summary of revenue and expenditures by major category for each of the following fund types, with beginning and ending balances (including estimations) for the period October 1, 2001 (FY 2002) through September 30, 2005 (FY 2005):

#### Governmental Funds

- General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Projects Funds

#### Proprietary Funds

- Internal Service Funds
- Enterprise Funds

The FY 2003 General Fund balance of over \$61 million represents about sixteen (16%) percent of General Fund/General Purpose annual operational budgets, equivalent to six weeks business. Fund Balances for Internal Service Fund operations will be closely examined during the ensuing budget period to ensure compliance with revised OMB Circular A-87 regulations.

OAKLAND COUNTY  
 COMBINED STATEMENT OF REVENUES EXPENDITURES AND CHANGES IN FUND BALANCE  
 2002 FISCAL YEAR

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	INTERNAL SERVICE FUNDS	ENTERPRISE FUNDS	TOTAL
<b>Beginning Balance:</b>	\$97,141,193	\$27,835,230	\$7,328,977	\$41,939,832	\$82,418,587	\$411,778,526	\$668,442,345
<b>Revenues</b>							
Taxes	\$192,372,010	\$2,283,608	\$21,876,056	\$51,747	\$0	\$10,950,682	\$227,534,103
Intergovernmental Revenue	38,384,481	65,498,175	0	130,493	0	0	\$104,013,149
Charges for Services	83,549,381	18,840,082	16,823	3,588	145,849,993	152,140,043	400,399,910
Investment Income	5,247,228	408,022	147,590	496,730	1,596,298	6,709,123	14,604,991
Other Revenue	2,416,887	580,349	0	0	607,047	519,297	4,123,580
<b>Total Revenues</b>	<b>\$321,969,987</b>	<b>\$87,610,236</b>	<b>\$22,040,469</b>	<b>\$682,558</b>	<b>\$148,053,338</b>	<b>\$170,319,145</b>	<b>\$750,675,733</b>
<b>Expenditures:</b>							
County Executive	60,757,745	93,848,082	0	0	74,707,088	23,939,676	253,252,591
Clerk Register	12,709,936	735,633	0	0	0	0	13,445,569
Treasurer	3,720,641	804,388	0	0	0	1,984,851	6,509,880
Justice Administration	51,917,276	23,563,525	0	0	0	0	75,480,801
Law Enforcement	109,602,584	5,714,070	0	0	737,774	1,204,952	117,259,380
Legislative	5,249,616	0	0	0	0	0	5,249,616
Drain Commissioner	3,577,576	1,640,746	19,951,548	0	2,859,150	108,712,424	136,741,444
Parks and Recreation	0	0	0	0	0	16,517,236	16,517,236
Non-Departmental	16,907,410 *	5,506,988	9,275,893	14,396,482	84,627,670	0	130,714,443
<b>Total Expenditures</b>	<b>\$264,442,784</b>	<b>\$131,813,432</b>	<b>\$29,227,441</b>	<b>\$14,396,482</b>	<b>\$162,931,682</b>	<b>\$152,359,139</b>	<b>\$755,170,960</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>\$57,527,203</b>	<b>(\$44,203,196)</b>	<b>(\$7,186,972)</b>	<b>(\$13,713,924)</b>	<b>(\$14,878,344)</b>	<b>\$17,960,006</b>	<b>(\$4,495,227)</b>
Capital Contributions		0	0	0	97,676	1,661,350	1,759,026
Transfers In	13,026,217	49,761,175	4,608,027	19,701,320	15,134,195	74,077,014	176,307,948
Transfers Out	(73,044,423)*	(7,112,821)	0	(27,666,208)	(703,658)	(18,500,040)	(127,027,150)
Proceeds from issuance of bonds		0	0	46,700,000	0	0	46,700,000
Discount on bonds sold		0	0	(412,391)	0	0	(412,391)
<b>Total Ending Balance</b>	<b>\$94,650,190</b>	<b>\$26,280,388</b>	<b>\$4,750,032</b>	<b>\$66,548,629</b>	<b>\$82,068,456</b>	<b>\$486,976,856</b>	<b>\$761,274,551</b>
Reserved/Designated Balance	94,567,820	26,280,388	4,750,032	59,047,911	41,925,030	206,646,995	433,218,176
Unreserved/Undesignated Balance	82,370	0	0	7,500,718	40,143,426	280,329,861	328,056,375
	<b>\$94,650,190</b>	<b>\$26,280,388</b>	<b>\$4,750,032</b>	<b>\$66,548,629</b>	<b>\$82,068,456</b>	<b>\$486,976,856</b>	<b>\$761,274,551</b>

\*For purposes of comparing this statement with the FY2003 to FY2005 statements on the following pages, payments to component units in the amount of \$11,870,616 that were treated as transfers in 2002 are reported as expenditures on this statement.

OAKLAND COUNTY  
 COMBINED STATEMENT OF REVENUES EXPENDITURES AND CHANGES IN FUND BALANCE  
 2003 FISCAL YEAR (Est.)

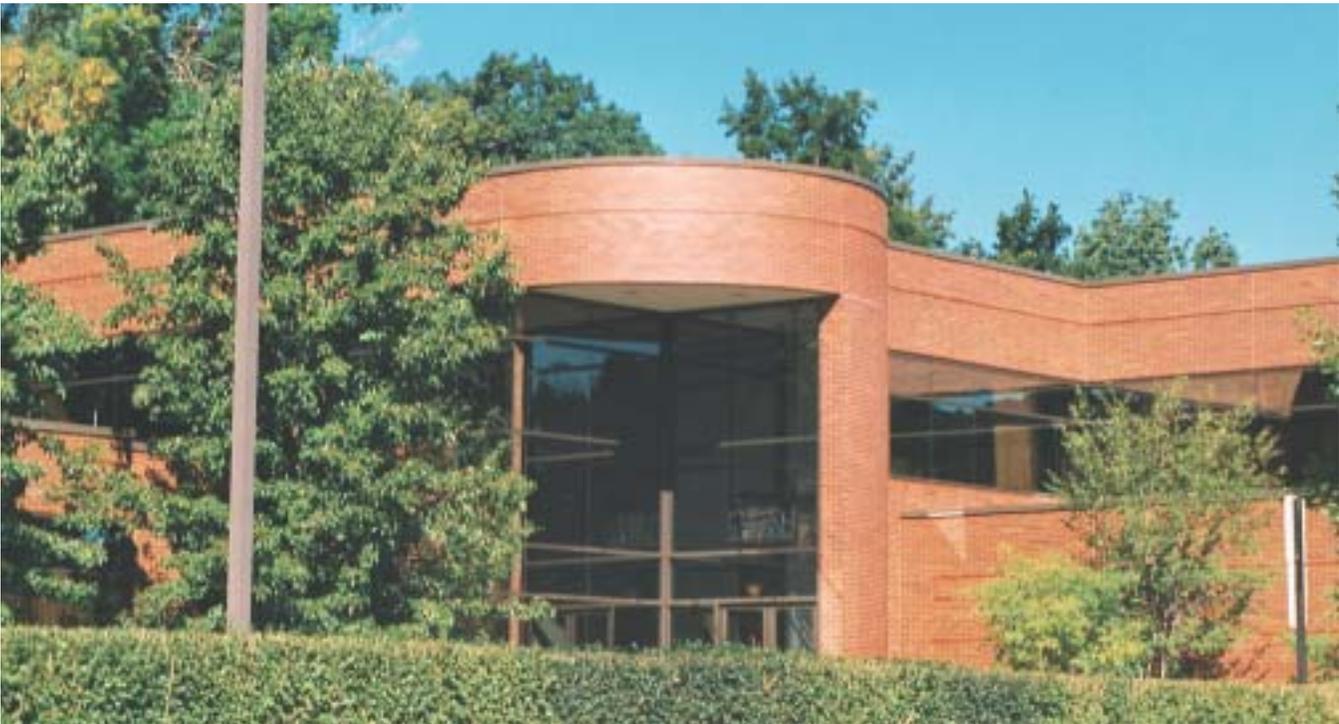
	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	INTERNAL SERVICE FUNDS	ENTERPRISE FUNDS	TOTAL
<b>Beginning Balance:</b>	\$94,650,190	\$26,280,388	\$4,750,032	\$66,548,629	\$82,068,456	\$486,976,856	\$761,274,551
<b>Revenues</b>							
Taxes	\$204,057,370	\$3,478,181	\$23,420,370	\$135,743	\$0	\$12,196,371	\$243,288,035
Intergovernmental Revenue	35,771,339	64,159,887	0	369,031	0	0	\$100,300,257
Charges for Services	89,118,818	23,880,480	50,237	0	150,043,349	159,071,601	422,164,485
Investment Income	3,894,854	411,622	73,872	755,713	1,443,235	5,257,876	11,837,172
Other Revenue	1,953,363	403,870	0	866,257	413,632	3,936,447	7,573,569
<b>Total Revenues</b>	<b>\$334,795,744</b>	<b>\$92,334,040</b>	<b>\$23,544,479</b>	<b>\$2,126,744</b>	<b>\$151,900,216</b>	<b>\$180,462,295</b>	<b>\$785,163,518</b>
<b>Expenditures:</b>							
County Executive	57,504,435	91,818,638	0	0	70,744,597	24,984,609	245,052,279
Clerk Register	11,945,563	478,374	0	0	816,617	0	13,240,554
Treasurer	3,481,676	2,292,358	0	0	0	1,409,968	7,184,002
Justice Administration	53,237,483	24,173,241	0	0	0	0	77,410,724
Law Enforcement	115,823,079	5,782,953	0	0	1,087,534	1,186,284	123,879,850
Legislative	5,002,440	0	0	0	0	0	5,002,440
Drain Commissioner	4,112,073	4,019,720	28,822,386	7,270	3,663,012	112,000,331	152,624,792
Parks and Recreation	0	0	0	0	0	16,875,233	16,875,233
Non-Departmental	16,526,922	10,739,051	7,787,671	35,673,321	88,265,588	0	158,992,553
<b>Total Expenditures</b>	<b>\$267,633,671</b>	<b>\$139,304,335</b>	<b>\$36,610,057</b>	<b>\$35,680,591</b>	<b>\$164,577,348</b>	<b>\$156,456,425</b>	<b>\$800,262,427</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>\$67,162,073</b>	<b>(\$46,970,295)</b>	<b>(\$13,065,578)</b>	<b>(\$33,553,847)</b>	<b>(\$12,677,132)</b>	<b>\$24,005,870</b>	<b>(\$15,098,909)</b>
Capital Contributions	0	0	0	0	0	28,939,115	28,939,115
Transfers In	10,422,169	45,099,321	8,286,602	2,714,812	8,622,786	1,747,925	76,893,615
Transfers Out	(59,724,305)	(2,142,053)	(26,395)	(184,000)	(493,758)	(14,323,104)	(76,893,615)
Proceeds from issuance of bonds	0	0	2,770,000	7,560,000	0	0	10,330,000
Discount on bonds sold	0	0	(27,700)	(47,837)	0	0	(75,537)
<b>Total Ending Balance</b>	<b>\$112,510,127</b>	<b>\$22,267,361</b>	<b>\$2,686,961</b>	<b>\$43,037,757</b>	<b>\$77,520,352</b>	<b>\$527,346,662</b>	<b>\$785,369,220</b>
Reserved/Designated Balance	112,027,159	22,267,361	2,686,961	32,880,876	28,768,007	219,290,235	417,920,599
Unreserved/Undesignated Balance	482,968	0	0	10,156,881	48,752,345	308,056,427	367,448,621
	<b>\$112,510,127</b>	<b>\$22,267,361</b>	<b>\$2,686,961</b>	<b>\$43,037,757</b>	<b>\$77,520,352</b>	<b>\$527,346,662</b>	<b>\$785,369,220</b>

OAKLAND COUNTY  
 COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
 2004 FISCAL YEAR (Est.)

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	INTERNAL SERVICE FUNDS	ENTERPRISE FUNDS	TOTAL
<b>Beginning Balance:</b>	\$112,510,127	\$22,267,361	\$2,686,961	\$43,037,757	\$77,520,352	\$527,346,662	\$785,369,220
<b>Revenues</b>							
Taxes	\$214,129,000	\$0	\$23,843,039	\$0	\$0	\$12,735,000	\$250,707,039
Intergovernmental Revenue	30,965,964	62,228,270	0	0	0	0	93,194,234
Charges for Services	78,351,513	20,365,078	20,000	0	168,237,455	155,282,406	422,256,452
Investment Income	6,033,200	105,000	60,000	450,000	612,154	1,769,395	9,029,749
Other Revenue	3,833,833	0	0	0	483,900	440,953	4,758,686
<b>Total Revenues</b>	<b>\$333,313,510</b>	<b>\$82,698,348</b>	<b>\$23,923,039</b>	<b>\$450,000</b>	<b>\$169,333,509</b>	<b>\$170,227,754</b>	<b>\$779,946,160</b>
<b>Expenditures:</b>							
County Executive	58,558,244	91,633,486	0	0	75,576,225	30,733,613	256,501,568
Clerk Register	11,655,734	1,602,083	0	0	984,739	0	14,242,556
Treasurer	3,395,174	1,446,211	0	0	0	684,731	5,526,116
Justice Administration	52,838,244	23,845,808	0	0	0	0	76,684,052
Law Enforcement	120,875,021	5,696,627	0	0	1,629,192	1,029,671	129,230,511
Legislative	5,290,186	0	0	0	0	76,169	5,366,355
Drain Commissioner	3,753,959	0	0	0	2,888,736	120,497,737	127,140,432
Parks and Recreation	0	0	0	0	0	21,344,987	21,344,987
Non-Departmental	32,940,819	0	32,310,000	14,552,331	98,700,784	0	178,503,934
<b>Total Expenditures</b>	<b>\$289,307,381</b>	<b>\$124,224,215</b>	<b>\$32,310,000</b>	<b>\$14,552,331</b>	<b>\$179,779,676</b>	<b>\$174,366,908</b>	<b>\$814,540,511</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>\$44,006,129</b>	<b>(\$41,525,867)</b>	<b>(\$8,386,961)</b>	<b>(\$14,102,331)</b>	<b>(\$10,446,167)</b>	<b>(\$4,139,154)</b>	<b>(\$34,594,351)</b>
<b>Capital Contributions</b>							
Transfers In	6,047,322	41,586,567	8,650,000	7,323,669	2,722,850	1,950,800	68,281,208
Transfers Out	(50,053,451)	(5,000)	0	0	(118,034)	(5,565,469)	(55,741,954)
Proceeds from issuance of bonds	0	0	0	0	0	0	0
Discount on bonds sold	0	0	0	0	0	0	0
<b>Total Ending Balance</b>	<b>\$112,510,127</b>	<b>\$22,323,061</b>	<b>\$2,950,000</b>	<b>\$36,259,095</b>	<b>\$69,679,001</b>	<b>\$519,592,839</b>	<b>\$763,314,123</b>
Reserved/Designated Balance	112,026,333	22,323,061	2,950,000	27,701,949	25,857,877	216,046,702	406,905,923
Unreserved/Undesignated Balance	483,794	0	0	8,557,146	43,821,124	303,546,137	356,408,200
	<b>\$112,510,127</b>	<b>\$22,323,061</b>	<b>\$2,950,000</b>	<b>\$36,259,095</b>	<b>\$69,679,001</b>	<b>\$519,592,839</b>	<b>\$763,314,123</b>

OAKLAND COUNTY  
 COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
 2005 FISCAL YEAR (Est.)

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	INTERNAL SERVICE FUNDS	ENTERPRISE FUNDS	TOTAL
<b>Beginning Balance:</b>	\$112,510,127	\$22,323,061	\$2,950,000	\$36,259,095	\$69,679,001	\$519,592,839	\$763,314,123
<b>Revenues</b>							
Taxes	\$224,046,000	\$0	\$24,000,000	\$0	\$0	\$13,117,050	\$261,163,050
Intergovernmental Revenue	30,992,338	62,208,270	0	0	0	0	93,200,608
Charges for Services	79,341,370	20,385,078	20,000	0	177,089,971	161,354,856	438,191,275
Investment Income	6,283,200	105,000	90,000	400,000	612,154	1,805,443	9,295,797
Other Revenue	4,900,967	0	0	0	483,900	456,365	5,841,232
<b>Total Revenues</b>	<b>\$345,563,875</b>	<b>\$82,698,348</b>	<b>\$24,110,000</b>	<b>\$400,000</b>	<b>\$178,186,025</b>	<b>\$176,733,714</b>	<b>\$807,691,962</b>
<b>Expenditures:</b>							
County Executive	58,783,176	91,721,368	0	0	76,685,288	31,067,373	258,257,205
Clerk Register	11,687,645	1,602,083	0	0	985,520	0	14,275,248
Treasurer	3,408,576	1,451,211	0	0	0	684,731	5,544,518
Justice Administration	52,921,774	23,845,808	0	0	0	0	76,767,582
Law Enforcement	121,186,942	5,696,627	0	0	1,629,192	1,040,426	129,553,187
Legislative	5,311,802	0	0	0	0	79,432	5,391,234
Drain Commissioner	3,789,315	0	0	0	2,899,414	126,351,834	133,040,563
Parks and Recreation	0	0	0	0	0	21,727,037	21,727,037
Non-Departmental	43,730,634	0	32,310,000	14,421,338	106,627,106	0	197,089,078
<b>Total Expenditures</b>	<b>\$300,819,864</b>	<b>\$124,317,097</b>	<b>\$32,310,000</b>	<b>\$14,421,338</b>	<b>\$188,826,520</b>	<b>\$180,950,833</b>	<b>\$841,645,652</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>\$44,744,011</b>	<b>(\$41,618,749)</b>	<b>(\$8,200,000)</b>	<b>(\$14,021,338)</b>	<b>(\$10,640,495)</b>	<b>(\$4,217,119)</b>	<b>(\$33,953,690)</b>
<b>Capital Contributions</b>							
Transfers In	6,047,322	41,674,179	8,650,000	2,650,000	2,604,000	1,950,800	63,576,301
Transfers Out	(50,791,333)	0	0	0	0	(591,800)	(51,383,133)
Proceeds from issuance of bonds	0	0	0	0	0	0	0
Discount on bonds sold	0	0	0	0	0	0	0
<b>Total Ending Balance</b>	<b>\$112,510,127</b>	<b>\$22,378,491</b>	<b>\$3,400,000</b>	<b>\$24,887,757</b>	<b>\$61,642,506</b>	<b>\$516,734,720</b>	<b>\$741,553,601</b>
Reserved/Designated Balance	112,026,333	22,378,491	3,400,000	19,014,246	22,875,534	214,858,297	394,552,901
Unreserved/Undesignated Balance	483,794	0	0	5,873,511	38,766,972	301,876,423	347,000,700
	<b>\$112,510,127</b>	<b>\$22,378,491</b>	<b>\$3,400,000</b>	<b>\$24,887,757</b>	<b>\$61,642,506</b>	<b>\$516,734,720</b>	<b>\$741,553,601</b>



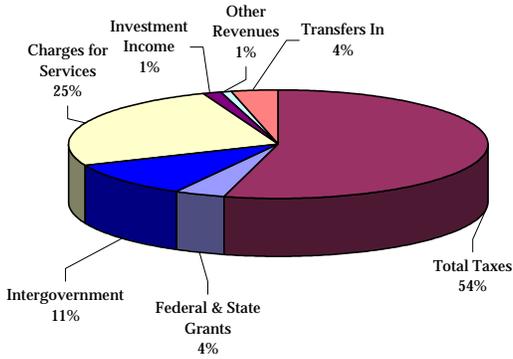
The Department of Information Technology provides IT services to 82 county divisions, more than 100 local governmental units (assessors, treasurers, law enforcement, etc.), over 50 private sector customers, and over 900 @ccss Oakland customers.



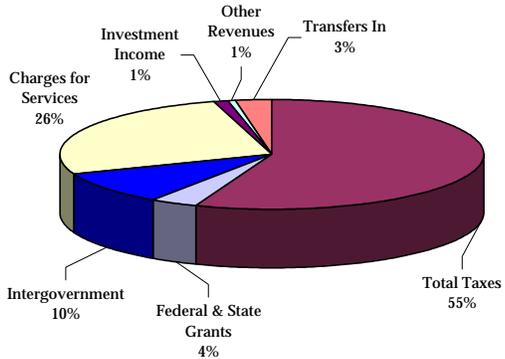
**OAKLAND COUNTY FARMERS MARKET** - Direct to you from the grower.  
Everything from the farm, garden, orchard and greenhouse.

# GENERAL FUND/GENERAL PURPOSE BUDGET REVENUE BY YEAR

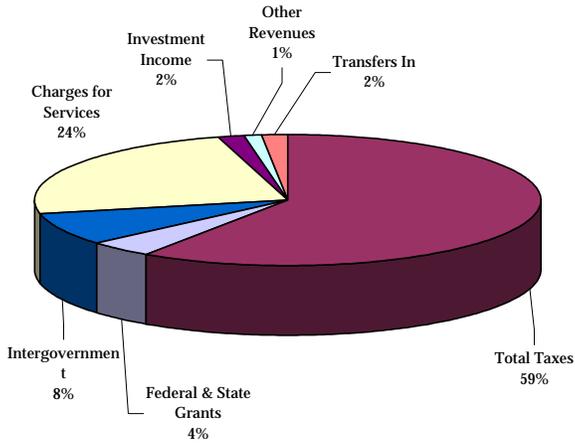
**FY 2002 Actual**



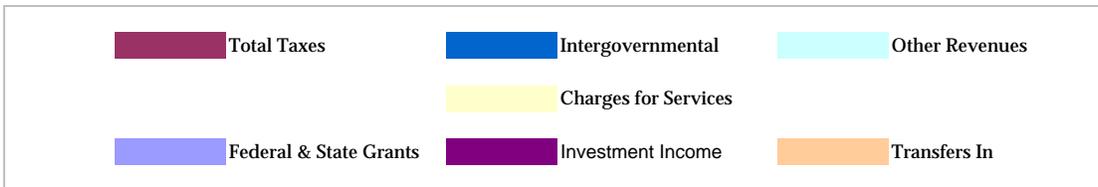
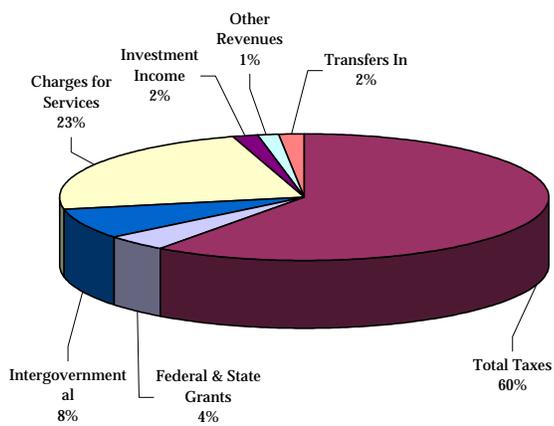
**FY 2003 Estimated Actual**



**FY 2004 Budget**



**FY 2005 Budget**



**Oakland County, Michigan**  
**FY 2004 and FY 2005 Adopted Biennial Budget**  
**GF/GP Revenue Summary**

<u>Revenue Description</u>	<u>FY 2002 Actual</u>	<u>FY 2003 Estimated Actual</u>	<u>FY 2004 Adopted Budget</u>	<u>FY 2005 Adopted Budget</u>
Treasurer	699,888	107,918	65,000	65,000
Property Taxes	181,985,977	193,815,940	213,144,000	223,061,000
Other Taxes	<u>9,686,145</u>	<u>10,133,511</u>	<u>920,000</u>	<u>920,000</u>
<b>Total Taxes</b>	192,372,010	204,057,369	214,129,000	224,046,000
<b>Federal Grants</b>	648,750	315,937	1,640,332	1,666,706
<b>State Grants</b>	13,440,833	12,791,683	13,357,619	13,357,619
<b>Intergovernmental</b>	37,920,438	35,691,131	29,565,432	29,565,432
<b>Charges for Services</b>	90,270,612	96,223,370	85,837,198	86,827,055
<b>Investment Income</b>	5,247,228	3,894,854	6,033,200	6,283,200
<b>Other Revenues</b>	2,626,463	2,115,809	3,833,833	4,900,967
<b>Transfers In</b>	13,026,216	10,422,169	6,047,322	6,047,322
<b>Total Governmental Revenues</b>	\$355,552,550	\$365,512,322	\$360,443,936	\$372,694,301

**GF/GP Revenue Summary by Percentages**

<u>Revenue Description</u>	<u>FY 2002 Actual</u>	<u>FY 2003 Estimated Actual</u>	<u>FY 2004 Adopted Budget</u>	<u>FY 2005 Adopted Budget</u>
Treasurer	0.20%	0.03%	0.02%	0.02%
Property Taxes	51.18%	53.03%	59.13%	59.85%
Other Taxes	<u>2.72%</u>	<u>2.77%</u>	<u>0.26%</u>	<u>0.25%</u>
<b>Total Taxes</b>	54.11%	55.83%	59.41%	60.12%
<b>Federal Grants</b>	0.18%	0.09%	0.46%	0.45%
<b>State Grants</b>	3.78%	3.50%	3.71%	3.58%
<b>Intergovernmental</b>	10.67%	9.76%	8.20%	7.93%
<b>Charges for Services</b>	25.39%	26.33%	23.81%	23.30%
<b>Investment Income</b>	1.48%	1.07%	1.67%	1.69%
<b>Other Revenues</b>	0.74%	0.58%	1.06%	1.32%
<b>Transfers In</b>	<u>3.66%</u>	<u>2.85%</u>	<u>1.68%</u>	<u>1.62%</u>
<b>Total Governmental Revenues</b>	100%	100%	100%	100%

## Budget Development - Revenues

Oakland County receives revenue from six (6) primary sources to support General Fund/General Purpose Operations. These five sources, in order of contribution, are: Property Taxes, Charges for Services, Intergovernmental Revenue, Investment Income, Miscellaneous Revenue and 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 of 4.19 mills, the third lowest county operating millage in the State.
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.
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.

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.
5. Use Fund Balance only to cover one-time project costs. (Please see Fund Descriptions section).

In the FY 2004 and FY 2005 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. Charges for Services revenue is based upon approved rates multiplied by estimated customer base as provided by the operating departments. 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. Finally, Investment Income is based on estimates provided by the Treasurer.

## General Fund/General Purpose - Revenue Descriptions

### Total Taxes

#### (Property Taxes)

**Property Tax Levy:** For FY 2004, the Ad Valorem Tax Levy (levy) is based on the December 31, 2003 State Taxable Value (STV) of \$53,179,900,000 multiplied by the County's authorized millage rate of 4.2602 mills. For FY 2005, the levy is based upon the estimated December 31, 2004, STV of \$55,572,900,000 (a projected 4.5% increase) by the County-authorized millage rate of 4.2602 mills. The Property tax levy conforms to the Headlee Constitutional Tax Limitation Amendment as well as P.A. 5 of 1982, Truth in Taxation requirements.

**Less: TIFA/DDA:** Amount expected to be lost from County property tax collections due to Tax Increment Finance Authority (TIFA) and Downtown Development Authority (DDA), 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.

**Less: Delinquent Taxes - Current:** Amount of delinquent property taxes written off as "uncollectable" during the fiscal year.

**Less: Millage Reduction:** The effect of reducing the County's authorized millage rate by .136 mill.

#### (Other Taxes)

**Delinquent Taxes Prior Years:** Uncollected personal property taxes.

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

### General Fund - State and Federal

**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.

**Circuit Judges Salaries:** Beginning with 1982, a standardization payment to initiate the State assumption of the costs of court services has been received. Full reimbursement was instituted, beginning in FY 1997, with the adoption of Public Act 374 of 1996.

**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.

**District Judges Salaries:** Beginning with 1982, a standardization payment to initiate the State assumption of the costs of court services has been received. Full reimbursement was instituted, beginning in FY 1997, with the adoption of Public Act 374 of 1996.

**Probate Judges Salaries:** State reimbursement of Probate Judges' salaries. Beginning with 1982, a standardization payment to initiate the State assumption of the costs of court services has been received. Full reimbursement was instituted, beginning in FY 1997, with the adoption of Public Act 374 of 1996.

**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 and Probate court caseloads.

**Revenue Sharing:** County share of distribution made on State Sales Tax. This revenue is budgeted based on per capita payments estimated by the State in advance of the fiscal year. Actual receipts fluctuate with the State's economy and funds available at the State level for distribution under the State Revenue Sharing Act, Act No. 140 of the Public Acts of 1971 as amended by Public Act 342 of 1996. Revenue estimates assume reductions based on State attempts to balance its budget.

**State Reimbursement P.A. 228:** The equivalent of 4.19 mills of loss in 1974 SEV due to the exclusion of inventories from Property Tax in the levy for 1995. The 1974 loss equals \$477,191,214 in valuation.

#### **GENERAL FUND - CHARGES FOR SERVICES**

**County Executive Emergency Response and Preparedness:** Funds received to support costs for training.

**Auditing:** Reimbursement for audit services rendered to the Community Development Block Program, Substance Abuse, SMART and other contracted agencies.

**Equalization:** Reimbursement for assessment and appraisal services provided to local units of governments.

**Reimbursement:** Collection of 25% Administrative Fee for collections from guardians recovering Child Care Cost.

**Support Services:** Commission from vending machine sales and Oakland Room Cafeteria.

**Human Resources:** Reimbursement for duplicating personnel records.

**Medical Examiner:** Charges for autopsy, cremation, drug and miscellaneous reports.

**Community Corrections - Fees from participants in the Weekend Alternative for Misdemeanants (WAM), Step-Forward and Pre-Trial Supervision programs.**

**MSU Cooperative Extension:** Funds received to support costs for Groundwater program, fees paid to participate in the Natural Science Program, and postage reimbursement from Michigan State University.

**Animal Control:** Sale of licenses and fees and charges for animal pick up in unincorporated areas of the County as well as 100% reimbursement to provide these services, under contract, with the City of Clawson, Farmington, Madison Heights, Huntington Woods, Troy, Pontiac and Rochester.

**Planning, Economic & Development Services:** Sale of property description maps, aerial enlargements, street index maps and technical bulletins and publications. Also, reimbursement for administrative and technical services from the Business Finance Corporation and the Economic Development Corporation.

**County Clerk:** 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.

**Elections:** Fees and reimbursements for costs associated with elections.

**Register of Deeds:** Fees and service charges collected to record official County documents such as deeds, mortgages, surveys, land contracts, and other miscellaneous documents affecting real property. Also includes Land Transfer Tax (P.A. 134 of 1966) of \$0.55 for each \$500 of value of property transferred.

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

**Circuit Court:** Court costs, reimbursement for Court appointed attorneys, mediation fines, and revenue generated for board and care.

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

**Probate Court:** Fees collected for services rendered by Probate Court including gross estate fees, certified copies and refunds for fees paid to court-appointed attorneys.

**Prosecutor:** Reimbursement for tuition income from local police departments for training in legal procedures, fees from bad check restitution, welfare fraud and a portion of forfeiture funds.

**Sheriff:** (Sheriff's Office, Administrative Svs., Corrective Svs., Satellites, Protective Svs., Technical Svs.) Charges for service of process in the Civil Division, Township deputy contracts, Southfield Jail Contract, 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.

**Board of Commissioners:** Per Diem reimbursement for serving on various boards and commissions.

**Library Board:** Charges for copies run on copier machines by law firm personnel, businesses, law students and members of the general public and State reimbursement of operating expense.

**Drain Commissioner:** (Administration, Operations & Maintenance, Engineering & Construction) Reimbursement from drainage projects and water and sewer systems for services rendered by budgeted personnel. Also includes Soil Erosion fees and Plat review fees.

**Indirect Cost Recovery:** 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.

#### General Purpose Funds - State and Federal

**Child Care Subsidy:** 50% subsidy by the State for net child care costs. Net child care costs include all County cost, with the exception of state institutions and adoptive subsidies, that fall under the state approved budget. Adoptive subsidies are reimbursed 100%; the County pays 50% of state institution cost.

**Social Services-Foster Care:** 50% State subsidy for foster care for Wards of the Oakland County Probate Court. These wards are supervised by Oakland County Family Independence Agency.

#### General Purpose Funds - Charges for Services

**Health Division:** Revenue for various inspection/permit fees, reimbursements from other governmental units, clients and third parties for services rendered by the Health Clinics as well as granting of Local Public Health Operational (LPHO) funds from the state Department of Community Health, as established by the Public Health Code.

**Children's Village:** State reimbursement for meal cost and housing of State Wards in the Village. Also includes state aid for students enrolled in Children's Village School.

**Probate Court-Juvenile Maintenance:** Reimbursement from parents, guardians and other governmental units for the net County cost of housing ward of the Oakland County Probate Court.

#### Miscellaneous Revenue

**Commissions - Public Telephones -** Commissions on public phone use by inmates in the Oakland County Jail.

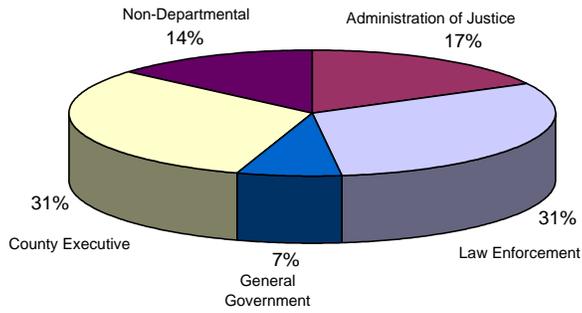
**Sundry - Miscellaneous:** Receipts and refunds, generally small in amount and non-recurring, therefore not warranting separate classification.

**Investment Income:** Interest income earned by the County's General Fund from investment of those funds by the County Treasurer.

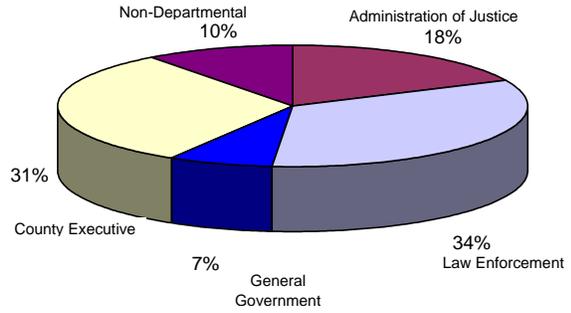
**100% Tax Payment:** Transfer of interest income earned from the Delinquent Tax Revolving Fund. This includes a \$5.0 million transfer to create an Environmental Infrastructure Fund for FY 2002 and FY 2003.

## GENERAL FUND/GENERAL PURPOSE BUDGET EXPENDITURES BY YEAR

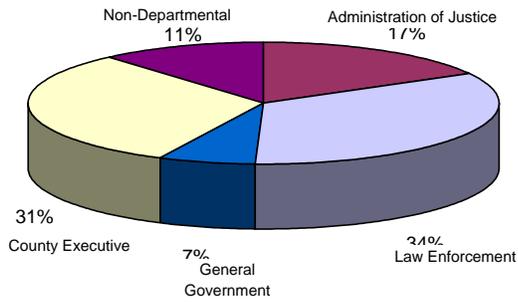
**FY 2002 Actual**



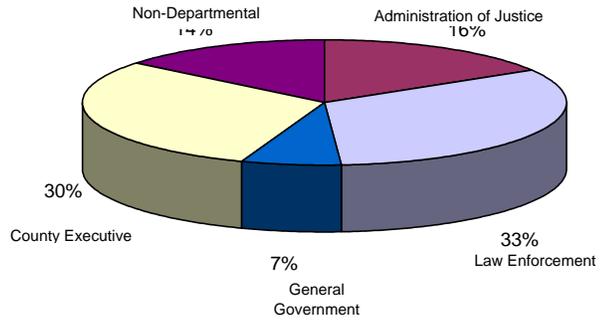
**FY 2003 Estimated Actual**



**FY 2004 Budget**



**FY 2005 Budget**



**Oakland County, Michigan**  
**FY 2004 - FY 2005 Adopted Biennial Budget**  
**GF/GP Expenditure Summary**

<u>Expenditure Description</u>	<u>FY 2002 Actual</u>	<u>FY 2003 Estimated Actual</u>	<u>FY 2004 Adopted Budget</u>	<u>FY 2005 Adopted Budget</u>
<b>Administration of Justice</b>				
Circuit Court	43,558,123	44,439,329	41,191,679	41,264,905
District Court	13,027,346	13,407,916	14,673,407	14,672,300
Probate Court	<u>4,933,195</u>	<u>4,848,918</u>	<u>5,290,394</u>	<u>5,301,805</u>
<b>Total Administration of Justice</b>	<b>\$61,518,664</b>	<b>\$62,696,163</b>	<b>\$61,155,480</b>	<b>\$61,239,010</b>
<b>Law Enforcement</b>				
Prosecuting Attorney	15,359,910	16,175,626	16,599,189	16,629,973
Sheriff	<u>94,850,235</u>	<u>99,705,679</u>	<u>104,275,832</u>	<u>104,556,969</u>
<b>Total Law Enforcement</b>	<b>\$110,210,145</b>	<b>\$115,881,305</b>	<b>\$120,875,021</b>	<b>\$121,186,942</b>
<b>General Government</b>				
Board of Commissioners	5,249,616	5,002,440	5,290,186	5,311,802
Drain Commissioner	3,629,241	4,168,238	3,810,124	3,845,480
Clerk/Register of Deeds	12,804,936	12,768,874	11,655,734	11,687,645
Treasurer	<u>3,720,641</u>	<u>3,481,676</u>	<u>3,395,174</u>	<u>3,408,576</u>
<b>Total General Government</b>	<b>\$25,404,434</b>	<b>\$25,421,228</b>	<b>\$24,151,218</b>	<b>\$24,253,503</b>
<b>County Executive</b>				
County Executive	7,938,606	8,267,493	7,551,492	7,574,274
Management and Budget	19,393,312	19,313,675	19,182,120	19,252,008
Central Services	2,628,068	2,173,519	2,356,802	2,370,310
Facilities Management	1,691,288	1,475,209	1,543,838	1,545,853
Human Resources	4,986,833	4,785,776	4,559,427	4,580,746
Human Services	56,551,326	52,268,944	56,638,500	56,726,475
Public Services	13,422,267	13,669,479	13,943,816	13,991,774
Community Development	<u>5,777,822</u>	<u>5,514,617</u>	<u>7,132,984</u>	<u>7,180,353</u>
<b>Total County Executive</b>	<b>\$112,389,522</b>	<b>\$107,468,712</b>	<b>\$112,908,979</b>	<b>\$113,221,793</b>
<b>Non-Departmental</b>				
Property Taxes	44,218,328	32,573,148	20,767,866	21,778,044
Other Taxes	2,408,033	2,109,528	3,814,029	3,501,299
Outside Agencies	887,372	601,309	751,500	751,500
Sundry - Expenses	875,974	648,744	300,000	300,000
Reserved for Transfer	<u>280</u>	<u>149,690</u>	<u>15,719,843</u>	<u>26,462,210</u>
<b>Total Non-Departmental</b>	<b>\$48,389,987</b>	<b>\$36,082,419</b>	<b>\$41,353,238</b>	<b>\$52,793,053</b>
<b>Total Governmental Funds</b>	<b>\$357,912,752</b>	<b>\$347,549,827</b>	<b>\$360,443,936</b>	<b>\$372,694,301</b>

**Oakland County, Michigan**  
**FY 2004 - FY 2005 Adopted Biennial Budget**  
**GF/GP Expenditure Summary by Percentages**

<u>Expenditure Description</u>	<u>FY 2002 Actual</u>	<u>FY 2003 Estimated Actual</u>	<u>FY 2004 Adopted Budget</u>	<u>FY 2005 Adopted Budget</u>
<b>Administration of Justice</b>				
Circuit Court	70.80%	70.88%	67.36%	67.38%
District Court	21.18%	21.39%	23.99%	23.96%
Probate Court	<u>8.02%</u>	<u>7.73%</u>	<u>8.65%</u>	<u>8.66%</u>
<b>Total Administration of Justice</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
<b>Law Enforcement</b>				
Prosecuting Attorney	13.94%	13.96%	13.73%	13.72%
Sheriff	<u>86.06%</u>	<u>86.04%</u>	<u>86.27%</u>	<u>86.28%</u>
<b>Total Law Enforcement</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
<b>General Government</b>				
Board of Commissioners	20.66%	19.68%	21.90%	21.90%
Drain Comissioner	14.29%	16.40%	15.78%	15.86%
Clerk/Register of Deeds	50.40%	50.23%	48.26%	48.19%
Treasurer	<u>14.65%</u>	<u>13.70%</u>	<u>14.06%</u>	<u>14.05%</u>
<b>Total General Government</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
<b>County Executive</b>				
County Executive	7.06%	7.69%	6.69%	6.69%
Management and Budget	17.26%	17.97%	16.99%	17.00%
Central Services	2.34%	2.02%	2.09%	2.09%
Facilities Management	1.50%	1.37%	1.37%	1.37%
Human Resources	4.44%	4.45%	4.04%	4.05%
Human Services	50.32%	48.64%	50.16%	50.10%
Public Services	11.94%	12.72%	12.35%	12.36%
Community Development	<u>5.14%</u>	<u>5.13%</u>	<u>6.32%</u>	<u>6.34%</u>
<b>Total County Executive</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
<b>Non-Departmental</b>				
Property Taxes	91.38%	90.27%	50.22%	41.25%
Other Taxes	4.98%	5.85%	9.22%	6.63%
Outside Agencies	1.83%	1.67%	1.82%	1.42%
Sundry - Expenses	1.81%	1.80%	0.73%	0.57%
Reserved for Transfer	<u>0.00%</u>	<u>0.41%</u>	<u>38.01%</u>	<u>50.12%</u>
<b>Total Non-Departmental</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

**COUNTY OF OAKLAND**  
**2004 ADOPTED BUDGET - DEPARTMENT BUDGET BY FUND TYPE**

DEPARTMENT / FUND	GENERAL FUND AND GENERAL PURPOSE FUNDS		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS		TOTAL REVENUES	TOTAL EXPENDITURES
	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES		
<b>CIRCUIT COURT</b>								
FUND:								
GENERAL FUND	3,570,740	32,874,443	0	0	0	0	3,570,740	32,874,443
FRIEND OF THE COURT GRANT	0	0	14,250,214	14,250,214	0	0	14,250,214	14,250,214
MULTI ORGANIZATION GRANTS CTRL	0	0	207,032	207,032	0	0	207,032	207,032
OTHER GRANTS	0	0	508,804	508,804	0	0	508,804	508,804
JUDICIAL GRANTS	0	0	353,772	370,181	0	0	353,772	370,181
JUVENILE MAINTENANCE	1,030,000	8,317,236	0	0	0	0	1,030,000	8,317,236
TOTAL CIRCUIT COURT	4,600,740	41,191,679	15,319,822	15,336,231	0	0	19,920,562	56,527,910
<b>DISTRICT COURT</b>								
FUND:								
GENERAL FUND	11,248,547	14,673,407	0	0	0	0	11,248,547	14,673,407
JUDICIAL GRANTS	0	0	208,750	192,341	0	0	208,750	192,341
TOTAL DISTRICT COURT	11,248,547	14,673,407	208,750	192,341	0	0	11,457,297	14,865,748
<b>PROBATE COURT</b>								
FUND:								
GENERAL FUND	524,100	5,290,394	0	0	0	0	524,100	5,290,394
TOTAL PROBATE COURT	524,100	5,290,394	0	0	0	0	524,100	5,290,394
<b>PROSECUTING ATTORNEY</b>								
FUND:								
GENERAL FUND	207,500	16,599,189	0	0	0	0	207,500	16,599,189
MULTI ORGANIZATION GRANTS CTRL	0	0	189,813	189,813	0	0	189,813	189,813
LAW ENFORCEMENT GRANTS	0	0	2,883,773	2,883,773	0	0	2,883,773	2,883,773
TOTAL PROSECUTING ATTORNEY	207,500	16,599,189	3,073,586	3,073,586	0	0	3,281,086	19,672,775
<b>SHERIFF</b>								
FUND:								
GENERAL FUND	31,443,745	104,275,832	0	0	0	0	31,443,745	104,275,832
MULTI ORGANIZATION GRANTS CTRL	0	0	430,095	430,095	0	0	430,095	430,095
LAW ENFORCEMENT GRANTS	0	0	2,192,946	2,192,946	0	0	2,192,946	2,192,946
SHERIFF AVIATION (*)	0	0	0	0	2,066,692	1,629,192	2,066,692	1,629,192
JAIL INMATE COMMISSARY FUND	0	0	0	0	1,076,861	1,121,471	1,076,861	1,121,471
TOTAL SHERIFF	31,443,745	104,275,832	2,623,041	2,623,041	3,143,553	2,750,663	37,210,339	109,649,536
<b>BOARD OF COMMISSIONERS</b>								
FUND:								
GENERAL FUND	177,076	5,290,186	0	0	0	0	177,076	5,290,186
JAIL INMATE COMMISSARY FUND	0	0	0	0	0	76,169	0	76,169
TOTAL BOARD OF COMMISSIONERS	177,076	5,290,186	0	0	0	76,169	177,076	5,366,355
<b>PARKS &amp; RECREATION</b>								
FUND:								
PARKS AND RECREATION FUND	0	0	0	0	21,794,987	21,794,987	21,794,987	21,794,987
TOTAL PARKS & RECREATION	0	0	0	0	21,794,987	21,794,987	21,794,987	21,794,987

**COUNTY OF OAKLAND**  
**2004 ADOPTED BUDGET - DEPARTMENT BUDGET BY FUND TYPE**

DEPARTMENT / FUND	GENERAL FUND AND GENERAL PURPOSE FUNDS		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS		TOTAL REVENUES	TOTAL EXPENDITURES
	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES		
<b>DRAIN COMMISSIONER</b>								
<b>FUND:</b>								
GENERAL FUND	1,304,000	3,810,124	0	0	0	0	1,304,000	3,810,124
EVERGREEN FARMINGTON SDS	0	0	0	0	25,784,215	30,757,884	25,784,215	30,757,884
SOUTHEASTERN OC SDS	0	0	0	0	34,623,308	34,623,308	34,623,308	34,623,308
CLINTON-OAKLAND S.D.S.	0	0	0	0	20,734,459	20,734,459	20,734,459	20,734,459
HURON-ROUGE S.D.S.	0	0	0	0	3,306,196	3,306,196	3,306,196	3,306,196
DRAIN EQUIPMENT	0	0	0	0	2,946,920	3,006,770	2,946,920	3,006,770
WATER AND SEWER TRUST	0	0	0	0	36,049,559	36,049,559	36,049,559	36,049,559
<b>TOTAL DRAIN COMMISSIONER</b>	<b>1,304,000</b>	<b>3,810,124</b>	<b>0</b>	<b>0</b>	<b>123,444,657</b>	<b>128,478,176</b>	<b>124,748,657</b>	<b>132,288,300</b>

**CLERK - REGISTER OF DEEDS**

<b>FUND:</b>								
GENERAL FUND	14,156,973	11,655,734	0	0	0	0	14,156,973	11,655,734
REGISTER OF DEEDS AUTOMATION	0	0	1,625,000	975,000	0	0	1,625,000	975,000
OTHER GRANTS	0	0	627,083	627,083	0	0	627,083	627,083
MICROGRAPHICS (*)	0	0	0	0	766,660	984,739	766,660	984,739
<b>TOTAL CLERK - REGISTER OF DEEDS</b>	<b>14,156,973</b>	<b>11,655,734</b>	<b>2,252,083</b>	<b>1,602,083</b>	<b>766,660</b>	<b>984,739</b>	<b>17,175,716</b>	<b>14,242,556</b>

**TREASURERS OFFICE**

<b>FUND:</b>								
GENERAL FUND	5,369,482	3,395,174	0	0	0	0	5,369,482	3,395,174
PROPERTY TAX FORFEITURE FUND	0	0	488,000	488,000	0	0	488,000	488,000
DELINQUENT TAX REVOLVING (*)	0	0	0	0	684,731	684,731	684,731	684,731
DELINQNT PERSONAL PROP TAX ADM	0	0	963,211	963,211	0	0	963,211	963,211
<b>TOTAL TREASURERS OFFICE</b>	<b>5,369,482</b>	<b>3,395,174</b>	<b>1,451,211</b>	<b>1,451,211</b>	<b>684,731</b>	<b>684,731</b>	<b>7,505,424</b>	<b>5,531,116</b>

**COUNTY EXECUTIVE**

<b>FUND:</b>								
GENERAL FUND	397,052	7,551,492	0	0	0	0	397,052	7,551,492
OTHER GRANTS	0	0	88,784	88,784	0	0	88,784	88,784
BUILDING & LIABILITY INSURANCE (*)	0	0	0	0	0	2,146,229	0	2,146,229
FRINGE BENEFITS (*)	0	0	0	0	0	409,860	0	409,860
<b>TOTAL COUNTY EXECUTIVE</b>	<b>397,052</b>	<b>7,551,492</b>	<b>88,784</b>	<b>88,784</b>	<b>0</b>	<b>2,556,089</b>	<b>485,836</b>	<b>10,196,365</b>

**MANAGEMENT AND BUDGET**

<b>FUND:</b>								
GENERAL FUND	2,690,718	19,182,120	0	0	0	0	2,690,718	19,182,120
HOUSING & COMM DEV GRANTS	0	0	0	96,552	0	0	0	96,552
MEDICAL CARE FACILITY	0	0	0	0	0	74,207	0	74,207
OFFICE EQUIPMENT FUND (*)	0	0	0	0	689,651	689,651	689,651	689,651
FRINGE BENEFITS (*)	0	0	0	0	0	95,761	0	95,761
WATER AND SEWER TRUST	0	0	0	0	0	0	0	0
<b>TOTAL MANAGEMENT AND BUDGET</b>	<b>2,690,718</b>	<b>19,182,120</b>	<b>0</b>	<b>96,552</b>	<b>689,651</b>	<b>859,619</b>	<b>3,380,369</b>	<b>20,138,291</b>

**CENTRAL SERVICES**

<b>FUND:</b>								
GENERAL FUND	144,000	2,356,802	0	0	0	0	144,000	2,356,802
O.C. INTERNATIONAL AIRPORT	0	0	0	0	4,508,080	4,508,080	4,508,080	4,508,080
MOTOR POOL FUND (*)	0	0	0	0	5,682,310	5,929,888	5,682,310	5,929,888
MAILING, CONV COPIER & PRINTNG	0	0	0	0	3,103,258	3,145,615	3,103,258	3,145,615
<b>TOTAL CENTRAL SERVICES</b>	<b>144,000</b>	<b>2,356,802</b>	<b>0</b>	<b>0</b>	<b>13,293,648</b>	<b>13,583,583</b>	<b>13,437,648</b>	<b>15,940,385</b>

**COUNTY OF OAKLAND**  
**2004 ADOPTED BUDGET - DEPARTMENT BUDGET BY FUND TYPE**

DEPARTMENT / FUND	GENERAL FUND AND GENERAL PURPOSE FUNDS		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS		TOTAL REVENUES	TOTAL EXPENDITURES
	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES		
<b>FACILITIES MANAGEMENT</b>								
<b>FUND:</b>								
GENERAL FUND	0	1,543,838	0	0	0	0	0	1,543,838
COUNTY MARKET FUND	0	0	0	0	144,127	144,127	144,127	144,127
FACILITIES MAINT AND OPERATIONS (	0	0	0	0	24,353,039	24,353,039	24,353,039	24,353,039
<b>TOTAL FACILITIES MANAGEMENT</b>	<b>0</b>	<b>1,543,838</b>	<b>0</b>	<b>0</b>	<b>24,497,166</b>	<b>24,497,166</b>	<b>24,497,166</b>	<b>26,041,004</b>
<b>HUMAN RESOURCES</b>								
<b>FUND:</b>								
GENERAL FUND	800	4,559,427	0	0	0	0	800	4,559,427
FRINGE BENEFITS (*)	0	0	0	0	0	768,784	0	768,784
<b>TOTAL HUMAN RESOURCES</b>	<b>800</b>	<b>4,559,427</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>768,784</b>	<b>800</b>	<b>5,328,211</b>
<b>HUMAN SERVICES</b>								
<b>FUND:</b>								
GENERAL FUND	0	2,341,765	0	0	0	0	0	2,341,765
PUBLIC HEALTH	6,768,867	32,295,689	0	0	0	0	6,768,867	32,295,689
HUMAN SERVICE GRANTS	0	0	8,504,965	8,504,965	0	0	8,504,965	8,504,965
JUVENILE MAINTENANCE	3,569,237	21,971,046	0	0	0	0	3,569,237	21,971,046
SOCIAL WELFARE FOSTER CARE	0	30,000	0	0	0	0	0	30,000
MEDICAL CARE FACILITY	0	0	0	0	10,857,510	10,783,303	10,857,510	10,783,303
<b>TOTAL HUMAN SERVICES</b>	<b>10,338,104</b>	<b>56,638,500</b>	<b>8,504,965</b>	<b>8,504,965</b>	<b>10,857,510</b>	<b>10,783,303</b>	<b>29,700,579</b>	<b>75,926,768</b>
<b>PUBLIC SERVICES</b>								
<b>FUND:</b>								
GENERAL FUND	1,317,385	13,943,816	0	0	0	0	1,317,385	13,943,816
MULTI ORGANIZATION GRANTS CTRL	0	0	2,614,354	2,614,354	0	0	2,614,354	2,614,354
OTHER GRANTS	0	0	147,005	147,005	0	0	147,005	147,005
COUNTY VETERANS TRUST	0	0	160,000	160,000	0	0	160,000	160,000
<b>TOTAL PUBLIC SERVICES</b>	<b>1,317,385</b>	<b>13,943,816</b>	<b>2,921,359</b>	<b>2,921,359</b>	<b>0</b>	<b>0</b>	<b>4,238,744</b>	<b>16,865,175</b>
<b>INFORMATION TECHNOLOGY</b>								
<b>FUND:</b>								
REGISTER OF DEEDS AUTOMATION	0	0	0	650,000	0	0	0	650,000
INFORMATION TECHNOLOGY (*)	0	0	0	0	26,782,625	33,576,128	26,782,625	33,576,128
TELEPHONE COMMUNICATIONS (*)	0	0	0	0	3,842,587	3,795,608	3,842,587	3,795,608
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650,000</b>	<b>30,625,212</b>	<b>37,371,736</b>	<b>30,625,212</b>	<b>38,021,736</b>
<b>CLEMIS &amp; EMERG COMMUNICATIONS</b>								
<b>FUND:</b>								
FIRE REC'D MGT - EXT. REVENUE	0	0	0	0	130,000	0	130,000	0
FIRE RECORDS MANAGEMENT (*)	0	0	0	0	428,892	557,342	428,892	557,342
INFO TECH - CLEMIS (*)	0	0	0	0	1,779,000	10,941,668	1,779,000	10,941,668
INFO. TECH CLEMIS - EXT. REVENUE	0	0	0	0	1,745,659	0	1,745,659	0
INFORMATION TECHNOLOGY (*)	0	0	0	0	0	440,067	0	440,067
RADIO COMMUNICATIONS FUND (*)	0	0	0	0	1,013,003	3,774,886	1,013,003	3,774,886
RADIO COMM - EXT. REVENUE	0	0	0	0	7,517,967	0	7,517,967	0
<b>TOTAL CLEMIS &amp; EMERG COMMUNICATIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,614,521</b>	<b>15,713,963</b>	<b>12,614,521</b>	<b>15,713,963</b>
<b>COMM &amp; ECONOMIC DEVELOPMENT</b>								
<b>FUND:</b>								
GENERAL FUND	569,259	6,026,104	0	0	0	0	569,259	6,026,104
OAKLAND ENHANCEMENT FUND	0	0	432,571	432,571	0	0	432,571	432,571
HOUSING & COMM DEV GRANTS	0	0	8,796,547	8,699,995	0	0	8,796,547	8,699,995
<b>TOTAL COMM &amp; ECONOMIC DEVELOPMENT</b>	<b>569,259</b>	<b>6,026,104</b>	<b>9,229,118</b>	<b>9,132,566</b>	<b>0</b>	<b>0</b>	<b>9,798,377</b>	<b>15,158,670</b>

COUNTY OF OAKLAND  
2004 ADOPTED BUDGET - DEPARTMENT BUDGET BY FUND TYPE

DEPARTMENT / FUND	GENERAL FUND AND GENERAL PURPOSE FUNDS		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS		TOTAL REVENUES	TOTAL EXPENDITURES
	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES		
<b>C &amp; E DEV/WORKFORCE DEVELOP</b>								
FUND:								
GENERAL FUND	1,106,880	1,106,880	0	0	0	0	1,106,880	1,106,880
WORKFORCE DEVELOPMENT GRANTS	0	0	15,942,525	15,942,525	0	0	15,942,525	15,942,525
TOTAL C & E DEV/WORKFORCE DEVELOP	1,106,880	1,106,880	15,942,525	15,942,525	0	0	17,049,405	17,049,405
<b>NON - DEPARTMENTAL</b>								
FUND:								
GENERAL FUND	265,132,575	41,353,238	0	0	0	0	265,132,575	41,353,238
JUVENILE MAINTENANCE	9,700,000	0	0	0	0	0	9,700,000	0
SOCIAL WELFARE FOSTER CARE	15,000	0	0	0	0	0	15,000	0
TOTAL NON - DEPARTMENTAL	274,847,575	41,353,238	0	0	0	0	274,847,575	41,353,238
<b>NON-DEPARTMENT FRINGE BENEFIT</b>								
FUND:								
FRINGE BENEFITS (*)	0	0	0	0	98,700,784	97,426,379	98,700,784	97,426,379
TOTAL NON-DEPARTMENT FRINGE BENEFIT	0	0	0	0	98,700,784	97,426,379	98,700,784	97,426,379
<b>NON-DEPARTMENT SELF INSURANCE</b>								
FUND:								
BUILDING & LIABILITY INSURANCE (*)	0	0	0	0	3,116,833	1,500,000	3,116,833	1,500,000
TOTAL NON-DEPARTMENT SELF INSURANCE	0	0	0	0	3,116,833	1,500,000	3,116,833	1,500,000
<b>EXT. REVENUE OFFSET</b>								
FUND:								
EXT. REVENUE OFFSET	0	0	0	0	0	4,299,178	0	4,299,178
TOTAL EXT. REVENUE OFFSET	0	0	0	0	0	4,299,178	0	4,299,178
<b>SUB TOTAL</b>	<b>\$360,443,936</b>	<b>\$360,443,936</b>	<b>\$61,615,244</b>	<b>\$61,615,244</b>	<b>\$344,229,913</b>	<b>\$364,129,265</b>	<b>\$766,289,093</b>	<b>\$786,188,445</b>
(*) INTERNAL SERVICE FUNDS ALSO APPEAR IN DEPARTMENTAL BUDGET AS EXPENSES.								
	\$0	\$0	\$0	\$0	(\$175,956,985)	(\$195,856,337)	(\$175,956,985)	\$195,856,337
<b>GRAND TOTAL</b>	<b>\$360,443,936</b>	<b>\$360,443,936</b>	<b>\$61,615,244</b>	<b>\$61,615,244</b>	<b>\$168,272,928</b>	<b>\$168,272,928</b>	<b>\$590,332,108</b>	<b>\$590,332,108</b>

COUNTY OF OAKLAND  
2005 ADOPTED BUDGET - DEPARTMENT BUDGET BY FUND

DEPARTMENT / FUND	GENERAL FUND AND GENERAL PURPOSE FUNDS		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS		TOTAL REVENUES	TOTAL EXPENDITURES
	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES		
<b>CIRCUIT COURT</b>								
FUND:								
GENERAL FUND	3,570,740	32,947,669	0	0	0	0	3,570,740	32,947,669
FRIEND OF THE COURT GRANT	0	0	14,250,214	14,250,214	0	0	14,250,214	14,250,214
MULTI ORGANIZATION GRANTS CTRL	0	0	207,032	207,032	0	0	207,032	207,032
OTHER GRANTS	0	0	508,804	508,804	0	0	508,804	508,804
JUDICIAL GRANTS	0	0	353,772	512,277	0	0	353,772	512,277
JUVENILE MAINTENANCE	1,030,000	8,317,236	0	0	0	0	1,030,000	8,317,236
TOTAL CIRCUIT COURT	4,600,740	41,264,905	15,319,822	15,478,327	0	0	19,920,562	56,743,232
<b>DISTRICT COURT</b>								
FUND:								
GENERAL FUND	11,198,207	14,672,300	0	0	0	0	11,198,207	14,672,300
JUDICIAL GRANTS	0	0	208,750	50,245	0	0	208,750	50,245
TOTAL DISTRICT COURT	11,198,207	14,672,300	208,750	50,245	0	0	11,406,957	14,722,545
<b>PROBATE COURT</b>								
FUND:								
GENERAL FUND	524,100	5,301,805	0	0	0	0	524,100	5,301,805
TOTAL PROBATE COURT	524,100	5,301,805	0	0	0	0	524,100	5,301,805
<b>PROSECUTING ATTORNEY</b>								
FUND:								
GENERAL FUND	207,500	16,629,973	0	0	0	0	207,500	16,629,973
MULTI ORGANIZATION GRANTS CTRL	0	0	189,813	189,813	0	0	189,813	189,813
LAW ENFORCEMENT GRANTS	0	0	2,883,773	2,883,773	0	0	2,883,773	2,883,773
TOTAL PROSECUTING ATTORNEY	207,500	16,629,973	3,073,586	3,073,586	0	0	3,281,086	19,703,559
<b>SHERIFF</b>								
FUND:								
GENERAL FUND	31,954,655	104,556,969	0	0	0	0	31,954,655	104,556,969
MULTI ORGANIZATION GRANTS CTRL	0	0	430,095	430,095	0	0	430,095	430,095
LAW ENFORCEMENT GRANTS	0	0	2,192,946	2,192,946	0	0	2,192,946	2,192,946
SHERIFF AVIATION (*)	0	0	0	0	2,066,692	1,629,192	2,066,692	1,629,192
JAIL INMATE COMMISSARY FUND	0	0	0	0	1,076,861	1,132,226	1,076,861	1,132,226
TOTAL SHERIFF	31,954,655	104,556,969	2,623,041	2,623,041	3,143,553	2,761,418	37,721,249	109,941,428
<b>BOARD OF COMMISSIONERS</b>								
FUND:								
GENERAL FUND	177,076	5,311,802	0	0	0	0	177,076	5,311,802
JAIL INMATE COMMISSARY FUND	0	0	0	0	0	79,432	0	79,432
TOTAL BOARD OF COMMISSIONERS	177,076	5,311,802	0	0	0	79,432	177,076	5,391,234
<b>PARKS &amp; RECREATION</b>								
FUND:								
PARKS AND RECREATION FUND	0	0	0	0	22,177,037	22,177,037	22,177,037	22,177,037
TOTAL PARKS & RECREATION	0	0	0	0	22,177,037	22,177,037	22,177,037	22,177,037

**COUNTY OF OAKLAND**  
**2005 ADOPTED BUDGET - DEPARTMENT BUDGET BY FUND**

DEPARTMENT / FUND	GENERAL FUND AND GENERAL PURPOSE FUNDS		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS		TOTAL REVENUES	TOTAL EXPENDITURES
	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES		
<b>DRAIN COMMISSIONER</b>								
<b>FUND:</b>								
GENERAL FUND	1,604,000	3,845,480	0	0	0	0	1,604,000	3,845,480
EVERGREEN FARMINGTON SDS	0	0	0	0	26,572,572	26,572,572	26,572,572	26,572,572
SOUTHEASTERN OC SDS	0	0	0	0	35,662,638	35,662,638	35,662,638	35,662,638
CLINTON-OAKLAND S.D.S.	0	0	0	0	21,356,415	21,356,415	21,356,415	21,356,415
HURON-ROUGE S.D.S.	0	0	0	0	3,470,339	3,470,339	3,470,339	3,470,339
DRAIN EQUIPMENT	0	0	0	0	2,899,414	2,899,414	2,899,414	2,899,414
WATER AND SEWER TRUST	0	0	0	0	39,289,870	39,289,870	39,289,870	39,289,870
<b>TOTAL DRAIN COMMISSIONER</b>	<b>1,604,000</b>	<b>3,845,480</b>	<b>0</b>	<b>0</b>	<b>129,251,248</b>	<b>129,251,248</b>	<b>130,855,248</b>	<b>133,096,728</b>
<b>CLERK - REGISTER OF DEEDS</b>								
<b>FUND:</b>								
GENERAL FUND	14,156,973	11,687,645	0	0	0	0	14,156,973	11,687,645
REGISTER OF DEEDS AUTOMATION	0	0	1,625,000	975,000	0	0	1,625,000	975,000
OTHER GRANTS	0	0	627,083	627,083	0	0	627,083	627,083
MICROGRAPHICS (*)	0	0	0	0	766,660	985,520	766,660	985,520
<b>TOTAL CLERK - REGISTER OF DEEDS</b>	<b>14,156,973</b>	<b>11,687,645</b>	<b>2,252,083</b>	<b>1,602,083</b>	<b>766,660</b>	<b>985,520</b>	<b>17,175,716</b>	<b>14,275,248</b>
<b>TREASURERS OFFICE</b>								
<b>FUND:</b>								
GENERAL FUND	5,449,182	3,408,576	0	0	0	0	5,449,182	3,408,576
PROPERTY TAX FORFEITURE FUND	0	0	488,000	488,000	0	0	488,000	488,000
DELINQUENT TAX REVOLVING (*)	0	0	0	0	684,731	684,731	684,731	684,731
DELINQNT PERSONAL PROP TAX ADM	0	0	963,211	963,211	0	0	963,211	963,211
<b>TOTAL TREASURERS OFFICE</b>	<b>5,449,182</b>	<b>3,408,576</b>	<b>1,451,211</b>	<b>1,451,211</b>	<b>684,731</b>	<b>684,731</b>	<b>7,585,124</b>	<b>5,544,518</b>
<b>COUNTY EXECUTIVE</b>								
<b>FUND:</b>								
GENERAL FUND	397,052	7,574,274	0	0	0	0	397,052	7,574,274
OTHER GRANTS	0	0	88,784	88,784	0	0	88,784	88,784
BUILDING & LIABILITY INSURANCE (*)	0	0	0	0	0	2,314,723	0	2,314,723
FRINGE BENEFITS (*)	0	0	0	0	0	410,651	0	410,651
<b>TOTAL COUNTY EXECUTIVE</b>	<b>397,052</b>	<b>7,574,274</b>	<b>88,784</b>	<b>88,784</b>	<b>0</b>	<b>2,725,374</b>	<b>485,836</b>	<b>10,388,432</b>
<b>MANAGEMENT AND BUDGET</b>								
<b>FUND:</b>								
GENERAL FUND	2,774,247	19,252,008	0	0	0	0	2,774,247	19,252,008
HOUSING & COMM DEV GRANTS	0	0	0	96,552	0	0	0	96,552
MEDICAL CARE FACILITY	0	0	0	0	0	80,935	0	80,935
OFFICE EQUIPMENT FUND (*)	0	0	0	0	689,651	689,651	689,651	689,651
FRINGE BENEFITS (*)	0	0	0	0	0	101,027	0	101,027
WATER AND SEWER TRUST	0	0	0	0	0	0	0	0
<b>TOTAL MANAGEMENT AND BUDGET</b>	<b>2,774,247</b>	<b>19,252,008</b>	<b>0</b>	<b>96,552</b>	<b>689,651</b>	<b>871,613</b>	<b>3,463,898</b>	<b>20,220,173</b>
<b>CENTRAL SERVICES</b>								
<b>FUND:</b>								
GENERAL FUND	149,000	2,370,310	0	0	0	0	149,000	2,370,310
O.C. INTERNATIONAL AIRPORT	0	0	0	0	4,555,127	4,555,127	4,555,127	4,555,127
MOTOR POOL FUND (*)	0	0	0	0	5,568,460	5,982,079	5,568,460	5,982,079
MAILING, CONV COPIER & PRINTNG	0	0	0	0	3,103,258	3,177,548	3,103,258	3,177,548
<b>TOTAL CENTRAL SERVICES</b>	<b>149,000</b>	<b>2,370,310</b>	<b>0</b>	<b>0</b>	<b>13,226,845</b>	<b>13,714,754</b>	<b>13,375,845</b>	<b>16,085,064</b>

COUNTY OF OAKLAND  
2005 ADOPTED BUDGET - DEPARTMENT BUDGET BY FUND

DEPARTMENT / FUND	GENERAL FUND AND GENERAL PURPOSE FUNDS		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS		TOTAL	TOTAL
	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES
<b>FACILITIES MANAGEMENT</b>								
<b>FUND:</b>								
GENERAL FUND	0	1,545,853	0	0	0	0	0	1,545,853
COUNTY MARKET FUND	0	0	0	0	147,860	147,860	147,860	147,860
FACILITIES MAINT AND OPERATIONS (	0	0	0	0	24,737,273	24,737,273	24,737,273	24,737,273
<b>TOTAL FACILITIES MANAGEMENT</b>	<b>0</b>	<b>1,545,853</b>	<b>0</b>	<b>0</b>	<b>24,885,133</b>	<b>24,885,133</b>	<b>24,885,133</b>	<b>26,430,986</b>
<b>HUMAN RESOURCES</b>								
<b>FUND:</b>								
GENERAL FUND	800	4,580,746	0	0	0	0	800	4,580,746
FRINGE BENEFITS (*)	0	0	0	0	0	807,175	0	807,175
<b>TOTAL HUMAN RESOURCES</b>	<b>800</b>	<b>4,580,746</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>807,175</b>	<b>800</b>	<b>5,387,921</b>
<b>HUMAN SERVICES</b>								
<b>FUND:</b>								
GENERAL FUND	0	2,341,858	0	0	0	0	0	2,341,858
PUBLIC HEALTH	6,768,867	32,345,637	0	0	0	0	6,768,867	32,345,637
HUMAN SERVICE GRANTS	0	0	8,504,965	8,504,965	0	0	8,504,965	8,504,965
JUVENILE MAINTENANCE	3,569,237	22,008,980	0	0	0	0	3,569,237	22,008,980
SOCIAL WELFARE FOSTER CARE	0	30,000	0	0	0	0	0	30,000
MEDICAL CARE FACILITY	0	0	0	0	11,061,155	10,980,220	11,061,155	10,980,220
<b>TOTAL HUMAN SERVICES</b>	<b>10,338,104</b>	<b>56,726,475</b>	<b>8,504,965</b>	<b>8,504,965</b>	<b>11,061,155</b>	<b>10,980,220</b>	<b>29,904,224</b>	<b>76,211,660</b>
<b>PUBLIC SERVICES</b>								
<b>FUND:</b>								
GENERAL FUND	1,317,385	13,991,774	0	0	0	0	1,317,385	13,991,774
MULTI ORGANIZATION GRANTS CTRL	0	0	2,614,354	2,614,354	0	0	2,614,354	2,614,354
OTHER GRANTS	0	0	147,005	147,005	0	0	147,005	147,005
COUNTY VETERANS TRUST	0	0	160,000	160,000	0	0	160,000	160,000
<b>TOTAL PUBLIC SERVICES</b>	<b>1,317,385</b>	<b>13,991,774</b>	<b>2,921,359</b>	<b>2,921,359</b>	<b>0</b>	<b>0</b>	<b>4,238,744</b>	<b>16,913,133</b>
<b>INFORMATION TECHNOLOGY</b>								
<b>FUND:</b>								
REGISTER OF DEEDS AUTOMATION	0	0	0	650,000	0	0	0	650,000
INFORMATION TECHNOLOGY (*)	0	0	0	0	27,236,000	34,016,409	27,236,000	34,016,409
TELEPHONE COMMUNICATIONS (*)	0	0	0	0	3,842,587	3,814,444	3,842,587	3,814,444
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650,000</b>	<b>31,078,587</b>	<b>37,830,853</b>	<b>31,078,587</b>	<b>38,480,853</b>
<b>CLEMIS &amp; EMERG COMMUNICATIONS</b>								
<b>FUND:</b>								
FIRE REC'D MGT - EXT. REVENUE	0	0	0	0	130,000	0	130,000	0
FIRE RECORDS MANAGEMENT (*)	0	0	0	0	444,280	572,730	444,280	572,730
INFO TECH - CLEMIS (*)	0	0	0	0	1,779,000	10,982,609	1,779,000	10,982,609
INFO. TECH CLEMIS - EXT. REVENUE	0	0	0	0	1,745,659	0	1,745,659	0
INFORMATION TECHNOLOGY (*)	0	0	0	0	0	453,161	0	453,161
RADIO COMMUNICATIONS FUND (*)	0	0	0	0	1,013,003	3,797,892	1,013,003	3,797,892
RADIO COMM - EXT. REVENUE	0	0	0	0	7,517,967	0	7,517,967	0
<b>TOTAL CLEMIS &amp; EMERG COMMUNICATIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,629,909</b>	<b>15,806,392</b>	<b>12,629,909</b>	<b>15,806,392</b>
<b>COMM &amp; ECONOMIC DEVELOPMENT</b>								
<b>FUND:</b>								
GENERAL FUND	630,317	6,047,099	0	0	0	0	630,317	6,047,099
OAKLAND ENHANCEMENT FUND	0	0	432,571	432,571	0	0	432,571	432,571
HOUSING & COMM DEV GRANTS	0	0	8,796,547	8,699,995	0	0	8,796,547	8,699,995
<b>TOTAL COMM &amp; ECONOMIC DEVELOPMENT</b>	<b>630,317</b>	<b>6,047,099</b>	<b>9,229,118</b>	<b>9,132,566</b>	<b>0</b>	<b>0</b>	<b>9,859,435</b>	<b>15,179,665</b>

COUNTY OF OAKLAND  
2005 ADOPTED BUDGET - DEPARTMENT BUDGET BY FUND

DEPARTMENT / FUND	GENERAL FUND AND GENERAL PURPOSE FUNDS		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS		TOTAL REVENUES	TOTAL EXPENDITURES
	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES	REVENUES	EXPENDITURES		
<b>C &amp; E DEV/WORKFORCE DEVELOP</b>								
FUND:								
GENERAL FUND	1,133,254	1,133,254	0	0	0	0	1,133,254	1,133,254
WORKFORCE DEVELOPMENT GRANTS	0	0	15,942,525	15,942,525	0	0	15,942,525	15,942,525
TOTAL C & E DEV/WORKFORCE DEVELOP	1,133,254	1,133,254	15,942,525	15,942,525	0	0	17,075,779	17,075,779
<b>NON - DEPARTMENTAL</b>								
FUND:								
GENERAL FUND	276,366,709	52,793,053	0	0	0	0	276,366,709	52,793,053
JUVENILE MAINTENANCE	9,700,000	0	0	0	0	0	9,700,000	0
SOCIAL WELFARE FOSTER CARE	15,000	0	0	0	0	0	15,000	0
TOTAL NON - DEPARTMENTAL	286,081,709	52,793,053	0	0	0	0	286,081,709	52,793,053
<b>NON-DEPARTMENT FRINGE BENEFIT</b>								
FUND:								
FRINGE BENEFITS (*)	0	0	0	0	106,627,106	105,308,253	106,627,106	105,308,253
TOTAL NON-DEPARTMENT FRINGE BENEFIT	0	0	0	0	106,627,106	105,308,253	106,627,106	105,308,253
<b>NON-DEPARTMENT SELF INSURANCE</b>								
FUND:								
BUILDING & LIABILITY INSURANCE (*)	0	0	0	0	3,252,924	1,500,000	3,252,924	1,500,000
TOTAL NON-DEPARTMENT SELF INSURANCE	0	0	0	0	3,252,924	1,500,000	3,252,924	1,500,000
<b>EXT. REVENUE OFFSET/USE FUND BAL.</b>								
FUND:								
EXT. REVENUE OFFSET/USE FUND B	0	0	0	0	0	9,258,829	0	9,258,829
TOTAL EXT. REVENUE OFFSET/USE FUND BAL.	0	0	0	0	0	9,258,829	0	9,258,829
SUB TOTAL	\$372,694,301	\$372,694,301	\$61,615,244	\$61,615,244	\$359,474,539	\$379,627,982	\$793,784,084	\$813,937,527
(*) INTERNAL SERVICE FUNDS ALSO APPEAR IN DEPARTMENTAL BUDGET AS EXPENSES.	\$0	\$0	\$0	\$0	(\$184,711,039)	(\$204,864,482)	(\$184,711,039)	(\$204,864,482)
GRAND TOTAL	\$372,694,301	\$372,694,301	\$61,615,244	\$61,615,244	\$174,763,500	\$174,763,500	\$609,073,045	\$609,073,045

The County is home to an extensive collection of malls and shopping centers ranging from the small village malls and popular local downtown shopping districts, to the multiple floor regional malls found in most major cities

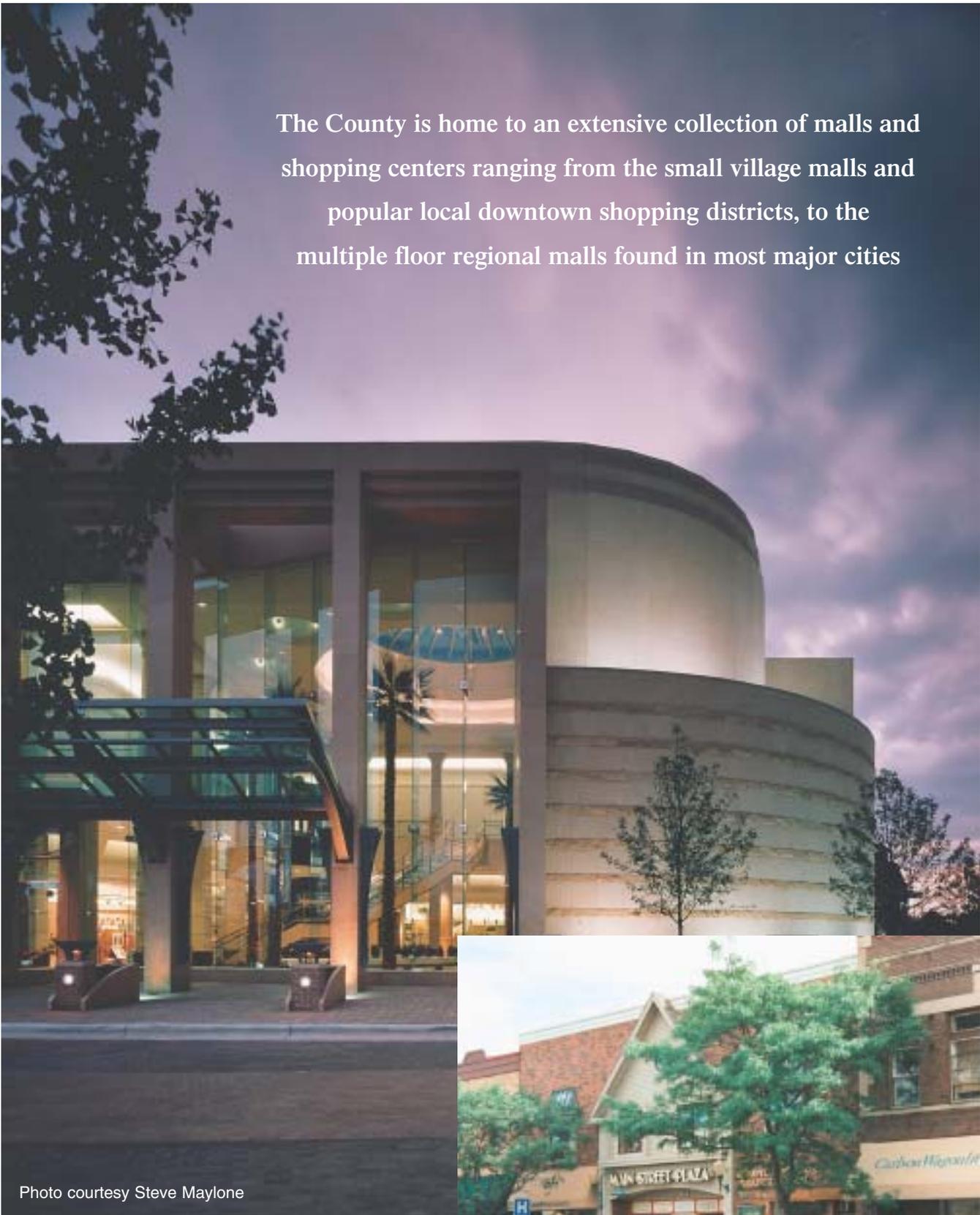


Photo courtesy Steve Maylone



## General Fund/General Purpose Ten Year Revenue and Expenditure Trends

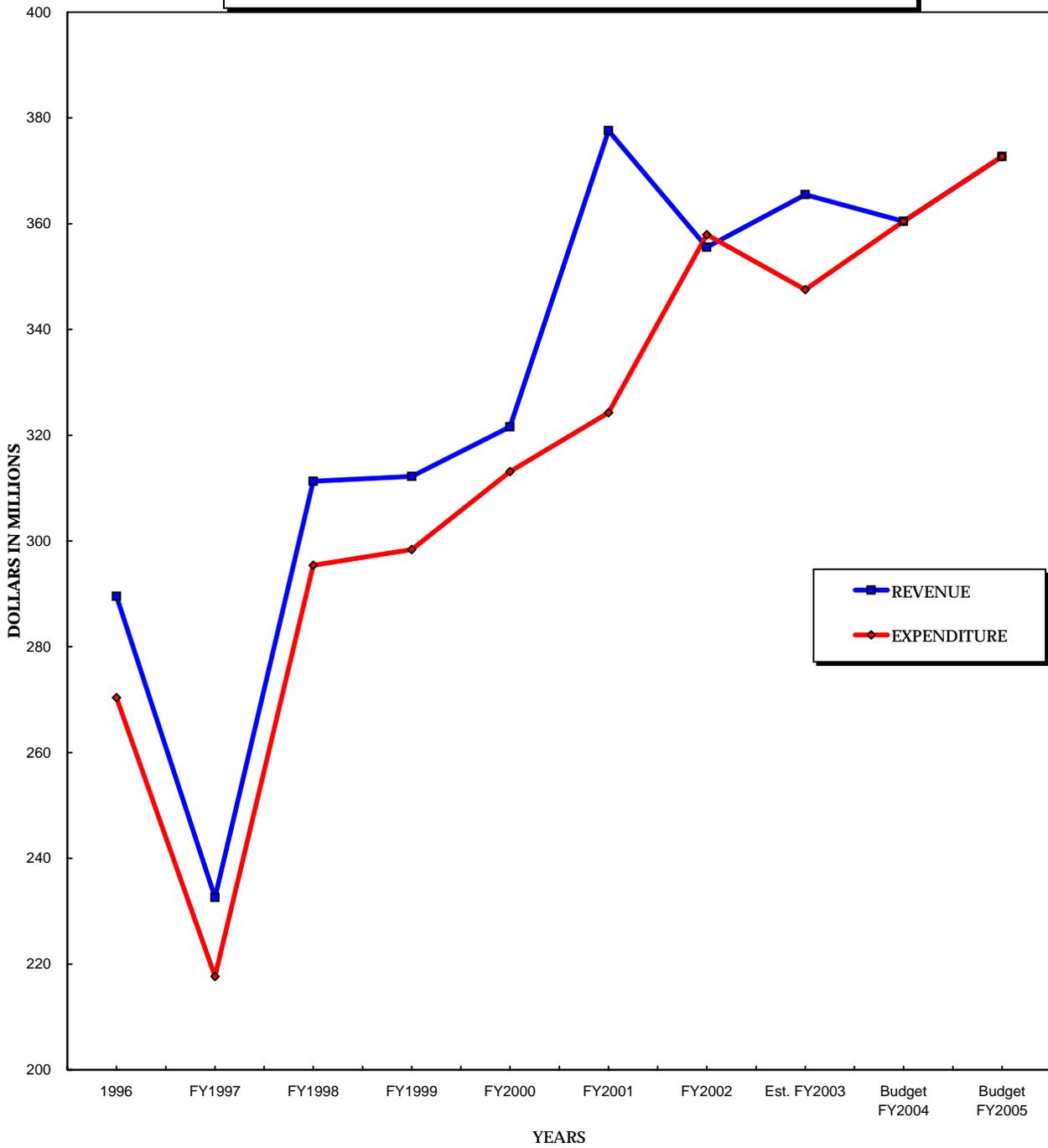
The following charts provide a historical perspective of the General Fund/General Purpose revenues and expenditures. The information includes actual annual revenues for the years 1996 through 2002, as supported by Oakland County's Comprehensive Annual Financial Report (CAFR); estimated revenues and expenditures for fiscal year 2003; and budgeted revenues and expenditures for fiscal years 2004 and 2005.

General Fund/General Purpose revenues and expenditures are those whose purpose and use is **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 reader will notice a decline in 1997 revenues and expenditures; this relates to the change in the county fiscal year. In 1994, the Michigan Legislature adopted Public Act 347 of 1994, which allowed counties to change the calendar year based fiscal year, to coincide with the State's October - September fiscal year. In 1996, pursuant to Miscellaneous Resolution #96093, the County Board of Commissioners authorized a change in the county fiscal year, to coincide with the State's fiscal year, effective October 1, 1997. As part of the fiscal year conversion, a nine (9) month **Fiscal Year 1997** was appropriated. Therefore, the information for 1996 reflects a January - December fiscal year; information for 1997 reflects a January - September time frame; and information for 1998 and beyond reflects an October - September fiscal year.

Although the property tax rate has remained unchanged for the years 1999 - 2003, property tax revenue has increased due to new construction and increasing property values. The reader will notice a slight spike in FY 2001 tax revenue. This is a result of an accounting change mandated by the Michigan Department of Treasury, related to recognition of property tax revenue. This change required the one time recognition of five (5) quarters of property tax revenue in FY 2001. The additional quarter's worth of property tax revenue was reserved for subsequent fiscal year expenditures. The continued increase in expenditures directly relates to the increased services provided to residents for the courts, law enforcement and public health.

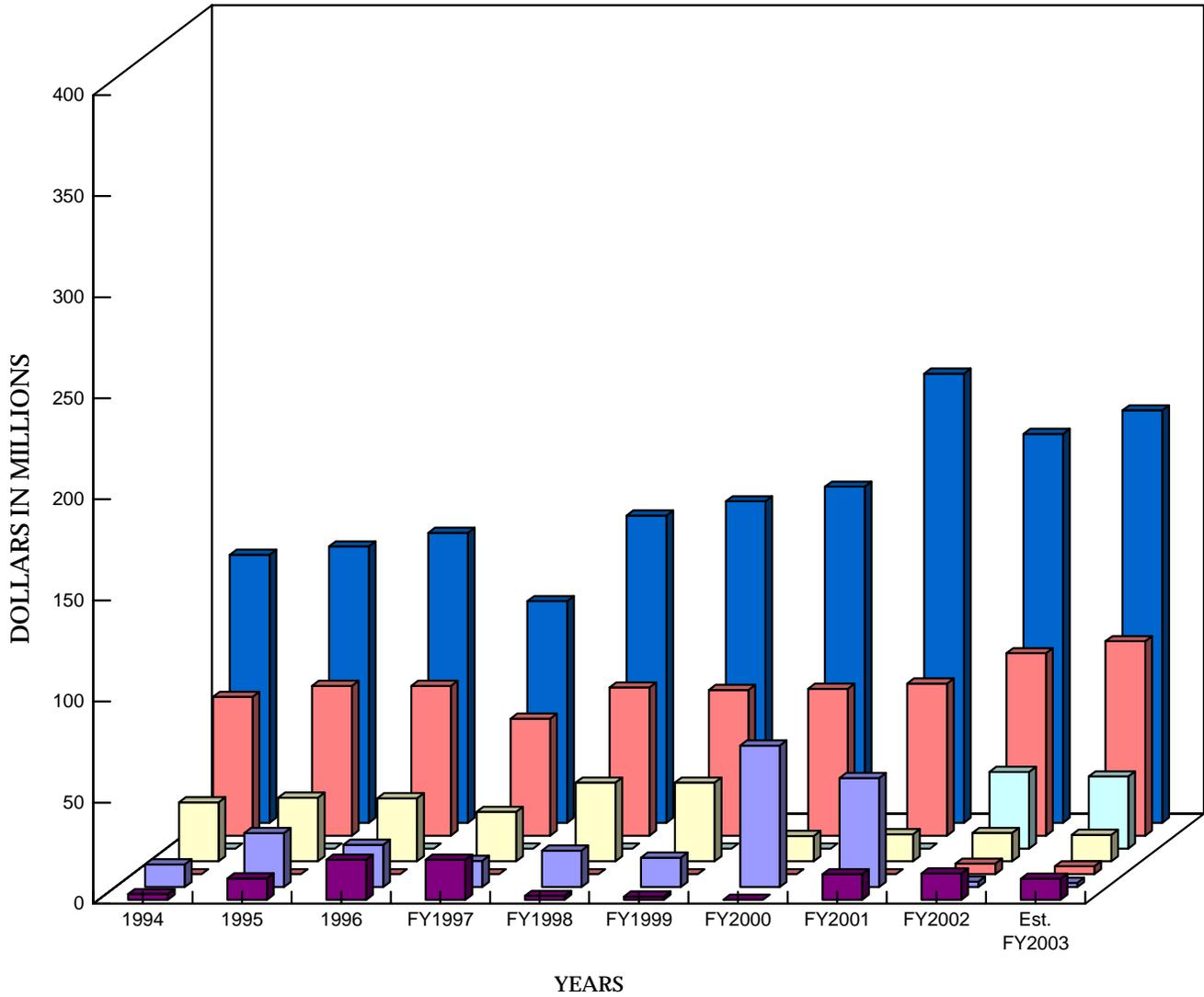
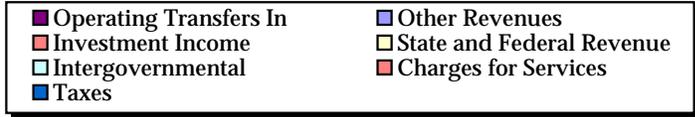
**GENERAL FUND / GENERAL PURPOSE BUDGET**  
**TEN YEAR REVENUE AND EXPENDITURE TREND**



Note: 1997 was a nine (9) month fiscal year.

# GENERAL FUND/GENERAL PURPOSE BUDGET REVENUE

1994 - FY2003

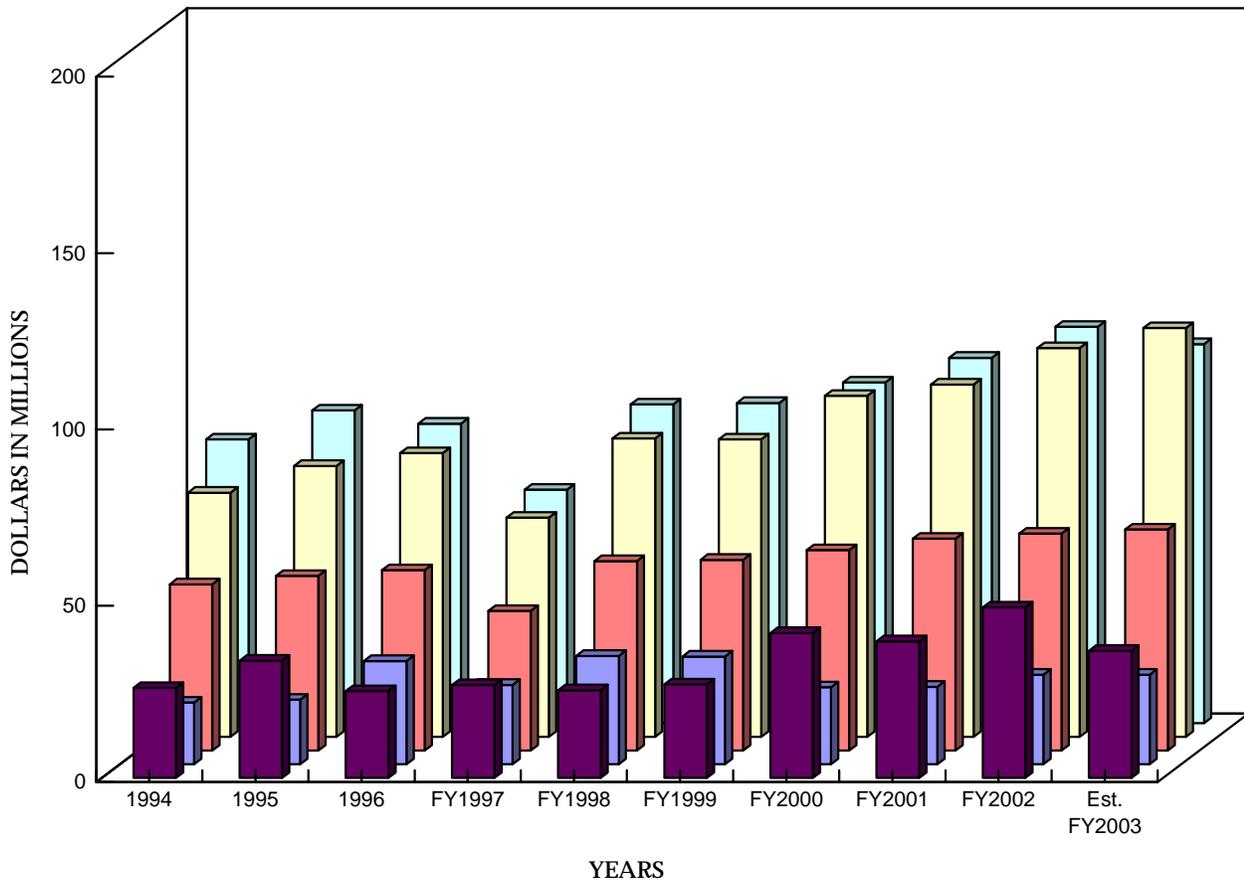


Note: 1997 was a 9 month Fiscal Year.

Note: Beginning FY 2002, the graph reflects new revenue titles that were changed to more accurately reflect revenue categories.

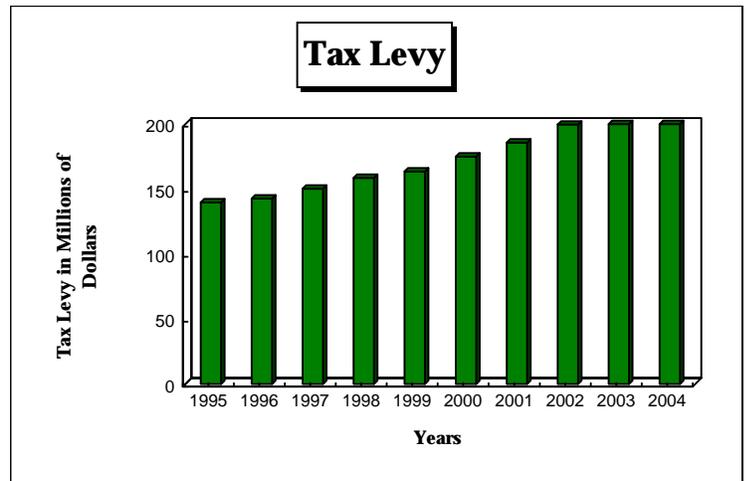
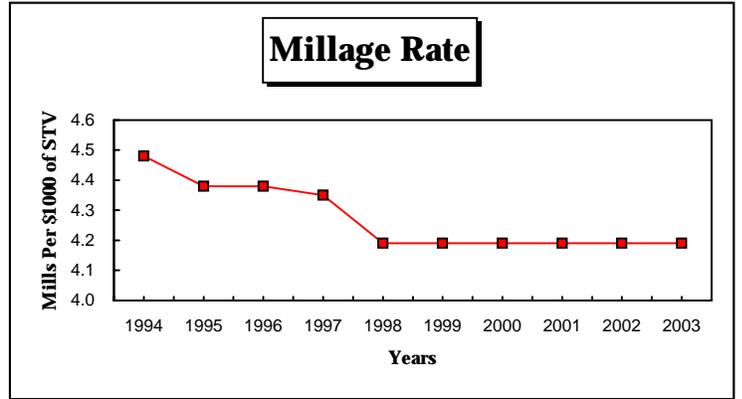
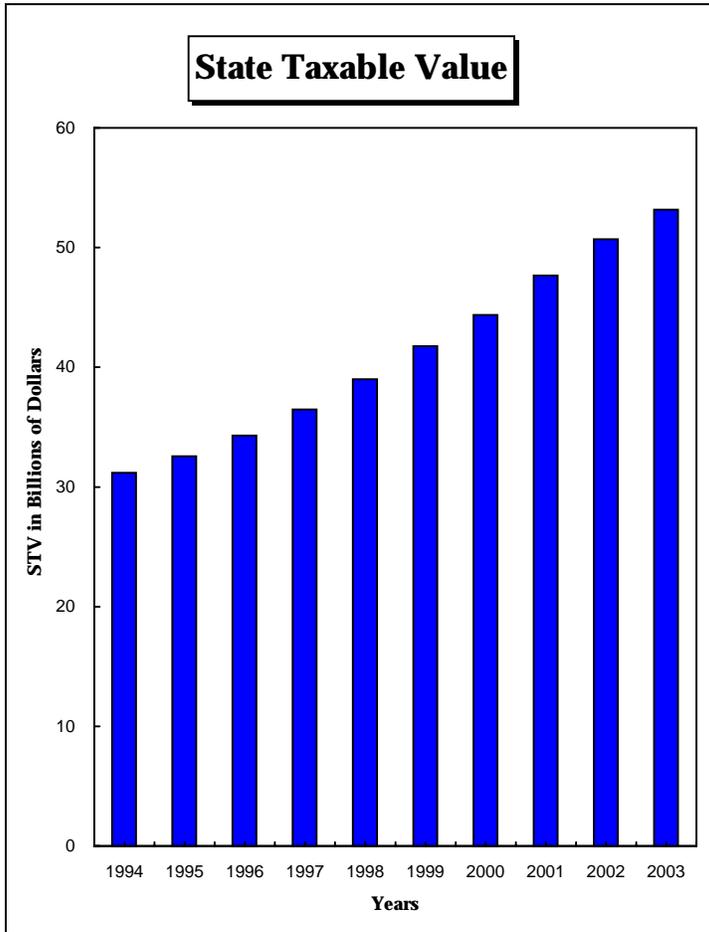
# GENERAL FUND/GENERAL PURPOSE BUDGET EXPENDITURES

1994 - FY2003



Note: 1997 was a 9 month Fiscal Year.

## Oakland County State Taxable Value (STV), Tax Levy And Millage Rate - 10 Year History





County residents, no matter where they live, are never more than a 20-minute drive or walk from the nearest park, nature trail or lake.





L. Brooks Patterson, County Executive

## 2004/2005 BIENNIAL BUDGET

### ORGANIZATION CHARTS

Included in this document are organization charts depicting the positions and reporting relationships of Oakland County's departments, divisions, and elected officials.

The base organization in the County is a **unit**. A unit is generally directed by a supervisor. One or more units are combined into a **division**. Generally, a division is headed by a manager. Finally, several divisions are combined into a department. Departments are headed by a director or an elected official.

The organization charts included in this document provide the following information:

**1. Position Funding Source -**

- GF/GP - supported by general fund/general purpose dollars.
- SR - supported by special revenue funds dedicated to a specific purpose or project such as a state or federal grant.
- PR - supported by proprietary funds that operate as an independent "business", deriving revenue from charges to other County departments and/or outside customers.

**2. Abbreviations -**

- TOT - Total. Total positions authorized by the Board of Commissioners.

OAKLAND COUNTY GOVT (a, b, c, d, e)		
TOT		ELECTORATE OF OAKLAND COUNTY
FY 04	FY 05	
2959	2955	Gen Fund/Gen Purpose
467	465	Special Revenue
1021	1020	Proprietary
4447	4440	Total Positions

COUNTY EXECUTIVE DEPARTMENTS (c)		
TOT		COUNTY EXECUTIVE
FY 04	FY 05	
995	995	Gen Fund/Gen Purpose
176	176	Special Revenue
510	509	Proprietary
1681	1680	Total Positions

ADMINISTRATION OF JUSTICE (a, b)		
TOT		
FY 04	FY 05	
542	542	Gen Fund/Gen Purpose
161	159	Special Revenue
703	701	Total Positions

GEN GOVT & LEGISLATIVE BRANCH (d)		
TOT		
FY 04	FY 05	
263	261	Gen Fund/Gen Purpose
67	67	Special Revenue
502	502	Proprietary
832	830	Total Positions

CIRCUIT COURT		
TOT		CIRCUIT COURT JUDGES
FY 04	FY 05	
297	297	Gen Fund/Gen Purpose
159	159	Special Revenue
456	456	Total Positions

COUNTY CLERK / REGISTER OF DEEDS (d)		
TOT		COUNTY CLERK / REGISTER OF DEEDS
FY 04	FY 05	
138	136	Gen Fund/Gen Purpose
2	2	Special Revenue
11	11	Proprietary
151	149	Total Positions

52ND DISTRICT COURT (a, b)		
TOT		DISTRICT COURT JUDGES
FY 04	FY 05	
186	186	Gen Fund/Gen Purpose
2	0	Special Revenue
188	186	Total Positions

TREASURER		
TOT		COUNTY TREASURER
FY 04	FY 05	
38	38	Gen Fund/Gen Purpose
2	2	Special Revenue
8	8	Proprietary
48	48	Total Positions

PROBATE COURT		
TOT		PROBATE COURT JUDGES
FY 04	FY 05	
59	59	Gen Fund/Gen Purpose
		Special Revenue
59	59	Total Positions

BOARD OF COMMISSIONERS		
TOT		BOARD CHAIRPERSON
FY 04	FY 05	
53	53	Gen Fund/Gen Purpose
4	4	Proprietary
57	57	Total Positions

LAW ENFORCEMENT (a)		
TOT		
FY 04	FY 05	
1159	1157	Gen Fund/Gen Purpose
63	63	Special Revenue
9	9	Proprietary
1231	1229	Total Positions

PARKS & RECREATION DEPARTMENT		
TOT		EXECUTIVE OFFICER - PARKS & RECREATION
FY 04	FY 05	
313	313	Gen Fund/Gen Purpose
313	313	Special Revenue
313	313	Total Positions

PROSECUTING ATTORNEY		
TOT		PROSECUTING ATTN.
FY 04	FY 05	
153	153	Gen Fund/Gen Purpose
36	36	Special Revenue
189	189	Proprietary

DRAIN COMMISSIONER		
TOT		DRAIN COMMISSIONER
FY 04	FY 05	
34	34	Gen Fund/Gen Purpose
63	63	Special Revenue
166	166	Proprietary
263	263	Total Positions

SHERIFF DEPARTMENT (e)		
TOT		SHERIFF
FY 04	FY 05	
1006	1004	Gen Fund/Gen Purpose
27	27	Special Revenue
9	9	Proprietary
1042	1040	Total Positions

- (a) One (1) SR position continued, per Misc. Res. #02277 and #02305 through 12/31/03, effective 12/12/02.
- (b) One (1) SR position created, per Misc. Res. #01041 through 12/30/01, extended, per Misc. Res. #02306 until 12/31/03.
- (c) Includes one (1) PR position deleted, per Misc. Res. #03043 (Phase I Budget Task Reductions), to be effective 10/31/03.
- (d) Two (2) GF/GP positions created through 9/20/02, per Misc. Res. #01274 then continued through 9/30/04, per FY03 Budget.
- (e) Two (2) positions continued through FY04, per Misc. Res. #02128, effective 5/22/02.

**Oakland County, Michigan  
Position History  
FY 2001 through FY 2005**

	Adopted Budget			Amended Budget	Adopted Budget	
	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>
<b>ADMINISTRATION OF JUSTICE</b>						
<b>Circuit Court</b>						
Circuit Court - Judicial Administration	81	81	81	87	87	87
Circuit Court - Family Division	279	316	319	309	309	309
Circuit Court - General Jurisdiction	30	30	31	30	30	30
Circuit Court - Court Business	<u>29</u>	<u>31</u>	<u>34</u>	<u>34</u>	<u>30</u>	<u>30</u>
Total Circuit Court	419	458	465	460	456	456
<b>District Court</b>						
Administration	3	3	5	5	3	3
Division I - (Novi)	56	63	64	65	65	64
Division II - (Clarkston)	18	18	18	22	23	23
Division III - (Rochester Hills)	50	52	55	55	56	56
Division IV - (Troy)	<u>40</u>	<u>41</u>	<u>41</u>	<u>41</u>	<u>41</u>	<u>40</u>
Total District Court	167	177	183	188	188	186
<b>Probate Court</b>	<u>64</u>	<u>63</u>	<u>61</u>	<u>59</u>	<u>59</u>	<u>59</u>
<b>TOTAL ADMINISTRATION OF JUSTICE</b>	<b>650</b>	<b>698</b>	<b>709</b>	<b>707</b>	<b>703</b>	<b>701</b>
<b>LAW ENFORCEMENT</b>						
Prosecuting Attorney	191	197	198	190	189	189
Sheriff	<u>987</u>	<u>1011</u>	<u>1040</u>	<u>1042</u>	<u>1042</u>	<u>1040</u>
<b>TOTAL LAW ENFORCEMENT</b>	<b>1178</b>	<b>1208</b>	<b>1238</b>	<b>1232</b>	<b>1231</b>	<b>1229</b>
<b>GENERAL GOVERNMENT</b>						
Board of Commissioners	34	34	34	34	34	34
Library Board	24	24	24	23	23	23
Parks & Recreation	288	288	289	290	313	313
Drain Commissioner	227	240	251	259	263	263
Clerk/Register of Deeds	146	152	153	152	151	149
County Treasurer	<u>49</u>	<u>49</u>	<u>49</u>	<u>48</u>	<u>48</u>	<u>48</u>
<b>TOTAL GENERAL GOVERNMENT</b>	<b>768</b>	<b>787</b>	<b>800</b>	<b>806</b>	<b>832</b>	<b>830</b>
<b>COUNTY EXECUTIVE</b>						
<b>County Executive Administration</b>						
Auditing	13	13	13	11	11	11
Corporation Counsel	28	28	28	27	28	27
Administration	<u>21</u>	<u>21</u>	<u>30</u>	<u>26</u>	<u>26</u>	<u>26</u>
Total County Executive Administration	62	62	71	64	65	64
<b>Management &amp; Budget</b>						
Purchasing	11	13	13	12	12	12
Equalization	99	95	93	90	90	90
Fiscal Services	76	79	77	63	63	63
Reimbursement	56	33	36	37	37	37
Administration	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Total Management & Budget	244	222	221	204	204	204

**Oakland County, Michigan  
Position History  
FY 2001 through FY 2005**

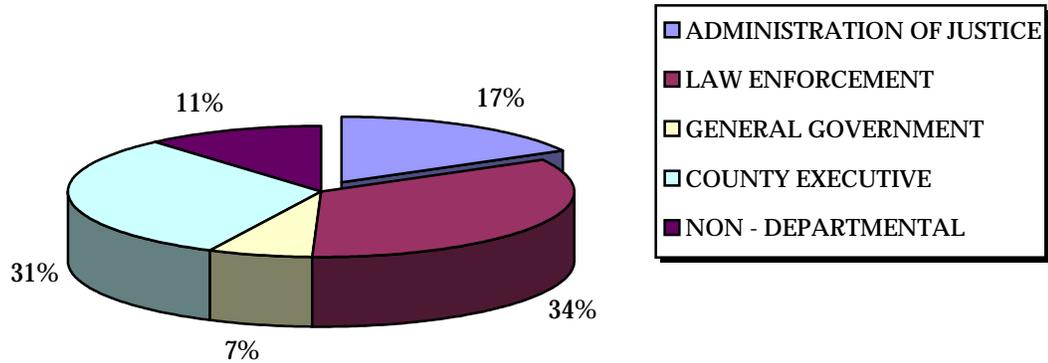
	Adopted Budget			Amended Budget	Adopted Budget	
	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>
<b>Central Services</b>						
Aviation and Transportation	18	18	18	18	18	18
Support Services	53	50	44	42	42	42
Administration	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total Central Services	72	69	63	61	61	61
<b>Facilities Management</b>						
Facilities Maintenance and Operations	182	180	178	180	180	180
Facilities Engineering	10	10	10	9	9	9
Administration	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>
Total Facilities Management	204	202	200	201	201	201
<b>Human Resources</b>						
General	29	31	31	29	29	29
Employee Relations	18	18	18	19	19	19
Administration	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Total Human Resources	49	51	51	50	50	50
<b>Human Services</b>						
Health Division	475	477	472	441	441	441
Medical Care Facility	112	112	112	112	112	112
Children's Village	151	166	166	161	161	161
Medical Examiner (1)	28	0	0	0	0	0
Administration	<u>6</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
Total Human Services	772	759	754	718	718	718
<b>Public Services</b>						
Veterans' Services	18	18	18	16	16	16
Community Corrections	62	71	71	67	67	67
MSU Extension - Oakland County	15	14	14	13	13	13
Animal Control	24	24	24	23	23	23
Medical Examiner (1)	0	27	28	26	26	26
Administration	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total Public Services	120	155	156	146	146	146
<b>Information Technology</b>	165	172	165	157	157	157
<b>Community &amp; Economic Development</b>						
Planning & Economic Development Svcs.	41	43	43	40	40	40
Community and Home Improvement	21	21	21	21	21	21
Workforce Development	9	9	9	9	9	9
Administration	<u>5</u>	<u>6</u>	<u>8</u>	<u>8</u>	<u>9</u>	<u>9</u>
Total Community & Economic Development	76	79	81	78	79	79
<b>TOTAL COUNTY EXECUTIVE</b>	<u>1764</u>	<u>1771</u>	<u>1762</u>	<u>1679</u>	<u>1681</u>	<u>1680</u>
<b>TOTAL DEPARTMENTS</b>	<u>4360</u>	<u>4464</u>	<u>4509</u>	<u>4424</u>	<u>4447</u>	<u>4440</u>

Footnotes:

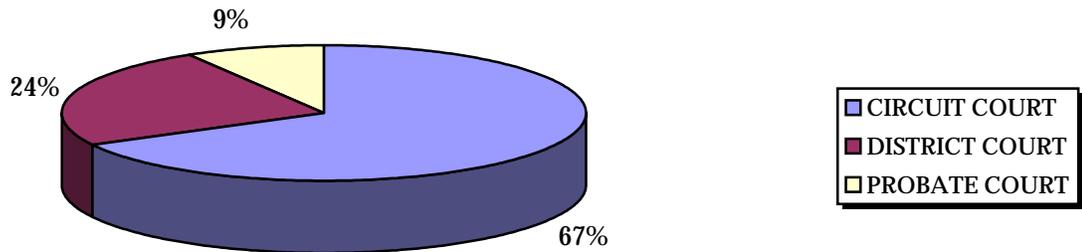
(1) Medical Examiner Division transferred from Department of Human Services to Dept. of Public Services as of FY 2002.

# GENERAL FUND/GENERAL PURPOSE BUDGET ADMINISTRATION OF JUSTICE EXPENDITURES

## TOTAL COUNTY



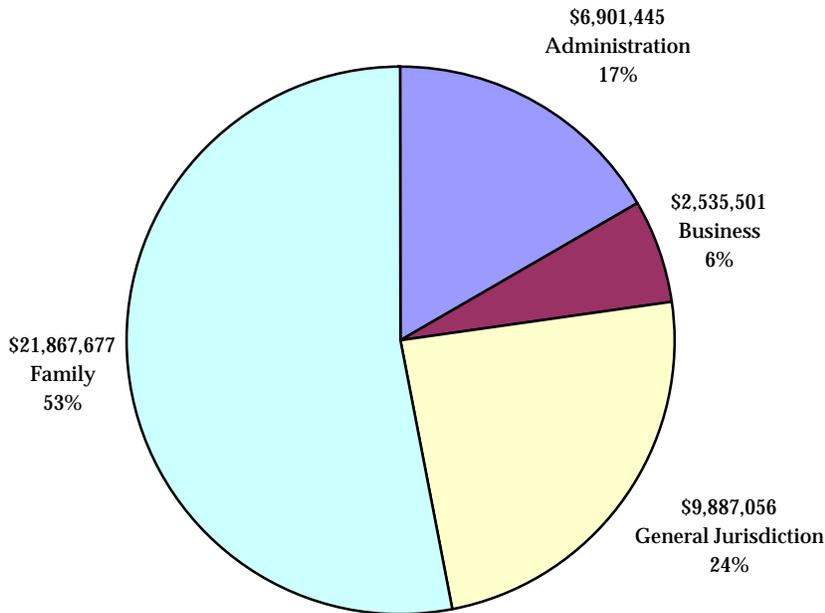
## ADMINISTRATION OF JUSTICE



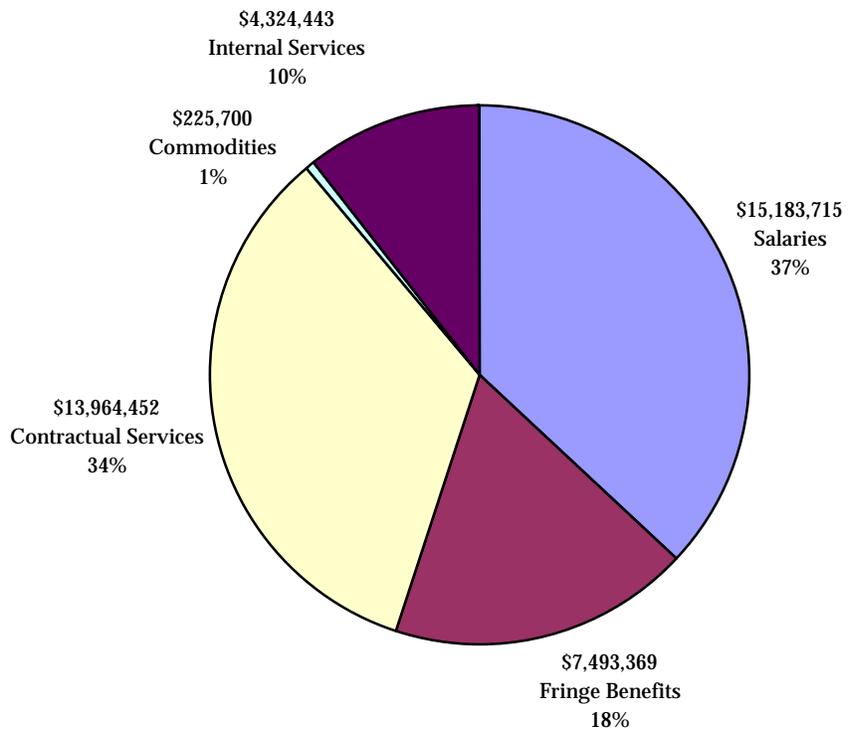
# Circuit Court

## FY 2004 General Fund/General Purpose

**Budget Distribution by Division**



**Budget Distribution by Expenditures**



CIRCUIT COURT		
TOT		CIRCUIT COURT JUDGES
FY 04	FY 05	
297	297	Gen Fund/Gen Purpose
159	159	Special Revenue
456	456	Total Positions

JUDICIAL ADMINISTRATION		
TOT		CIRCUIT COURT ADMINISTRATOR
FY 04	FY 05	
87	87	Gen Fund/Gen Purpose
		Special Revenue
87	87	Total Positions

FAMILY DIVISION		
TOT		FAMILY DIV ADMIN - PROBATE/JUV REGISTER
FY 04	FY 05	
151	151	Gen Fund/Gen Purpose
158	158	Special Revenue
309	309	Total Positions

GENERAL JURISDICTION DIVISION		
TOT		GEN. JURISDICTION DIV ADMINISTRATOR
FY 04	FY 05	
29	29	Gen Fund/Gen Purpose
1	1	Special Revenue
30	30	Total Positions

COURT BUSINESS DIVISION		
TOT		COURT BUSINESS ADMINISTRATOR
FY 04	FY 05	
30	30	Gen Fund/Gen Purpose
		Special Revenue
30	30	Total Positions

Prepared by Human Resources Dept. 9/20/03.

**Department Revenue by Division (GF/GP)**

	FY2004 Budget	FY2005 Budget
Circuit Court Adm.	0	0
Business	0	0
General Jurisdiction	2,842,040	2,842,040
Family	<u>1,758,700</u>	<u>1,758,700</u>
<b>Total Revenue</b>	<b>\$4,600,740</b>	<b>\$4,600,740</b>

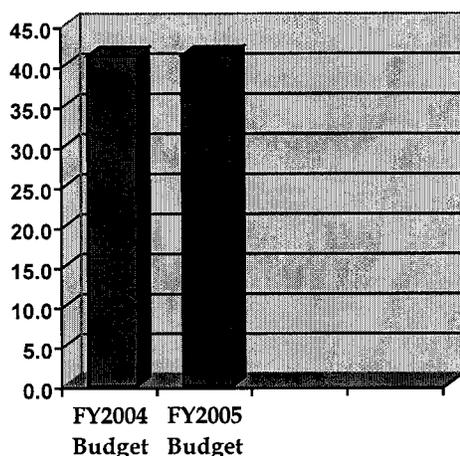
**Department Expenditures by Division (GF/GP)**

	FY2004 Budget	FY2005 Budget
Circuit Court Adm.	6,901,445	6,904,499
Business	2,535,501	2,540,704
General Jurisdiction	9,887,056	9,923,186
Family	<u>21,867,677</u>	<u>21,896,516</u>
<b>Total Expenditures</b>	<b>\$41,191,679</b>	<b>\$41,264,905</b>

**Staffing**

	FY2004 Budget	FY2005 Budget
Full Time Positions	434	434
Part Time Positions	22	22
<b>Total Positions</b>	<b>456</b>	<b>456</b>

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



**Summary**

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

Civil cases heard by the Court are those between two or more parties disagreeing over their rights and duties. The dollar amount one party is seeking from the other must exceed \$25,000. These cases may involve automobile accidents, personal injury, medical and professional malpractice, hazards involving products, labor issues, as well as written agreement and land disputes. With regard to criminal matters, the Court hears felony cases and high misdemeanors. These cases range from trespassing to first degree murder.

The Court also handles family division cases including domestic relations, adoptions, juvenile delinquency, abuse and neglect, personal protection orders, minor conservatorships and 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.

**Current Issues**

- In response to an increasing population at the Oakland County Jail, the Circuit Court has taken numerous steps to expedite the processing of criminal defendants and utilize alternative programs to incarceration. The Circuit judges identified the "best practices" in regard to criminal docket management techniques, and have actively encouraged their implementation in each of the general jurisdiction courts. Judgments of sentence are being completed within one-half day of a defendant's sentencing, which accelerates the transfer of some 900 inmates each year to the state correctional system. Court events involving jailers are given priority over defendants on bond. In cooperation with the Probation Department, the amount of time between conviction/plea and sentence is being reduced to between two and three weeks, saving about 42 jail beds daily. A second docket was added to the Adult Treatment Court, providing 25 additional slots for offenders which would otherwise be sentenced to jail or prison. The Circuit judges conferred authority upon the Sheriff to provide for automatic sentence reduction credit for trustees on work detail. The court has also expedited the review process for sentence reduction requests for non-trustees who are low-risk offenders and who have exhibited model behavior while under sentence at the jail. In short, the Circuit Court's actions have conservatively saved about 70 jail beds daily.

**Department Revenue by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Intergov't Revenue	4,266	0	17,950	17,950
Charges for Services	4,714,810	4,650,002	4,582,790	4,582,790
Other Revenue	0	2,870	0	0
Transfers In	469,761	609,193	0	0
Total GF/GP Rev.	\$5,188,837	\$5,262,065	\$4,600,740	\$4,600,740
<u>Other Funds</u>				
Multi-Org Grants	252,821	277,415	207,032	207,032
FOC Grant	13,256,952	13,531,782	14,250,214	14,250,214
Other Grants	394,762	419,604	508,804	508,804
Judicial Grants	396,122	350,246	353,772	353,772
Total Revenue	\$19,489,494	\$19,841,112	\$19,920,562	\$19,920,562

**Department Expenditures by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	14,324,250	14,293,191	15,183,715	15,183,715
Fringe Benefits	5,368,211	5,539,517	7,493,369	7,493,369
Contractual Services	18,887,963	19,612,478	13,964,452	13,964,452
Commodities	311,368	395,757	225,700	225,700
Total Capital Outlay	0	0	0	0
Internal Services	4,596,330	4,598,386	4,324,443	4,397,669
Transfers Out	70,000	0	0	0
Total GF/GP Exp.	\$43,558,122	\$44,439,329	\$41,191,679	\$41,264,905
<u>Other Funds</u>				
Multi-Org Grants	252,821	277,415	207,032	207,032
FOC Grants	13,256,952	13,531,782	14,250,214	14,250,214
Other Grants	394,762	419,604	508,804	508,804
Judicial Grants	396,849	349,519	370,181	512,277
Total Expenditures	\$57,859,506	\$59,017,649	\$56,527,910	\$56,743,232

**Program Expenditures**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Program Name</u>				
Administration	7,839,131	8,308,230	3,599,154	3,612,500
Child Support Enforcement	11,494,818	11,765,451	12,724,139	12,724,139
Children & Family Services	7,534,010	7,226,704	7,810,746	7,821,622
Drug Court	487,607	585,603	446,199	588,630
Family Judicial	5,938,855	6,025,784	6,699,885	6,715,298
FOC Family Counseling	2,156,895	2,185,935	2,034,879	2,034,879
General Judicial	12,754,106	13,411,289	14,763,023	14,796,279
In Home Care	1,789,033	1,541,554	1,798,865	1,798,865
Out-of Home Placement	7,865,051	7,967,099	6,651,020	6,651,020
Total Program Exp.	\$57,859,506	\$59,017,649	\$56,527,910	\$56,743,232

**Current Issues (Cont'd)**

- The Court's actions have enabled the jail population to remain under capacity, thereby avoiding early releases due to jail overcrowding emergencies.
- The Circuit Court took a major step in reducing its pending civil docket by conducting a Civil Settlement Week in late 2002. All contract and negligence cases over 13 months old were targeted for the program. Volunteer lawyers conducted 124 settlement conferences over a three-day period. Judges were on standby to place the settlements on the record. Cases that did not settle were given immediate trial dates. Of the 723 targeted cases, 531 ultimately settled for a settlement rate of 73%. About five percent of the court's civil docket was resolved as a result of Settlement Week.
  - The Friend of the Court has recently converted to the state's mandated Michigan Child Support Enforcement System (MiCSES). The conversion was required by federal law so that a standardized system is created for the enforcement, collection, and distribution of child support payments. All of the Friends of the Court in Michigan were converted to MiCSES by September 30, 2003. Although the system has limitations when compared to the Friend of the Court's previous system, it will provide some added functionality. Most notably, the system will enable the sharing of information to facilitate the location of parents with child support arrearages who move away.

**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, 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 competence and sensitivity in working with individuals involved in domestic relations litigation.

# Circuit Court

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## Summary of Major Program Changes

FY 2004

FY 2005

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### Revenue

The decrease in revenue of (\$726,553) for FY 2004 reflects decreased Civil Mediation Payments, an increase in Clinical Evaluations Reimbursements and a decrease in Transfer In of (\$609,193) for the Judicial Information Management System (JIMS) Project appropriated for temporary positions which were sunsetted 9/30/03.

### Expenditures

The FY 2004 budget reflects the full year savings for the positions deleted with Phase I Budget Amendments and Adjustments that were approved mid FY 2003. Further operating reductions were approved mid year FY 2003 for Expendable Equipment, Personal Mileage, Visiting Judges and Defense Attorney Fees. Additional allocations will be approved in FY 2004 for Grant Match, Information Technology (IT) Development, IT Imaging Development and Maintenance Departments based on usage.

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## Administration

\$3,599,154

\$3,612,500

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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 Family Independence agency 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.

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## Child Support Enforcement

\$12,724,139

\$12,724,139

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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.

### Objectives

- 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	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
<u>Referee Activity</u>				
Motion/oral arguments heard	5,988	6,512	8,125	9,668
Evidentiary hearings held	4,140	5,115	6,205	5,565
Total orders entered as a result of referee recommendation	8,327	6,591	6,961	6,163
Number of appeals to Family Division Judges	420	457	465	489
Show cause enforcement hearings scheduled	18,272	19,736	20,895	21,338
Early Intervention Conferences schedule	2,893	3,014	2,831	2,427
Job placement/Work First referrals	496	800	988	1,240

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## Children & Family Services

**\$7,810,746    \$7,821,622**

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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, group therapy for adjudicated youth, and parent guidance programs. Its primary prevention segment uses a decentralized approach working in 29 different locations with numerous 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. One innovative program involves the victim in every step of the judicial process. Crime victims meet face-to-face with non-violent juvenile offenders and help determine appropriate restitution for the crime.

### Objectives

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

Performance Measures	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
# of Youth and adults receiving direct community services	39,000	40,601	32,566	42,286
# of Youth Assistance Volunteers	1,050	926	829	930
# of Hours volunteers contributed working with youth and their families	36,700	25,502	33,559	44,602
Amount of funds raised by volunteers	n/a	\$112,065	\$63,975	\$152,327
# of Skill building scholarships provided	1,697	1,375	1,057	1,454
# of Youth receiving recognition for outstanding contributions	1,400	1,314	1,220	1,728
# of Municipalities served	60	60	60	60
# of Restoration Conferences	n/a	9	8	11
# offenders meeting with/# of victims	n/a	23/21	24/15	35/23

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## Drug Court

**\$446,199    \$588,630**

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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 testing, 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, food, field trips and significant public praise. Supports are 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 Measures	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>	CY2003 <u>YTD</u>
<u>Adult Drug Court</u>			
# of Participants	12	27	41
# of Program Graduates	0	2	7
<u>Juvenile Drug Court</u>			
# of Participants	10	31	42
# of Program Graduates	0	2	11

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<b>Family Judicial</b>	<b>\$6,699,885</b>	<b>\$6,715,298</b>
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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 assesses Personal Protection Order petitions and provides recommendations to the judiciary.

### Objectives

Provide quality services to families that are fair, accessible, expeditious, dignified and responsive.

Performance Measures	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Filing Activity:				
<u>Juvenile/Adoptions</u>				
Authorized Delinquency Petitions	2,225	1,973	2,071	2,251
Authorized CPP (child protective proc.) Petitions	299	328	333	309
Unofficially Closed Delinquency Complaints	3,089	2,845	2,197	1,879
Unofficially Closed CPP Complaints	48	36	18	15
Supplemental Delinquency Complaints	296	296	260	266
Juvenile Traffic Tickets	645	531	539	482
Authorized Adoption Petitions	<u>453</u>	<u>497</u>	<u>477</u>	<u>504</u>
SUBTOTAL	7,055	6,506	5,895	5,706

	CY1999	CY2000	CY2001	CY2002
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
<b>Performance Measures, cont.</b>				
<u>Domestic Relations</u>				
No Children	2,809	2,805	2,772	2,646
With Children	2,887	2,891	2,792	2,732
Paternity	848	913	851	830
URESAs (Uniform Reciprocal Enforce. Supp. Act)	398	409	411	359
Support	589	831	863	843
Other	<u>220</u>	<u>200</u>	<u>187</u>	<u>190</u>
SUBTOTAL	7,751	8,049	7,876	7,600
Personal Protection Orders	4,060	4,102	3,994	3,790
<u>Miscellaneous Family</u>				
Name Changes			430	481
TOTAL NEW FILINGS	18,866	18,657	18,195	17,577

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## FOC Family Counseling

**\$2,034,879    \$2,034,879**

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Family Counseling assists families in domestic relations matters through mediation, counseling, and investigation of issues pertaining to custody and parenting time. Family Counseling also sponsors educational programs to promote understanding of the effects of separation and divorce on families. Family Counseling offers free educational workshops. These free workshops include SMILE (Start Making It Livable for Everyone) which is designed for divorcing parents and Forget Me Not for never married 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.

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## General Judicial

**\$14,763,023    \$14,796,279**

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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 Courts, 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.

	CY1999	CY2000	CY2001	CY2002
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
<b>Performance Measures</b>				
# of Civil Cases Disposed	12,282	11,970	8,651	9,433
# of Criminal Cases Disposed	7,000	7,145	6,845	6,158
# of Appeals Disposed	1,551	1,358	1,114	1,206

	CY1999	CY2000	CY2001	CY2002
Performance Measures, cont.	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
% of cases resolved during Intensive Settlement Week	42%	80%	n/a	73%
# of Juries provided for Civil Trials	158	181	168	149
# of Juries provided for Criminal Trials	351	333	330	355
# of jurors summoned			62,146	63,578
# of jurors who served			24,318	23,150
# of jurors impaneled			5,447	5,690

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<b>In Home Care</b>	<b>\$1,798,865</b>	<b>\$1,798,865</b>
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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 services for youth with serious emotional disturbances.

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

Performance Measures	CY1999	CY2000	CY2001	CY2002
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
# of Youth served by STRIDE	n/a	177	145	172
# of Youth served by START	n/a	16	33	n/a
# of Youth served by Intensive Probation	145	116	214	254
# of Youth served by Wraparound	18	27	27	n/a

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<b>Out-of-Home Placement</b>	<b>\$6,651,020</b>	<b>\$6,651,020</b>
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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

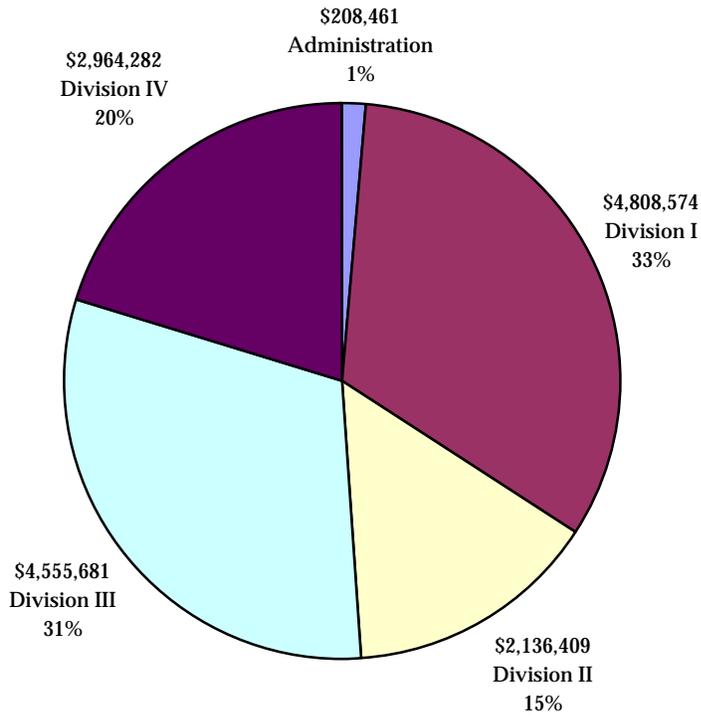
- Provide a safe and secure environment to children who are the victims of abuse and neglect.
- Provide treatment services to youthful offenders to enable them to return to and function in a normal home and community environment.

Performance Measures	CY1999	CY2000	CY2001	CY2002
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Total Active Delinquents in Placement at Year End	486	507	316	274
# of Permanent State Wards	156	167	72	61
# of Temporary State Wards	330	340	244	213

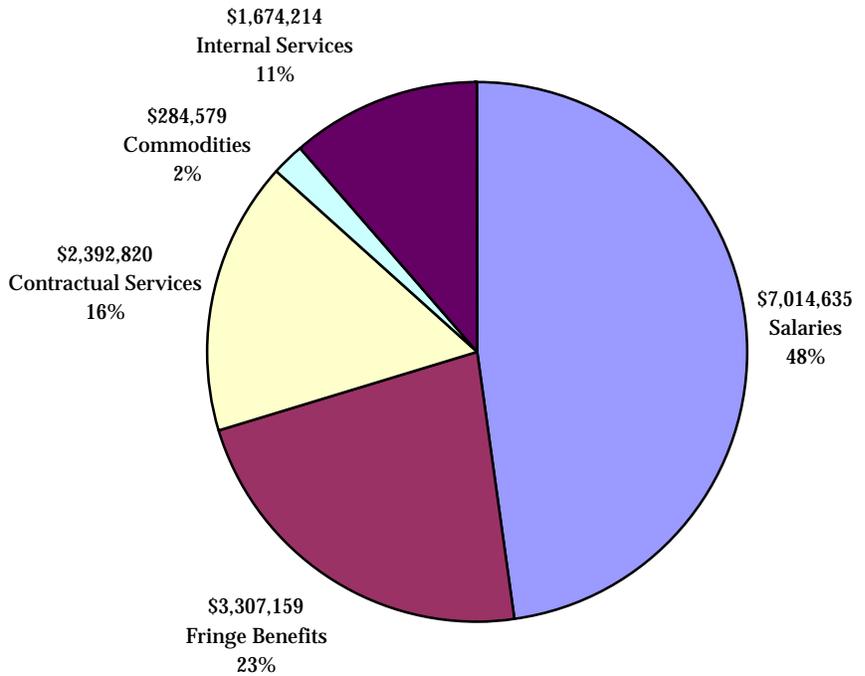
# District Court

## FY 2004 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures



52ND DISTRICT COURT (a, b)		
TOT		DISTRICT COURT JUDGES
FY 04	FY 05	
186	186	Gen Fund/Gen Purpose
2	0	Special Revenue
188	186	Total Positions

ADMINISTRATION		
TOT		DISTRICT COURT JUDGES
FY 04	FY 05	
3	3	Gen Fund/Gen Purpose
		Special Revenue
3	3	Total Positions

DIVISION I - NOVI (a)		
TOT		DISTRICT COURT JUDGES
FY 04	FY 05	
64	64	Gen Fund/Gen Purpose
1	0	Special Revenue
65	64	Total Positions

DIVISION II - CLARKSTON		
TOT		DISTRICT COURT JUDGE
FY 04	FY 05	
23	23	Gen Fund/Gen Purpose
		Special Revenue
23	23	Total Positions

DIVISION III - ROCHESTER HILLS		
TOT		DISTRICT COURT JUDGES
FY 04	FY 05	
56	56	Gen Fund/Gen Purpose
		Special Revenue
56	56	Total Positions

DIVISION IV - TROY (b)		
TOT		DISTRICT COURT JUDGES
FY 04	FY 05	
40	40	Gen Fund/Gen Purpose
1	0	Special Revenue
41	40	Total Positions

- (a) One (1) SR position continued per Misc. Res. #02277 and #02305 through 12/31/03, effective 12/12/02.  
 (b) One (1) SR PTNE position created in Div. IV per Misc. Res. #01041, through 12/30/01, and extended per Misc. Res. #02306 until 12/31/03.

Prepared by Human Resources Dept. 9/20/03.

**Department Revenue by Division (GF/GP)**

	FY2004 Budget	FY2005 Budget
District Court Adm.	0	0
Division I	3,708,933	3,708,933
Division II	1,144,919	1,094,579
Division III	4,128,693	4,128,693
Division IV	2,266,002	2,266,002
Total Revenue	\$11,248,547	\$11,198,207

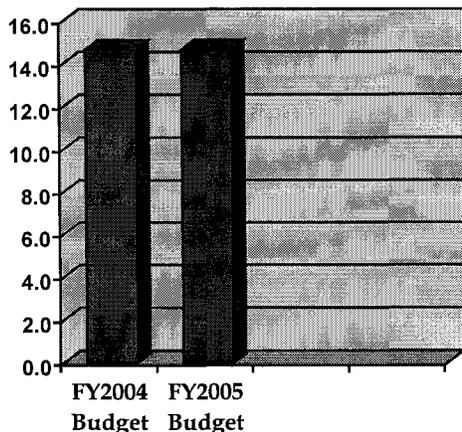
**Department Expenditures by Division (GF/GP)**

	FY2004 Budget	FY2005 Budget
District Court Adm.	208,461	208,461
Division I	4,808,574	4,809,521
Division II	2,136,409	2,121,512
Division III	4,555,681	4,561,523
Division IV	2,964,282	2,971,283
Total Expenditures	\$14,673,407	\$14,672,300

**Staffing**

	FY2004 Budget	FY2005 Budget
Full Time Positions	149	148
Part Time Positions	39	38
Total Positions	188	186

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



**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 in civil actions when the amount in controversy does not exceed \$25,000.

Oakland County is the funding unit for the 52<sup>nd</sup> District Court. This Court is the only County funded District Court. The 52<sup>nd</sup> District Court is the second busiest Court in the State and is comprised of the following four divisions:

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

**Current Issues**

- The 52<sup>nd</sup> District Court continually addresses measures to facilitate a cost-effective operation of the Court while maintaining the highest level of service to all court users.
- The 52<sup>nd</sup> District Court is currently engaged in new and ongoing technological enhancements that will further the level of service.
- In cooperation with Oakland County, the Court is continually addressing security needs in each of its facilities. From this, the Court and County developed and implemented new security methods which included the installation of x-ray and magnetometer security equipment at each location. The Court also developed and implemented an Emergency Response Manual for the employees and citizens that appear in Court.
- Pursuant to new legislation, the Court was approved a 4<sup>th</sup> judgeship in the 1<sup>st</sup> Division of the 52<sup>nd</sup> District Court effective January, 2003. To coincide with this statutory provision, Rose and White Lake Townships were added to the 2<sup>nd</sup> Division, which also included the transfer of one judgeship from the 1<sup>st</sup> Division. The 2<sup>nd</sup> Division now has two sitting judges and the 1<sup>st</sup> Division has 3 sitting judges. After numerous meetings and extensive planning, which addressed staffing and resource needs, facilities issues, as well as administrative and computer concerns, the transfer was a success.
- A new court facility is under construction for the 3<sup>rd</sup> Division and will be completed in early 2004.

**Department Revenue by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Intergov't Revenue	2,566	3,046	2,755	2,755
Charges for Services	10,409,254	11,166,909	11,216,292	11,165,952
Investment Income	28,186	17,096	29,500	29,500
Other Revenue	520	60,949	0	0
Total GF/GP Rev.	\$10,440,526	\$11,248,000	\$11,248,547	\$11,198,207
<u>Other Funds:</u>				
Judicial Grants	126,242	135,514	208,750	208,750
Total Revenue	\$10,556,768	\$11,383,514	\$11,457,297	\$11,406,957

**Department Expenditures by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	6,396,214	6,740,207	7,014,635	7,006,787
Fringe Benefits	2,261,984	2,411,971	3,307,159	3,307,159
Contractual Services	2,443,815	2,503,577	2,392,820	2,148,170
Commodities	212,497	224,154	284,579	284,579
Capital Outlay	39,693	22,589	0	0
Internal Services	1,673,143	1,505,418	1,674,214	1,925,605
Total GF/GP Exp.	\$13,027,346	\$13,407,916	\$14,673,407	\$14,672,300
<u>Other Funds:</u>				
Judicial Grants	125,515	136,241	192,341	50,245
Total Expenditures	\$13,152,861	\$13,544,157	\$14,865,748	\$14,722,545

**Program Expenditures**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Program Name</u>				
Chief Judge Admin.	149,668	169,028	208,461	208,461
Court Operations	10,569,214	10,813,297	11,686,517	11,710,175
Drug Court	125,635	136,262	192,341	50,245
Probation	2,308,344	2,425,570	2,778,429	2,753,664
Total Program Exp.	\$13,152,861	\$13,544,157	\$14,865,748	\$14,722,545

**Current Issues (Cont'd)**

- At no cost to the funding unit, a web site was developed in the 1<sup>st</sup> Division through a joint effort of local elementary school students, court staff and the Department of Information Technology. Updates and changes to the web site are ongoing.
- Websites for the 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> Divisions have been developed through a joint effort of the Department of Information Technology and court staff.
- The 52<sup>nd</sup> District Court continues its efforts to service the public by providing and instituting new programs such as the 1<sup>st</sup> Division's Sobriety Court, the 2<sup>nd</sup> Division's new Community Service Garden Program, the 2<sup>nd</sup> and 3<sup>rd</sup> Division's Teen Court Programs, the 4<sup>th</sup> Division's Troy Drug Therapy Court Program and the Court in the Schools Program that is offered by all of the divisions.

**Department Goals**

- Continue to offer the high level of service currently provided by the Court to the citizens of Oakland County.
- Maintain cooperative efforts between the Court and Oakland County under the supervision and guidance of the Supreme Court.
- Maximize efforts in new technology by completing and implementing a new case management system, video arraignment programs, police vehicle-to-Court data transfer and electronic ticket payment for the Court.

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

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### Summary of Major Program Changes

FY 2004      FY 2005

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#### Revenue

The increase in revenue for FY 2004 of \$338,435 is due to increased caseload activity, the Alternative Sentencing Garden Program at the 52-2 Clarkston District Court, Probation Fees and Presentence Investigation Fee (PSI) increases within each court. Additionally, Senate House Bills authorized rate increases for license reinstatement and jury demand fees. This was partially offset by a budget correction for Investment Income due to lower interest rates.

#### Expenditures

The FY 2004 budget includes the addition of one part-time Community Service Officer for the Alternative Sentencing Garden Program at the 52-2 Clarkston District Court and approval to continue one User Support Specialist I position which benefits all divisions of the 52<sup>nd</sup> District Court. Reduction for Rent, Property Taxes, and Heat, Light, Gas & Water, are all related to the new County owned 52-3 Rochester Hills court building that is due to open in February of 2004. This is offset by the increase in Building Space cost Allocation in the internal services category.

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### Chief Judge Administration

\$208,461      \$208,461

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This budgetary program is responsible for all administrative items that pertain to all four divisions of the 52<sup>nd</sup> District Court and are administered by the Chief Judge. The Michigan Supreme Court selects one judge from one division as Chief Judge. This program funds operations such as visiting judges, alternative dispute resolution programs, and holiday and weekend magistrate coverage for all of Oakland County's in-custody arraignments.

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### Court Operations

\$11,686,517      \$11,710,175

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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

	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
New Cases Filed:				
Division I - Novi	56,307	55,160	57,634	56,453
Division II - Clarkston	20,088	17,862	17,103	19,248
Division III - Rochester	54,216	55,209	56,632	62,781
Division IV - Troy	31,423	30,550	38,560	34,796

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### Drug Court

\$192,341      \$50,245

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The 1<sup>st</sup> and 4<sup>th</sup> Divisions of the 52<sup>nd</sup> District Court have instituted a Sobriety Court. The Sobriety Court was created to reduce alcohol related driving offenses among repeat offenders. The Sobriety Court provides intensive probation supervision, monitored substance abuse treatment, constant alcohol screen and regular judicial hearings. The goal of the Sobriety Court is to change the recidivist behavior of repeat drunk drivers through intensive supervision and treatment. This program is 100% grant funded.

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**Probation****\$2,778,429 \$2,753,664**

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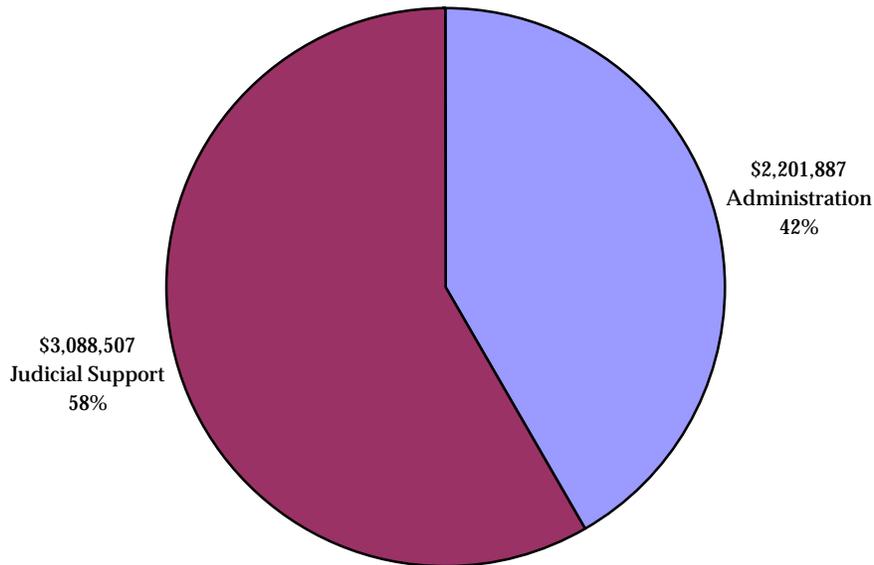
A Probation Department is funded for each division of the 52<sup>nd</sup> District Court. The purpose of the Probation Department is to provide a sentencing alternative in which a convicted offender is supervised in the community. Defendants who are placed on probation are required to abide by certain rules and conditions set by the Judge. Probation is often an alternative to jail.

<u>Performance Measures</u>	<u>CY1999 Actual</u>	<u>CY2000 Actual</u>	<u>CY2001 Actual</u>	<u>CY2002 Actual</u>
New Cases Filed:				
Division I - Novi	56,307	55,160	57,634	56,453
Division II - Clarkston	20,088	17,862	17,103	19,248
Division III - Rochester	54,216	55,209	56,632	62,781
Division IV - Troy	31,423	30,550	38,560	34,796
Supervised Probation Cases (Beginning of Fourth Quarter of CY2003):				<u>CY2003 Actual</u>
Division I - Novi				2,720
Division II - Clarkston				862
Division III - Rochester				3,119
Division IV - Troy				1,623

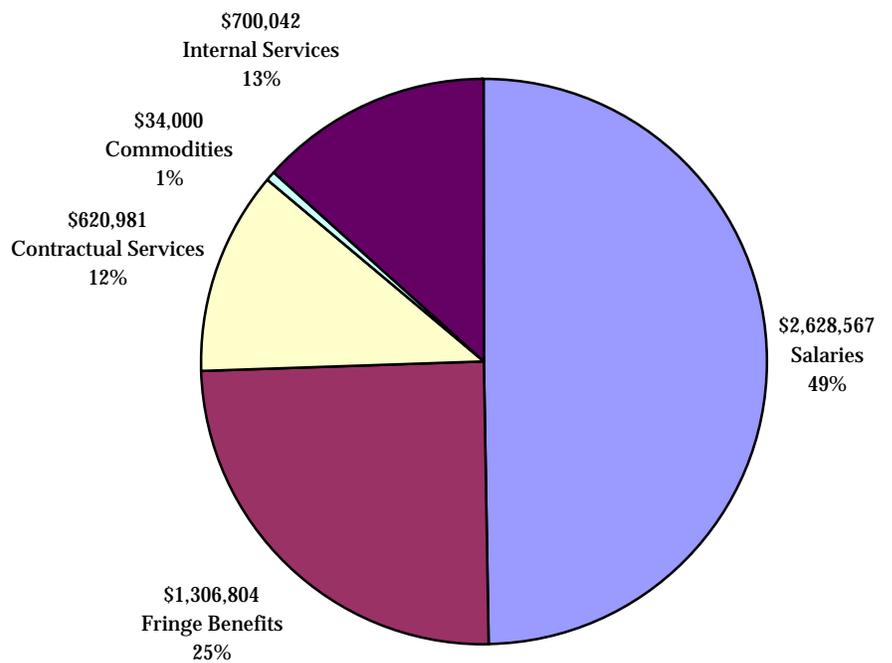
*With its city-in-the-country ambiance, Oakland County is cosmopolitan yet down to earth, high tech yet rustic, sparkling with architectural accomplishments yet filled with natural beauty. It presents a fluid balance of contradictions that blend together beautifully.*

# Probate Court FY 2004 General Fund/General Purpose

**Budget Distribution by Division**



**Budget Distribution by Expenditures**



PROBATE COURT		
TOT		
FY 04	FY 05	PROBATE JUDGES
59	59	Gen Fund/Gen Purpose
		Special Revenue
59	59	Total Positions

ADMINISTRATION		
TOT		
FY 04	FY 05	ADMINISTRATION
20	20	Gen Fund/Gen Purpose
		Special Revenue
20	20	Total Positions

ESTATES/MENTAL HEALTH		
TOT		
FY 04	FY 05	ESTATES/MENTAL HEALTH
39	39	Gen Fund/Gen Purpose
		Special Revenue
39	39	Total Positions

Prepared by Human Resources Dept. 9/20/03.

# Probate Court

## Department Revenue by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Judicial/ Admin.	0	0
Judicial Support	524,100	524,100
<b>Total Revenue</b>	<b>\$524,100</b>	<b>\$524,100</b>

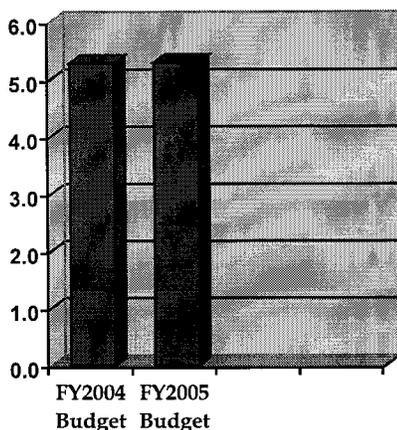
## Department Expenditures by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Judicial/ Admin	2,201,887	2,206,979
Judicial Support	3,088,507	3,094,826
<b>Total Expenditures</b>	<b>\$5,290,394</b>	<b>\$5,301,805</b>

## Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	53	53
Part Time Positions	6	6
<b>Total Positions</b>	<b>59</b>	<b>59</b>

## Department Expenditures (\$ in millions)



## Summary

The Oakland County Probate Court, under the Estates and Protected Individuals Code handles the probating of wills, guardianships and conservatorships and the administration of estates of deceased persons by personal representatives. The Court interprets 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, mentally handicapped persons and addicted persons. The Court also handles guardianship and conservator cases for adults and minors.

## Current Issues

- Scanning of all documents filed with the court was implemented January 2, 2002. This will allow staff to retrieve information quickly and accurately. The Court's goal is within 48 hours after a document is presented for filing, to be processed, scanned, and filed in the official court file.
- The Probate Court implemented a significant internal staff reorganization in 2002. Four positions were upgraded to the position of Probate Specialist. Five Clerk III positions were upgraded to Deputy Probate Register. This reorganization resulted in a revitalized use of staff resources and a commitment to serve the public in new and improved ways. The specialist unit lends its considerable expertise to the most complicated filing issues, allowing more routine matters to be handled more expeditiously.
- The Probate Court has worked to develop a new website. It is full of information that will help in navigating the Probate Court process. The site continues to be updated, augmented and refined. The goal is to provide everything the public needs to know so that they may avoid any unnecessary trips to the courthouse.

## 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, State and nationally.

**Department Revenue by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Charges for Services	523,311	534,954	524,100	524,100
Other Revenue	195	52	0	0
Total GF/GP Revenue	\$523,506	\$535,006	\$524,100	\$524,100

**Department Expenditures by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	2,392,663	2,427,204	2,628,567	2,628,567
Fringe Benefits	902,993	947,896	1,306,804	1,306,804
Contractual Services	617,805	664,153	620,981	620,981
Commodities	54,203	30,319	34,000	34,000
Internal Services	965,531	779,346	700,042	711,453
Total GF/GP Exp.	\$4,933,195	\$4,848,918	\$5,290,394	\$5,301,805

**Program Expenditures**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Program Name</u>				
Administrative Serv.	619,799	396,438	372,001	372,478
Family Judicial	1,484,281	1,556,487	1,628,193	1,632,237
Judicial Services	454,792	474,953	546,433	547,211
Probate Services	2,374,323	2,421,040	2,743,767	2,749,879
Total Program Exp.	\$4,933,195	\$4,848,918	\$5,290,394	\$5,301,805

# Probate Court

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## Summary of Major Program Changes

FY 2004

FY 2005

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### Revenue

No major program changes are reflected in FY 2004 revenues.

### Expenditures

The FY 2004 budget reflects the full year savings for the positions deleted with Phase I Budget Amendments and Adjustments that were approved mid FY 2003. Further operating reductions were approved for expendable equipment and equipment repairs. The budget for internal services is for current operations and additional allocations will be approved for Information Technology (IT) Development, IT Imaging Development and Maintenance Departments based on usage.

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## Administrative Services

\$372,001

\$372,478

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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, grant writing and processing all payments for service, including court appointed attorney payments. Other responsibilities include processing personnel transactions, managing courthouse 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, and provides word processing support for all Court functions.

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## Family Judicial

\$1,628,193

\$1,632,237

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An administrative merger of the Probate and Circuit Courts and the creation of a Circuit Court Family Division has resulted in both Probate and Circuit Court judges being assigned cases relating to family matters including divorce, child custody, juvenile delinquencies, abuse and neglect. The Probate Family Judicial program represents Probate Judges and their staff assigned to these cases. Objectives and performance indicators associated with the Circuit Court Family Judicial program are also representative of this program's efforts.

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## Judicial Services

\$546,433

\$547,211

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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 interpret 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	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
<u>New Files Opened:</u>				
Small Estates	729	632	676	679
Deceased-Supervised	448	135	n/a	n/a
Deceased-Independent	1,494	495	n/a	n/a
EPIC-Supervised	0	53	79	53
EPIC-Unsupervised	0	1,193	1,877	1,955
Adult Guardianships	755	844	980	1,073
Minor Guardianships	534	618	599	712
Adult Conservatorships	352	399	409	415
Minor Conservatorships	236	216	214	181
Other	<u>295</u>	<u>234</u>	<u>126</u>	<u>119</u>
<b>Total</b>	<b>4,843</b>	<b>4,819</b>	<b>4,960</b>	<b>5,187</b>
<u>Active Cases:</u>				
Deceased-Supervised	1,528	857	8	1
Deceased-Independent	3,002	1,581	25	0
EPIC-Supervised	0	80	671	484
EPIC-Unsupervised	0	1,289	3,159	3,381
Adult Guardianships (LIP)	3,217	3,249	3,119	3,144
Adult Guardianships (DDP)	1,457	1,458	1,460	1,451
Minor Guardianships	2,669	2,756	2,681	2,723
Adult Conservatorships	1,572	1,544	1,538	1,559
Minor Conservatorships	1,767	1,699	1,664	1,626
Other	<u>225</u>	<u>2</u>	<u>233</u>	<u>208</u>
<b>Total</b>	<b>15,437</b>	<b>14,515</b>	<b>14,558</b>	<b>14,577</b>

EPIC – Estates and Protected Individuals Code

LIP – Legally Incapacitated Person

DDP – Developmental Disabled Person

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## Probate Services

**\$2,743,767    \$2,749,879**

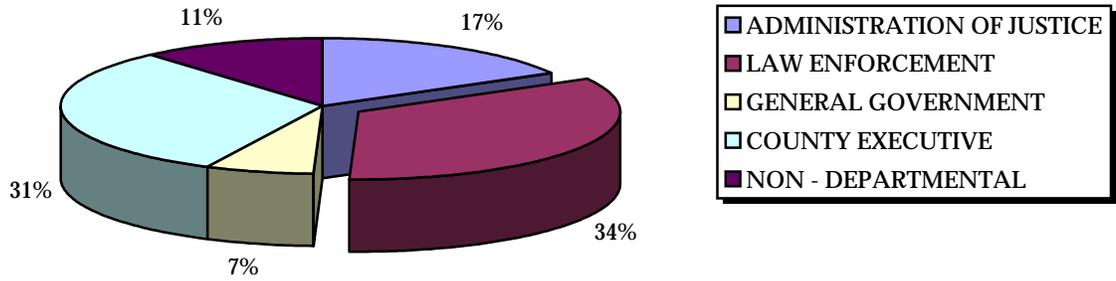
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Probate Services staff process paperwork, set court hearings as necessary, and direct files into court for motion call. Besides estates and trusts, this unit also handles the paperwork and oversight of guardianships and conservatorships of adults and minors (including arranging for guardianship reviews), and also files wills for safekeeping. All legal records of the department are a matter of public record and are available for review by the general public. Paperwork for the commitment of mentally ill persons, mentally handicapped persons and addicted persons to hospital care, as well as handling guardianships for developmentally disabled persons. Court counter staff is called upon frequently to assist petitioners seeking to file a petition requesting an emergency “transport order” from the court to pick up a person in need of an immediate mental health evaluation for purposes of commitment.

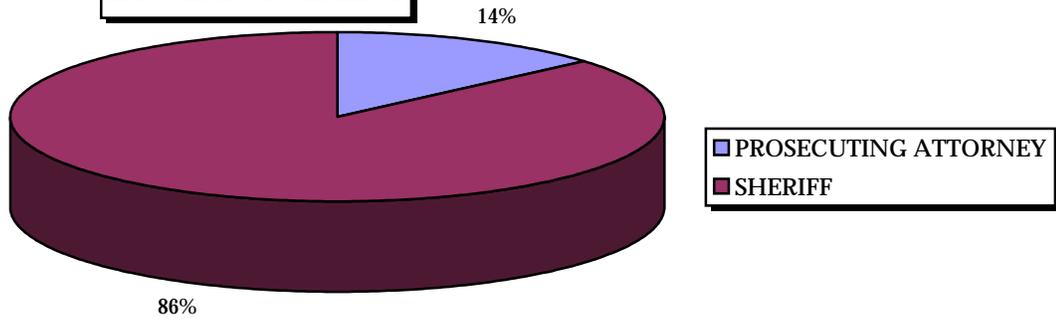
*Oakland County consists of 910 square miles and is located 20 miles north of downtown Detroit.*

## GENERAL FUND/GENERAL PURPOSE BUDGET LAW ENFORCEMENT EXPENDITURES

**TOTAL COUNTY**

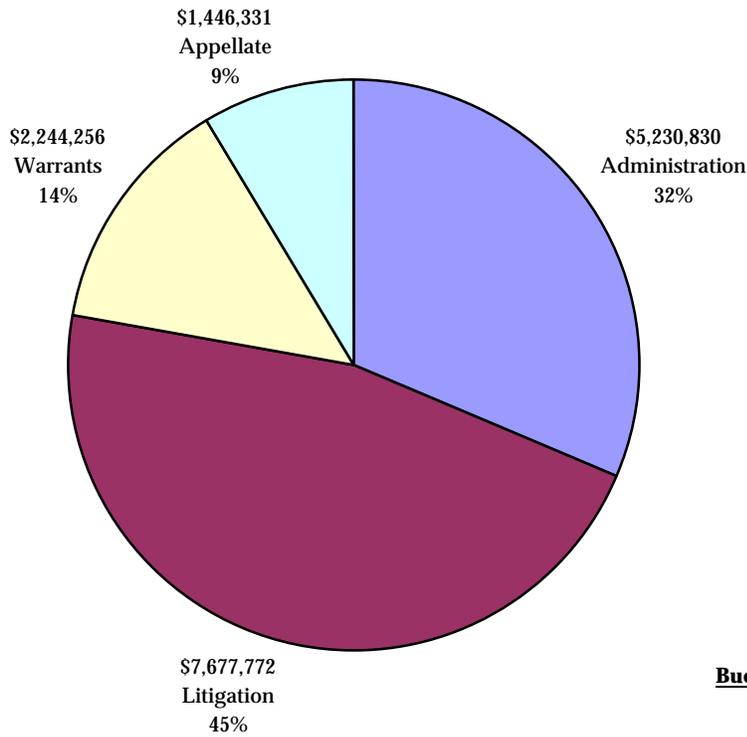


**LAW ENFORCEMENT**

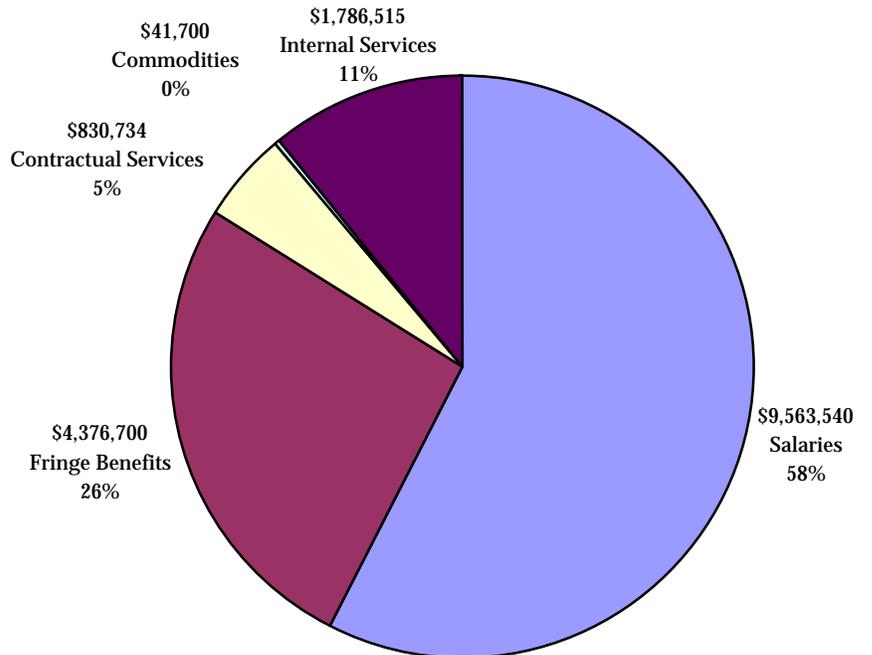


# Prosecuting Attorney FY 2004 General Fund/General Purpose

**Budget Distribution by Division**



**Budget Distribution by Expenditures**



PROSECUTING ATTORNEY		
TOT		PROSECUTING ATTNY.
FY 04	FY 05	
153	153	Gen Fund/Gen Purpose
36	36	Special Revenue
189	189	Total Positions

ADMINISTRATION		
TOT		PROSECUTING ATTORNEY
FY 04	FY 05	
38	38	Gen Fund/Gen Purpose
3	3	Special Revenue
41	41	Total Positions

LITIGATION		
TOT		DEPUTY PROSECUTOR - LITIGATION
FY 04	FY 05	
79	79	Gen Fund/Gen Purpose
33	33	Special Revenue
112	112	Total Positions

WARRANTS		
TOT		DEPUTY PROSECUTOR - WARRANTS & INVSTGTNS
FY 04	FY 05	
24	24	Gen Fund/Gen Purpose
		Special Revenue
24	24	Total Positions

APPELLATE COURT		
TOT		CHIEF - APPEALS
FY 04	FY 05	
12	12	Gen Fund/Gen Purpose
		Special Revenue
12	12	Total Positions

Prepared by Human Resources Dept. 9/20/03.

# Prosecuting Attorney

## Department Revenue by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	207,500	207,500
Total Rev. GF/GP	\$207,500	\$207,500

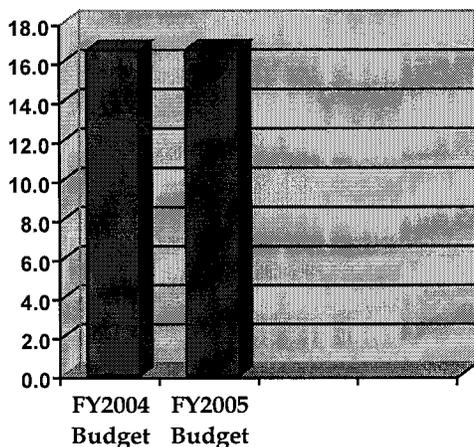
## Department Expenditures by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	5,230,830	5,261,614
Litigation	7,677,772	7,677,772
Warrants	2,244,256	2,244,256
Appellate	1,446,331	1,446,331
Total Expenditures	\$16,599,189	\$16,629,973

## Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	182	182
Part Time Positions	7	7
Total Positions	189	189

## Department Expenditures (\$ in millions)



## Summary

The Prosecuting Attorney is the chief law enforcement officer of the County, charged with the duty to see that the laws are faithfully executed and enforced to maintain the rule of law. 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, however only seven set forth the primary duties: (a) 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; (b) In all criminal proceedings removed to Michigan Supreme Court, the Prosecuting Attorney must prepare a brief to be filed with court; (c) 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; (d) Prosecute all violations of State law in District Court; (e) The Prosecutor must appear for the People in Probate Court when requested by the Court; (f) Issue warrants; and (g) Only the Prosecutor as of June 1, 1988 may file a juvenile delinquency petition in Juvenile Court.

## Current Issues

As a result of the state's economic difficulties in 2002, the Prosecutor's Office experienced significant budget reductions. In response to this development, the Administration undertook an intensive assessment of present staffing assignments throughout the office. This evaluation helped identify areas of responsibilities that could be consolidated and streamlined for more efficient operations. Careful concern was given to ensuring that as staff members assumed additional responsibilities, we maintained our high standards of professional responsibility to crime victims, the citizens of Oakland County and the legal system. A similar assessment was conducted on all operating expenses to identify areas within the budget capable of absorbing reductions with the least negative impact.

## Department Revenue by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<u>Gen. Fund/Gen. Purpose</u>				
Charges For Services	259,686	229,900	207,500	207,500
Other Revenues	951	0	0	0
Total GF/GP Rev.	\$260,637	\$229,900	\$207,500	\$207,500

### Other Funds

Law Enforc. Grant	2,400,339	3,137,678	2,883,773	2,883,773
Multi-Org Grants	303,523	229,460	189,813	189,813
Total Revenues	\$2,964,499	\$3,597,038	\$3,281,086	\$3,281,086

## Department Expenditures by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	8,762,481	8,929,695	9,563,540	9,563,540
Fringe Benefits	3,095,556	3,321,165	4,376,700	4,376,700
Contractual Services	1,301,761	1,992,074	830,734	830,734
Commodities	77,064	47,836	41,700	41,700
Misc. Cap. Outlay	0	0	0	0
Internal Services	2,092,047	1,884,856	1,786,515	1,817,299
Transfers Out	31,000	0	0	0
Total GF/GP Exp.	\$15,359,909	\$16,175,626	\$16,599,189	\$16,629,973

### Other Funds

Law Enforc. Grant	2,400,339	3,137,678	2,883,773	2,883,773
Multi-Org Grants	303,523	229,460	189,813	189,813
Total Expenditures	\$18,063,771	\$19,542,764	\$19,672,775	\$19,703,559

## Program Expenditures

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<u>Program Name</u>				
Administration	1,671,556	1,533,442	1,453,960	1,453,960
Prosecution	13,131,875	13,091,785	14,703,418	14,734,202
Family Services	1,700,495	3,536,840	1,949,894	1,949,894
Victim Services	749,812	522,033	597,575	597,575
Case Records Mgmt.	410,747	425,249	517,693	517,693
Investigations	333,029	350,938	375,581	375,581
School Based Ed. & Intervention	66,257	82,477	74,654	74,654
Total Program Exp.	\$18,063,771	\$19,542,764	\$19,672,775	\$19,703,559

## Department Goals

- **Litigation Division:** Provide superior courtroom advocacy in the interest of crime victims and public safety.
- **Appellate Division:** Provide the highest level of appellate legal expertise available in the State in responding to post-conviction pleadings initiated by convicted defendants, and in initiating both pre and post-conviction appellate pleadings on behalf of the Oakland County Prosecutor's Office.
- **Warrants Division:** Administers the authorization of criminal warrants sought by either police departments or citizens.

**Summary of Major Program Changes**

**FY 2004**

**FY 2005**

**Revenue**

Decrease in miscellaneous revenue for FY 2004 to more accurately reflect anticipated forfeiture revenue. The decrease is partially offset by increased Program Income, revenue for bad check restitution and increased Welfare Fraud Case Review.

**Expenditures**

The FY 2004 budget reflects the full year savings for the positions deleted with Phase I Budget Amendments and Adjustments that were approved mid FY 2003. Further operating reductions were approved for Extradition Expense, Filing Fees, Witness Fees, Computer Research, Library Continuations and Office Supplies. Additional allocations will be approved in FY 2004 for Grant Match, Information Technology (IT) Development and Maintenance Department Charges based on usage.

**Administration**

**\$1,453,960**

**\$1,453,960**

Assistant Prosecutors regularly provide legal training to police departments, medical personnel and prosecutors in other counties and nationwide. In 2003, the Oakland County Prosecutors Office coordinated a 3-day "Homicide Investigation Seminar" and a 3-day "Child Death Investigation Seminar" that were both attended by approximately 175 police officers and prosecutors from across the State of Michigan. Other law enforcement training sessions were held on "Forensic Pathology-An Introduction for Victim Advocates and Assistant Prosecuting Attorneys" and the Michigan Sex Offender Registration Act. In response to requests made by the Oakland Police Academy, Assistant Prosecutors provided 120 hours of instruction on criminal law and criminal procedure topics to cadets at the Basic Academy, and more than 50 hours of "Legal Update & Review" training for experienced officers at the Advanced Academy. Staff members honored more than 100 speaker requests and addressed a wide-range of community groups and organizations on prosecution related topics.

**Prosecution**

**\$14,703,418**

**\$14,734,202**

- **Auto Theft** - The Auto Theft Prevention Authority Grant provides funding for 75% of the operational costs associated with this section comprised of two Assistant Prosecutors: 291 cases were resolved in 2002, with an overall conviction rate of 98%. Assistant Prosecutors in this section acquire expertise in complex auto theft investigations and regularly provide instruction to local law enforcement agencies.
- **Criminal Sexual Assault** - One Assistant Prosecutor and Social Worker are specially assigned to handle each case throughout the entire court process. This approach enables the child victim to establish a trusting bond with their "team" and acquire the necessary self-confidence to prosecute their offender. In 2002, 134.5 cases were resolved with an 87% conviction rate.
- **Domestic Violence** - In 2002, 311 cases were resolved, with a 76% conviction rate. Assistant Prosecutors conducted 46 training presentations in 2002 for police departments, medical personnel, and prosecutors throughout the state and community organizations that assist domestic violence victims.
- **General Prosecution** - In 2002, a total of 15,845 offenses were initially reviewed by Assistant Prosecutors to determine if criminal charges were warranted. 12,642 criminal charges were authorized, with 11,967 cases against adult defendants and 2,009 involving juvenile perpetrators. In FY2002, Assistant Prosecutors assigned to the Circuit Court Division (including Special Units) completed 5,601 cases, obtaining an overall conviction rate of 98%. Of those, a total of 314 cases went to trial with a conviction rate of 88%. Eighteen of those trials involved a victim's death, and convictions were obtained in 17 of those trials, for a conviction rate of 94%. The Appellate Division Assistant Prosecutors handled 494 appeals in Oakland County District Courts, Oakland County Circuit Court, the Michigan Court of Appeals and the Michigan Supreme Court. 98% of the ultimate decisions confirmed the prosecution's position.

- **Juvenile Justice** - The Juvenile Justice Division resolved 1,264 cases involving juvenile delinquency, with a 98% conviction rate. Additionally, 407 cases of child abuse and/or neglect were resolved, with a 99.5% conviction rate achieved. Assistant Prosecutors also concluded 183 cases involving Personal Protection Orders.
- **Narcotics Enforcement** - The Narcotics Section has four Assistant Prosecutors assigned to the section and is currently carrying a caseload of approximately 330 cases. 1,583 cases have been reviewed through October 2003 for possible vertical prosecution. The Narcotics Section resolved 396 cases in the fiscal year 2002-2003, with a 90% conviction rate. The average minimum term of incarceration for convicted offenders was 81 months. 94% of the offenders were convicted of the most serious offense charged.
- **Parole Appeal** - This section reviews the decisions of the Michigan Department of Correction's Parole Board to determine if an abuse of discretion occurred when a prisoner has been granted early parole before completing their maximum sentence. In fiscal year 2002, this section reviewed approximately 3,200 parole decisions regarding inmates serving on commitment offenses from Oakland County. Specific attention is placed on inmates convicted of violent and predatory offenses. Assistant Prosecuting Attorneys appeared before the Michigan Parole Board in Lansing along with the crime victim and argued against the possibility of early parole for 20 inmates in 2002. 90% of these inmates were denied parole and remain incarcerated within the Michigan Department of Corrections.

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## Alternative Prosecution

\$0

\$0

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- **First Offender** - 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. In the past year there have been 155 individuals approved for participation. Since May of 2003, the program has streamlined the review process and effectively integrated the District Courts Probation Departments to monitor the offenders. With the changes in place there has been a 90% increase in program participation over the previous six months. Since inception of the First Offender Program, 98% of offenders to date have successfully completed the program.
- **Bad Check** - This program provides an offender the opportunity to avoid prosecution by reimbursing the business owner and completing an educational program designed to curtail recidivism rates. In 2002 alone, \$198,000 was recovered in restitution for Oakland County businesses without any cost to the taxpayers. Since the program's inception in 1999, over 19,000 checks have been submitted to the program and 2,700 bad check offenders have completed the educational program. More than \$716,000 has been recovered for Oakland County business owners. To date, \$40,000 in oversight fees charged to each defendant has been returned to Oakland County government for law enforcement purposes.
- **Teen Court** - The Teen Court Program is an innovative program for first-time juvenile offenders involved in non-violent misdemeanor offenses. 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. Since the program began in 2000, 335 cases have been resolved. 94% of the juveniles successfully completed their sentence.

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## Family Services

\$1,949,894

\$1,949,894

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- **Paternity** - The Family Support Division established paternity for 446 children during fiscal year 2002-2003.
- **Child Support Enforcement** - During fiscal year 2002-2003, the Family Support Division established court orders for child support payment in 1,114 cases. The total amount of child support ordered to be paid in these cases was \$315,435. Additionally, the Division initiated 31 criminal felony prosecutions against delinquent parents who owed a combined total of \$1,860,000 in child support payments.

- **Parental Termination** - The Juvenile Justice Division members intervened on behalf of 79 critically neglected children in permanent wardship proceedings. The parental rights of these 79 children were successfully terminated by court order, permitting adoption and other advantageous long-term care options to be pursued for the children.

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<b>Victim Services</b>	<b>\$597,575</b>	<b>\$597,575</b>
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The Victim Services program provided notification to over 5,000 victims of their rights pursuant to the Crime Victims Rights Act. Victim Advocates maintained continuous contact with 1,700 victims throughout the pendency of their case. Victim Advocates also assist crime victims and their families by providing court accompaniment and act as a referral source for services in Oakland County.

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<b>Case Records Management</b>	<b>\$517,693</b>	<b>\$517,693</b>
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The Case Records Division manages case flow activity for all divisions within the office, beginning with case initiation in the Warrants Division through post-conviction appellate proceedings.

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<b>Investigations</b>	<b>\$375,581</b>	<b>\$375,581</b>
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- **Economic Recovery** - The Economic Recovery Unit initiated forfeiture actions to seize over \$2.6 million of profits earned from criminal activity. Of that amount, \$74,955 was utilized to defray investigation expenses while \$280,402 was returned to the Oakland County General Fund. The balance of more than \$2.2 million was directed to local police departments to fund future investigations and prosecutions. This effort in part serves to shift significant portions of law enforcement's financial burden from taxpayers to criminals.
- **Grand Jury** - During Fiscal Year 2002-2003 there were no cases presented to a grand jury.

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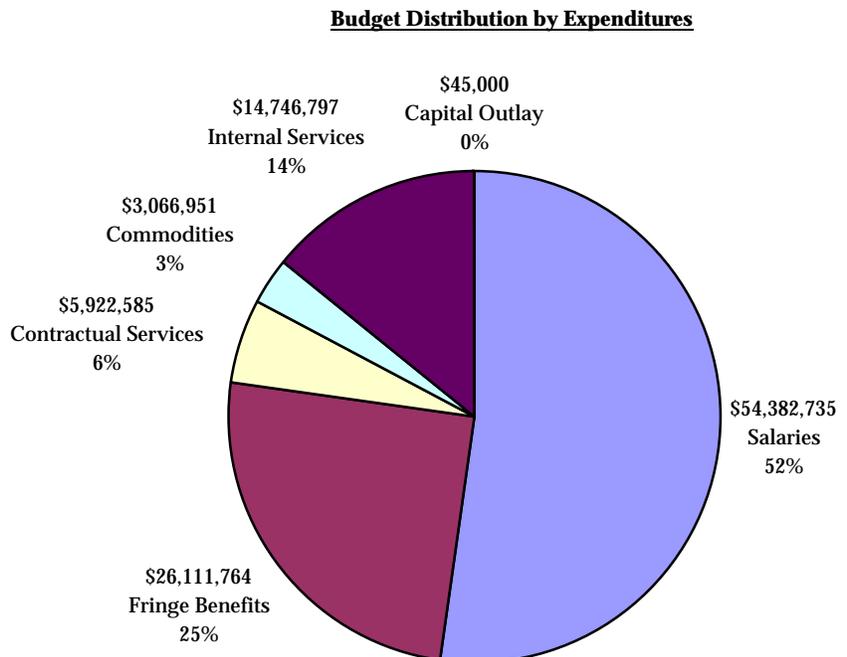
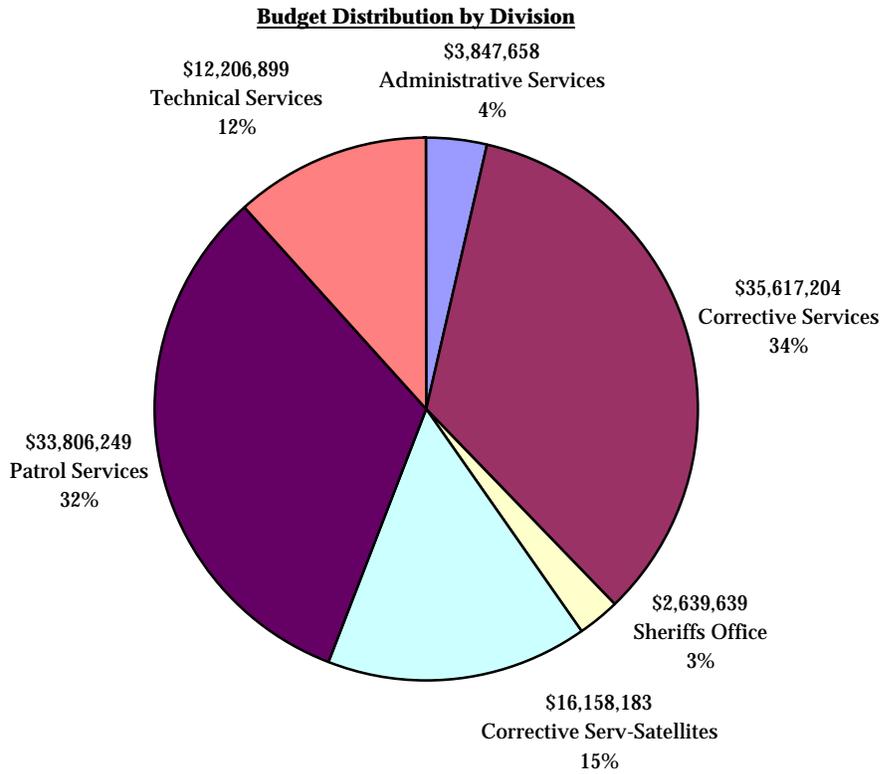
<b>School Based Education &amp; Intervention</b>	<b>\$74,654</b>	<b>\$74,654</b>
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- **School Violence** - The School Violence Prevention Program was created in 2001 to pro-actively address potential incidences of school violence by training school personnel in early detection and prompt resolution skills. The Program Coordinator works collaboratively with Oakland Schools Administration to provide hands-on training to all elementary and middle school principals, counselors and administrators. Once they have received hands-on training, principals are equipped to implement curriculum such as the model "Bullyproofing Your Schools" program in their own schools.

# Sheriff

## FY 2004 General Fund/General Purpose



SHERIFF'S DEPARTMENT (a)		
TOT		SHERIFF
FY 04	FY 05	
1006	1004	Gen Fund/Gen Purpose
27	27	Special Revenue
9	9	Proprietary
1042	1040	Total Positions

SHERIFF'S OFFICE		
TOT		SHERIFF
FY 04	FY 05	
14	14	Gen Fund/Gen Purpose
		Special Revenue
14	14	Total Positions

ADMINISTRATIVE SERVICES		
TOT		BUSINESS MANAGER - SHERIFF
FY 04	FY 05	
17	17	Gen Fund/Gen Purpose
		Special Revenue
17	17	Total Positions

CORRECTIVE SERVICES - DETENTION FACILITIES		
TOT		CAPTAIN
FY 04	FY 05	
297	297	Gen Fund/Gen Purpose
6	6	Special Revenue
5	5	Proprietary
308	308	Total Positions

CORRECTIVE SERVICES - SATELLITE FACILITIES		
TOT		CAPTAIN
FY 04	FY 05	
212	212	Gen Fund/Gen Purpose
2	2	Special Revenue
214	214	Total Positions

PATROL SERVICES		
TOT		CAPTAIN
FY 04	FY 05	
348	348	Gen Fund/Gen Purpose
10	10	Special Revenue
4	4	Proprietary
362	362	Total Positions

TECHNICAL SERVICES (a)		
TOT		CAPTAIN
FY 04	FY 05	
118	116	Gen Fund/Gen Purpose
9	9	Special Revenue
127	125	Total Positions

(a) Two (2) positions continued through FY04, per Misc. Res. #02128, effective 5/22/02.

Prepared by Human Resources Dept. 9/20/03.

**Department Revenue by Division (GF/GP)**

	FY2004 Budget	FY2005 Budget
Sheriff's Office	258,994	258,994
Admin Services	1,000	1,000
Corrective Services	2,619,276	2,421,456
Corr. Serv. - Satellites	2,357,900	2,357,900
Patrol Services	25,488,808	26,187,908
Technical Services	717,767	727,397
<b>Total Revenue</b>	<b>\$31,443,745</b>	<b>\$31,954,655</b>

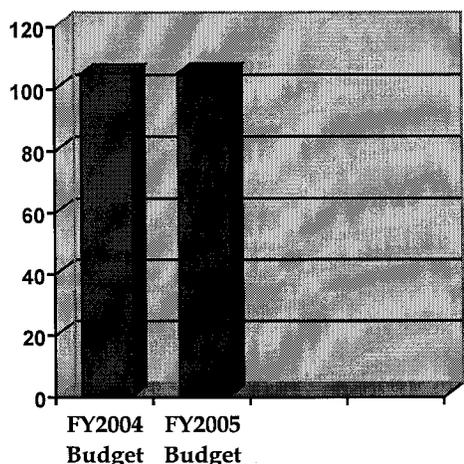
**Department Expenditures by Division (GF/GP)**

	FY2004 Budget	FY2005 Budget
Sheriff's Office	2,639,639	2,676,891
Admin Services	3,847,658	3,847,982
Corrective Services	35,617,204	35,747,676
Corr. Serv. - Satellites	16,158,183	16,262,499
Patrol Services	33,806,249	33,808,334
Technical Services	12,206,899	12,213,587
<b>Total Expenditures</b>	<b>\$104,275,832</b>	<b>\$104,556,969</b>

**Staffing**

	FY2004 Budget	FY2005 Budget
Full Time Positions	929	929
Part Time Positions	113	113
<b>Total Positions</b>	<b>1,042</b>	<b>1,042</b>

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



**Summary**

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.

The Office of the Sheriff is organizationally divided into six (6) 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; Patrol Services, which administers law enforcement activities including contracted patrol; and Technical Services, which provides county wide police service support including investigations, forensic labs and communications.

**Current Issues**

- Jail overcrowding remains an operational challenge for the Office of the Sheriff. The Sheriff's Office is working with members from the judiciary, prosecutors, probation/parole, community corrections, executive and other law enforcement agencies to implement "best practices" that will serve to better manage the inmate population.
- Inmate mental health services continue to be a crucial issue within the jail setting, especially with the serious cutbacks in mental health funding. In spite of these cutbacks, the Sheriff's Office is working with Community Mental Health to provide jail diversion services. In addition, a new 25-bed inmate special management housing unit is scheduled to open this fall to allow for closer monitoring and supervision of the mentally ill.
- Terrorist issues, security for courts is a priority for all parties involved. To secure our Judicial areas is of the utmost importance for Law Enforcement. The need to have a secure setting for both the public and government in the judicial process will be a continuing issue.
- Countywide emergency communications is an area that is becoming increasingly important. Cost containment measures and a countywide emergency communications center will be a primary concern for law enforcement over the next two years.

# Sheriff

## Department Revenue by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Federal Grants	377,721	57,044	250,000	250,000
InterGovt Revenue	321,249	299,667	240,000	240,000
Charges for Services	31,639,789	31,938,490	30,645,606	31,156,516
Other Revenues	<u>724,508</u>	<u>358,426</u>	<u>308,139</u>	<u>308,139</u>
Total GF/GP Rev.	\$33,063,267	\$32,653,627	\$31,443,745	\$31,954,655
<u>Other Funds</u>				
Commissary	1,217,829	1,150,974	1,076,861	1,076,861*
Law Enforce Grants	2,514,078	1,995,734	2,192,946	2,192,946
Multi-Org Grants	496,131	420,081	430,095	430,095
Sheriff Aviation	<u>1,175,274</u>	<u>1,525,034</u>	<u>2,066,692</u>	<u>2,066,692</u>
Total Revenue	\$38,466,579	\$37,745,450	\$37,210,339	\$37,721,249

\*Difference between Commissary Revenues and Expenditures reported as part of Board of Commissioners Expenditures

## Department Expenditures by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	50,067,685	52,784,379	54,382,735	54,386,075
Fringe Benefits	19,717,035	21,409,322	26,111,764	26,111,967
Contractual Services	6,373,075	7,428,645	5,922,585	5,922,661
Commodities	2,965,487	2,943,896	3,066,951	3,067,026
Capital Outlay	469,805	82,823	45,000	45,000
Internal Services	14,680,587	14,998,388	14,746,797	15,024,240
Transfers	<u>576,561</u>	<u>58,226</u>	<u>0</u>	<u>0</u>
Total GF/GP Exp.	\$94,850,235	\$99,705,679	\$104,275,832	\$104,556,969

### Other Funds

Commissary	1,201,320	1,170,681	1,121,471	1,132,226*
Law Enforce Grants	2,459,512	1,995,734	2,192,946	2,192,946
Multi-Org Grants	496,131	420,081	430,095	430,095
Sheriff Aviation	<u>737,774</u>	<u>1,087,534</u>	<u>1,629,192</u>	<u>1,629,192</u>
Total Exp.	\$99,744,972	\$104,379,709	\$109,649,536	\$109,941,428

## Program Expenditures

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Program Name</u>				
Administration	5,679,616	2,370,852	5,894,919	5,932,272
Incarceration	44,645,665	49,001,532	48,449,174	48,690,104
Law Enforcement	31,716,872	34,883,382	36,483,607	36,485,692
Emergency Comm	2,541,756	3,056,079	3,737,241	3,739,949
Court Services	4,197,667	5,032,924	5,012,057	5,016,893
Forensic Analysis	1,396,984	1,073,272	1,249,765	1,251,212
Investigations	7,895,803	7,698,730	7,485,459	7,487,992
Records Mgmt	1,174,233	728,370	801,095	801,095
Training	<u>496,376</u>	<u>534,568</u>	<u>536,219</u>	<u>536,219</u>
Total Prog. Exp.	\$99,744,972	\$104,379,709	\$109,649,536	\$109,941,428

## Department Goals

- The Sheriff has established his primary goal for the Department to maintain and provide care and custody of inmates within the Corrective Services divisions.
- Assist the county in its efforts to establish and maintain a countywide communications system.
- Improve the patrol services by utilizing more community policing strategies, citizens watches, and crime prevention
- Harden the County's potential terrorist targets by securing buildings, policing special events, and informing the public of potential terrorist activities.
- To provide support for all police and fire agencies throughout the County in, Arson Investigations, Fugitive Apprehension, Major Crimes Investigation and Forensic Science.

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**Summary of Major Program Changes**
**FY 2004****FY 2005****Revenue**

The overall decrease in revenue is a combination of a reduction in Other Revenues as a result of one time funding utilizing Drug Enhancement Funds and decreased funding for Diverted Offender (\$2,300,000). Budgeted increases reflect additional contracted services for dispatch services and Sheriff special deputies.

**Expenditures**

The increase in Personnel costs is the result of general salary increase along with associated personnel costs for the additional Patrol Services and Dispatch Contracts with various municipalities. Capital Outlay Expenditures have been reduced due to one-time expenditures that occurred during FY 2003. Transfers Out have been reduced as those expenditures are budgeted on an as needed basis. Costs for Outside Prisoner Housing were cut (\$1,050,000) due to the addition of the new Work Release facility. Further operating costs were made to Expendable Equipment, Office Supplies and Deputy Supplies. Additional allocations will be approved in FY 2004 for Grant Match, Information Technology (IT) Development and Maintenance Departments based on usage.

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**Administration**
**\$5,894,919****\$5,932,272**


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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.

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**Incarceration**
**\$48,449,174****\$48,690,104**


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The Sheriff must operate a county jail and correctional services is the largest expenditure within the Department. The system consists of six different correctional facilities providing for the care, custody, and supervision of the inmates while providing support services for inmates, including, but not limited to, counseling, drug intervention, medical, and food services. The Boot Camp located at the Auburn Hills Complex is a military style program consisting of strict discipline, manual labor, physical exercise and services intended to positively impact the offender's self-esteem and life direction. The Work Release Program is a minimum-security facility which houses sentenced inmates who have the opportunity to continue to work while they serve their sentences. Residents are charged room and board for their stay with a fee based on a sliding scale dependent upon their income. The program is very cost effective and a new Work Release facility was recently opened providing an additional 188 beds. The Trusty Camp is a work camp for sentenced inmates, which operates inmate work crews that perform various labor tasks for non-profit agencies and municipalities within Oakland County. This facility also offers educational, vocational and employment classes. Total correctional facility capacity is 1,956. A Main Jail renovation project which provides 25 single cells for a direct observation housing unit for special management inmates has just been completed. Continuing renovations are planned to the Jail Health Clinic within the next couple of months.

## Objectives

- To continue to explore all possible avenues for managing the ever-increasing inmate population.
- To further develop channels of communication with the Prosecutor, Circuit Court and District Court Judges, Probation and Community Corrections to implement strategies which will help reduce the inmate population.
- To maintain inmate security and supervision; continue to examine the inmate health care delivery system and further develop inmate programming in the areas of substance abuse, educational support, job skills and vocational training while utilizing current levels of staffing.

Performance Measures	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Inmate Admissions	22,003	23,922	24,295	24,805
Inmate Classification Interviews	n/a	n/a	13,570	14,125
Boot Camp Enrollees	245	190	214	250
Trusty Camp Details	n/a	n/a	3,003	2,606

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## Law Enforcement

**\$36,483,607 \$36,485,692**

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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, two cities and two villages in Oakland County to provide around the clock police protection to municipalities. Contracted police services include uniform patrol, traffic enforcement, weighmaster 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, Special Response Team, Reserve Deputy Unit and the Explorer Unit. The Aviation Unit provides aerial patrol and emergency response to every municipality and police agency in Oakland County. In June 2002, the Department took delivery of its second state of the art helicopter. The unit is now available to all Oakland County police agencies, 24 hours a day. The unit is fully funded, thanks to an innovative plan that privatized food services for jail inmates, saving \$1.6 million dollars a year. The various traffic enforcement units patrol all areas of the county, investigate fatal or serious accidents, specialize in drunk driving enforcement and provide traffic education to high school students in Oakland County. The Canine Unit responded to over 950 requests for police service during the year 2002. They successfully located missing children, robbery suspects, and burglars. They recovered large quantities of narcotics, stolen property, and evidence from crime scenes. The Marine Unit is charged with the responsibility of patrolling the lakes of Oakland County. The unit maintains a 12 member, highly trained dive and rescue team. The Mounted Unit has 28 part-time deputies assigned to the unit. The Mounted Unit is assigned to a variety of assignments including park patrols and special events. The Parks Unit provides contract police service to 5 Oakland County Parks. The Special Response Team {SRT} 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 16,384 hours during the year 2002. 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 terrorism, 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	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Calls for Service	136,287	140,975	143,009	125,685
Violation Citations	60,760	56,161	58,972	60,456
Hours of Lake Patrol	10,469	10,019	11,561	12,500
Boater Safety Students Certified	7,700	7,543	8,170	7,543
Drunk Drivers Arrested	936	959	993	927
S.C.O.P.E. Students	12,695	12,910	9,545	17,889

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## Emergency Communications

**\$3,737,241    \$3,739,949**

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The Sheriff's Communications Unit supports all divisions of the Sheriff's Office and provides dispatching services for other police agencies and fire departments as well. The Communications Unit also answers all 911 cellular calls that are placed in Oakland County north of M-59.

This Unit is made up of one Chief, one Quality Assurance Supervisor, six Shift Leaders, and 35 Communication Agents. The police agencies served by dispatch includes all units of the Sheriff's Office, in addition to the Clarkston and Wixom Police Departments, as well as, all five campuses of Oakland Community College Public Safety. The fire agencies served are Addison Township, Commerce Township, Groveland Township, Highland Township, Independence Township, Royal Oak Township, and the City of Wixom. In addition, this Unit is designated as the "alternate" or back up 911 answering point for Southfield, Holly, Novi, Oxford, Waterford, and Pontiac Police Departments in the event of an emergency.

Recently, a significant increase has been seen in the number of 911 cellular calls. In 2002, of the total number of 911 calls received, 85 percent were cellular calls and 15 percent were wireline calls.

Performance Measures	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Non-Emergency Calls	321,693	335,280	350,811	305,595
Wireline 9-1-1 Calls	29,172	36,627	38,019	37,469
Wireless 9-1-1 Calls	70,058	109,302	123,373	100,570
Total Dispatch Calls	140,653	167,618	512,203	443,634

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 trunked system linked to numerous law enforcement agencies and fire departments throughout Oakland County. Also, Emergency Medical Dispatching has been added, which enables dispatchers to assist during medical emergencies.

This year, the County has awarded the new radio system bid to MA/COM. MA/COM has designed a simulcast digital communications system that allows the same frequencies to be used at the same time in different sites without interfering with each other. This frequency characteristic expands the coverage and interoperability with other city, township and county agencies.

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## Court Services

**\$5,012,057    \$5,016,893**

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Court Services is a multi-tasked program which provides security for the Oakland County Court Building, including all Circuit and Probate courtrooms, the offices of the Prosecutor, Treasurer, County Clerk, Friend of the Court, Reimbursement and the County Commissioners. All four county subsidized District Courts are covered (52-1, 52-2, 52-3 & 52-4) and two Class III District Courts contract with Court Services for the security aspect of entry screening (47<sup>th</sup> &

48<sup>th</sup>). Court Services is also responsible for the County Campus Complex security by responding to police calls upon the campus, prisoner transport from the various county detention facilities for court and medical purposes, and out-of-county (and out-of-state) writ pick ups and returns.

**Objectives**

- Try to improve, but at a minimum, maintain current standards of excellence regarding safety and security.
- Increase the security level within the courts.
- Improve the timely transportation of inmates to and from the various courts and local lock-ups for court proceedings.
- Continue to strive for new technology implementation to enhance the redeployment of deputies within the Court Services Unit to provide the continued high standard of service.

Performance Measures	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Inmates Handled	14,097	14,866	14,637	14,674
Trials in Circuit Court Requiring Security	165	153	128	150

**Forensic Analysis** **\$1,249,765** **\$1,251,212**

The Forensic Science Laboratory provides a wide spectrum of state-of-the-art services to the criminal justice community in the areas of Latent Prints, Drug and Firearms/Tool Mark analysis. Additionally, the laboratory processes crime scenes and provides composites and cranial-facial reconstruction.

**Objectives**

- Promote and ensure the highest possible standards of professional excellence in laboratory services.
- Provide analytical services that reflect the spectrum of forensic needs of the criminal justice community.
- Provide leadership, education, and training in the application of forensic science to the criminal justice community.
- Provide laboratory services in an effective and efficient manner.
- Maintain a safe and healthy work environment that impacts all employees.

Performance Measures	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Crime Scene Investigations	288	271	307	201
Assists to Outside Agencies	770	1,428	1,251	1,217
Total Identifications	1,271	2,835	3,463	2,750

**Investigations** **\$7,485,459** **\$7,487,992**

Law Enforcement Support Services is comprised of multiple *teams* that possess a specific area of expertise. The *teams* are also cross-trained which enable them to play a support role for each other as well as other law enforcement agencies throughout the County. Each *team* consists of highly trained personnel who provide a sophisticated approach and technical expertise to specific areas of law enforcement. Services provided include Arson Investigation, Crime Scene Investigation, Auto Theft, Fugitive Apprehension Team (FAT) which is charged with the task of seeking out and arresting career criminals who avoid the law and Special Investigations including, Computer Crimes.

- The **Fire Investigation Unit** is available to assist any law enforcement or fire service agency with the investigation of any fire they believe is suspicious in nature.

Performance Measures	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Fires Investigated	208	209	215	185

- The **Auto Theft Unit** is a multi-agency task force, funded by the Automobile Theft Prevention Authority whose goal is to reduce, deter and investigate auto theft, insurance fraud, and other related crimes.

Performance Measures	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Arrests	155	169	155	153

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

- The **Fugitive Apprehension Team** coordinates with local, county, state, and federal law enforcement agencies to seek out and apprehend career and dangerous criminals.

Performance Measures	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Arrests	305	310	265	329

- 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	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Arrests	N/A	12	3	7
Search Warrants	N/A	N/A	31	30
Forensic Exams	N/A	N/A	46	57

- Child Abuse and Neglect Task Force**, is a prosecutors initiative whose primary measurable objective is to increase the rate of arrests, prosecutions and convictions for child abuse crimes. This program was implemented in 2001.

Performance Measures	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Cases Investigated (113 children involved)	N/A	N/A	N/A	87
Arrests	N/A	N/A	N/A	26

- OAKFORCE** is a task force comprised of local, county, state, and federal officers whose primary objective is to investigate major/violent cold cases.

- Narcotic Enforcement Team (NET)** is a multi-agency task force, whose purpose and goal is to encourage cooperation between law enforcement agencies within Oakland County and other federal agencies in an effort to apprehend and convict those involved in the use, sale, and distribution of illegal drugs and narcotics.

Performance Measures	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Arrests	247	223	239	355

- **Warrants Unit** is responsible for entering, recalling and certifying the warrants for seventeen different courts throughout Oakland County. The detectives assigned to this unit are responsible for transporting prisoners to the district courts and picking up persons statewide that have been apprehended for out-standing criminal warrants from this department. This unit also is responsible for all fugitive/extradition hearings. Occasionally, they are required to go on out- of-state extraditions.

Performance Measures	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Warrants Registered	5,792	6,463	6,155	8,074

#### 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.

## Records Management \$801,095      \$801,095

Records Unit is designed to meet the public's need for retrieval of documents, gun registration and concealed weapon license processing. A major function of Records is retaining various pieces of data including incident reports, traffic tickets and jail inmate files. Jail inmate files must be retained for 75 years after the inmate's release. Movement to the new office area was accomplished in record time with the utmost efficiency.

#### Objectives

- Respond to Freedom of Information Requests within the statute.
- Process the increased Gun Registrations within the statutes.
- Process Court documents for non-public records.
- Fingerprint and process all Oakland County CCW backgrounds.
- Edit and enter all incident reports.

Performance Measures	CY1999 <u>Actual</u>	CY2000 <u>Actual</u>	CY2001 <u>Actual</u>	CY2002 <u>Actual</u>
Guns Registered	2,989	2,711	3,467	4,110
Gun Purchase Permits	2,949	2,567	3,224	2,579
Fingerprints	1,948	2,046	5,600	5,475
FOIA Request	782	717	832	878
Incident reports data entered	53,130	56,390	49,375	49,000

## Training \$536,219      \$536,219

The Training function continues to be one of the top priorities with the Sheriff. P.A. 302 of 1982 provides approximately \$100,000.00 per year in funding for M.C.O.L.E.S. certified officers to participate in various training programs. The County also provides over \$95,000.00 per year to assist in various specialty instructions as well as standard training for non-certified and civilian personnel.

The Training Unit 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.

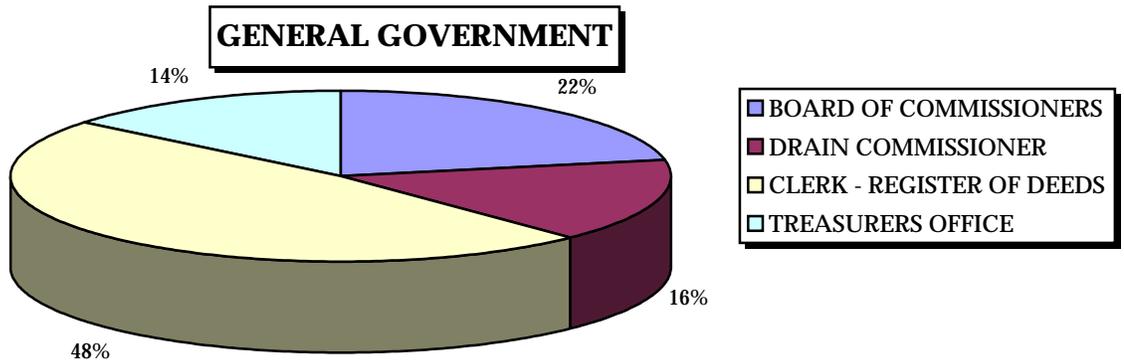
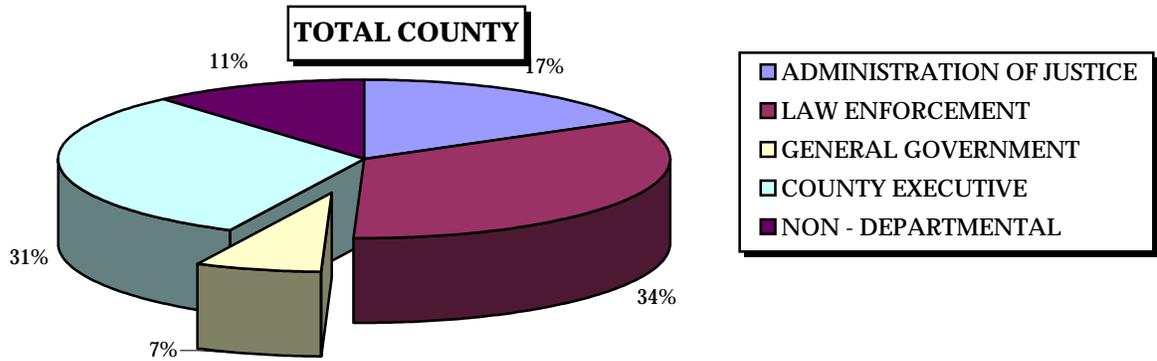
The Training Unit oversees all range activities, field training programs, police academy functions, in-service training classes, special unit instruction, mandated training requirements, and off site course scheduling.

**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.

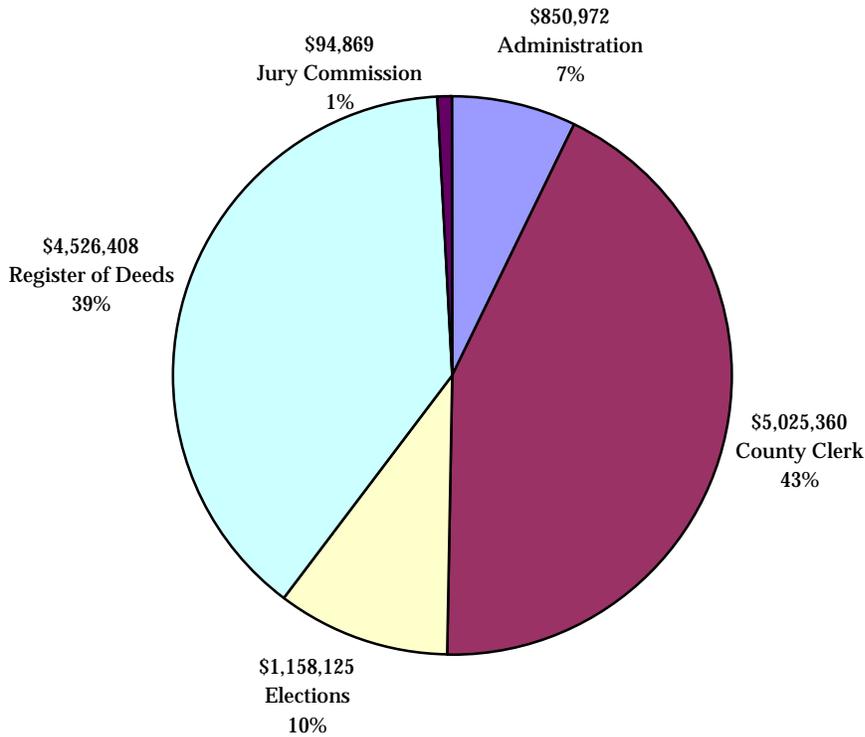
<b>Performance Measures</b>	<b>CY1999 <u>Actual</u></b>	<b>CY2000 <u>Actual</u></b>	<b>CY2001 <u>Actual</u></b>	<b>CY2002 <u>Actual</u></b>
In-Service Training Hours	1,295	2,345	1,946	2,245
Vendor-provided Training Hours	4,892	5,028	4,892	5,177
Weapons Training Hours	9,135	9,846	9,132	9,948

## GENERAL FUND/GENERAL PURPOSE BUDGET GENERAL GOVERNMENT EXPENDITURES

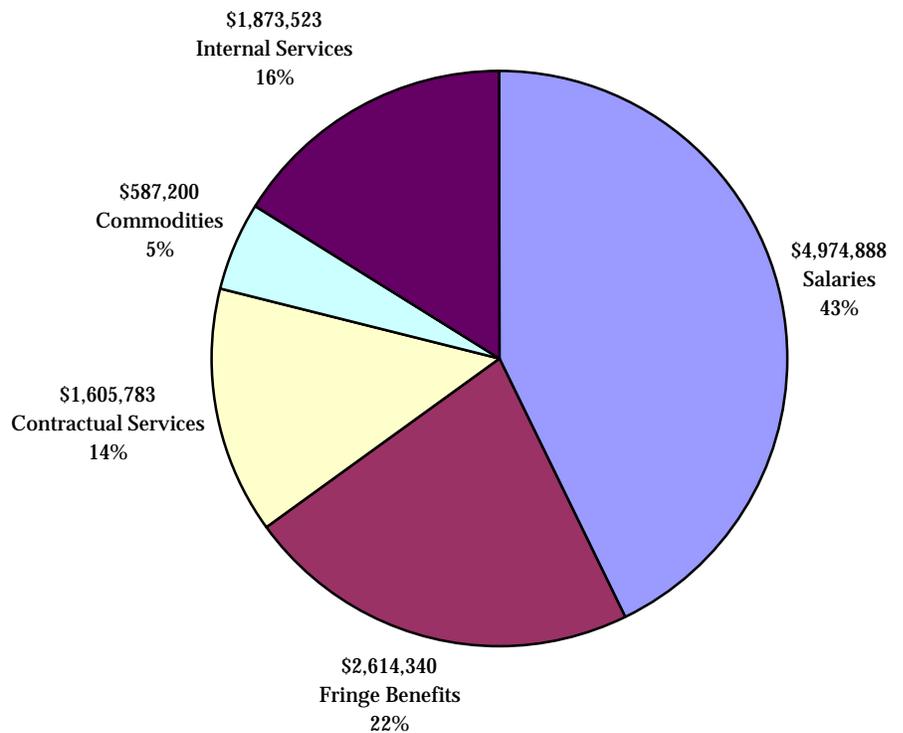


# Clerk - Register of Deeds FY 2004 General Fund/General Purpose

**Budget Distribution by Division**



**Budget Distribution by Expenditures**



COUNTY CLERK / REGISTER OF DEEDS (a)		
TOT	COUNTY CLERK / REGISTER OF DEEDS	
FY 04	FY 05	
138	136	Gen Fund/Gen Purpose
2	2	Special Revenue
11	11	Proprietary
151	149	Total Positions

ADMINISTRATION DIVISION		
TOT	COUNTY CLERK / REGISTER OF DEEDS	
FY 04	FY 05	
6	6	Gen Fund/Gen Purpose
		Special Revenue
		Proprietary
6	6	Total Positions

ELECTIONS DIVISION		
TOT	DIRECTOR OF ELECTIONS	
FY 04	FY 05	
8	8	Gen Fund/Gen Purpose
		Special Revenue
		Proprietary
8	8	Total Positions

FY 04	FY 05	JURY COMMISSION
3	3	Jury Board Member
3	3	Total Positions

REGISTER OF DEEDS DIVISION		
TOT	CHIEF DEPUTY REGISTER OF DEEDS	
FY 04	FY 05	
41	41	Gen Fund/Gen Purpose
2	2	Special Revenue
11	11	Proprietary
54	54	Total Positions

COUNTY CLERK DIVISION (a)		
TOT	CHIEF DEPUTY COUNTY CLERK	
FY 04	FY 05	
80	78	Gen Fund/Gen Purpose
		Special Revenue
80	78	Total Positions

(a) Two (2) GF/GP positions in County Clerk Division scheduled to be deleted 9/30/04.

Prepared by Human Resources Dept. 9/20/03.

# Clerk/Register of Deeds

## Department Revenue by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	0	0
County Clerk	2,266,600	2,266,600
Election	17,800	17,800
Register Of Deeds	11,872,573	11,872,573
Jury Commission	0	0
<b>Total Revenue</b>	<b>\$14,156,973</b>	<b>\$14,156,973</b>

## Department Expenditures by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	850,972	851,385
County Clerk	5,025,360	5,038,748
Elections	1,158,125	1,160,062
Register Of Deeds	4,526,408	4,541,822
Jury Commission	94,869	95,628
<b>Total Expenditures</b>	<b>\$11,655,734</b>	<b>\$11,687,645</b>

## Staffing

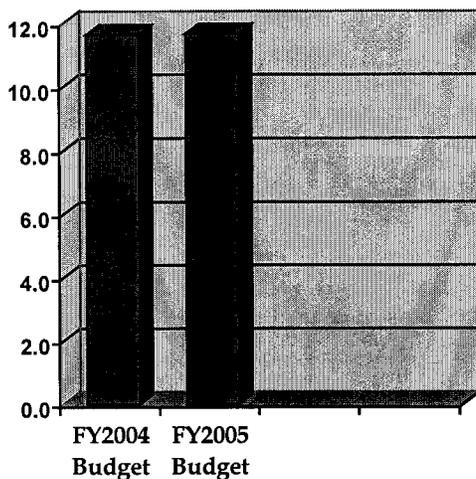
	FY2004 Budget	FY2005 Budget
Full Time Positions	132	130
Part Time Positions	19	19
<b>Total Positions</b>	<b>151</b>	<b>149</b>

## Summary

The office of the Clerk/Register of Deeds main objective is to receive, record, maintain, store and retrieve records. This office has (3) three separate functions, which are mandated by statute and also operates the Micrographics Division.

- The Legal Records Unit of the Clerk's Office is responsible for recording and maintaining all Circuit Court Records. The Vital Statistics Unit records and maintains birth, death, marriage, concealed weapons, notary public, and assumed names information. In addition to the foregoing, Vital Statistics is now a U.S. Passport Service Agency.
- The Elections Division has many functions besides overseeing all County wide elections. This division assists in training all local clerks in election laws, duties and procedures. It also maintains campaign finance records for all local offices. This division is the official Clerk for the Board of Commissioners and maintains all minutes and resolutions.
- The Register of Deeds was one of the first registers to become fully electronically automated. It has the distinction of being the first county in Michigan to successfully perform electronic filings. The office has joined with the @ccess Oakland Program to become one of few counties in Michigan that has Internet service for its users. Since July of 2002, users have been able to search records back to 1983 over the Internet. Many new products are on the drawing board such as Land Corner Recordation, subdivision plats, condominiums, and acreage description books. All these products will be available for purchase via the Internet using a credit card.
- The Micrographics Division is presently microfilming all records, which have been stored in Record Retention. This project will take approximately (3) three to (5) five years. It will assist Record Retention in solving a space problem as these records may be disposed of or stored off site.

## Department Expenditures (\$ in millions)



## Current Issues

- Pending legislation for E-Filing and Recording
- Implementation of the new Concealed Weapons law as of July 1<sup>st</sup>, 2001. Prior applications averaged 2,800 yearly and over 3,000 applications have been received in the last two-month period.
- Cyber Court Legislation
- Monitoring changes in Election laws

# Clerk Register of Deeds

## Department Revenue by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Charges for Services	19,065,361	22,610,160	14,153,273	14,153,273
Investment Income	3,926	3,868	3,700	3,700
Other Revenues	<u>10,931</u>	<u>8,119</u>	<u>0</u>	<u>0</u>
Total GF/GP Rev.	19,080,218	22,622,147	14,156,973	14,156,973
<u>Other Funds</u>				
Other Grants	340,872	478,374	627,083	627,083
Micrographics	1,201,195	646,473	766,660	766,660
Reg. of Deeds Auto.	<u>0</u>	<u>1,390,209</u>	<u>1,625,000</u>	<u>1,625,000</u>
Total Revenue	\$20,622,285	\$25,137,203	\$17,175,716	\$17,175,716

## Department Goals

- To provide state of the art recording, storing, maintaining and retrieving of records in the most cost efficient manner available.
- To assist in all legislation effecting the office of Clerk/Register of Deeds.
- Accuracy and security of records

## Department Expenditures by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	4,877,418	4,720,388	4,974,888	4,974,888
Fringe Benefits	1,973,710	1,966,645	2,614,340	2,614,340
Contractual Services	2,863,838	2,304,557	1,605,783	1,605,743
Commodities	513,728	507,510	587,200	587,200
Non-Departmental	0	5,708	0	0
Capital Outlay	65,616	14,719	0	0
Internal Services	2,415,626	2,426,036	1,873,523	1,905,474
Transfers Out	<u>95,000</u>	<u>823,312</u>	<u>0</u>	<u>0</u>
Total GF/GP Exp.	12,804,936	12,768,875	11,655,734	11,687,645
<u>Other Funds</u>				
Other Grants	340,872	478,374	627,083	627,083
Micrographics	948,163	816,617	984,739	985,520
Reg. Of Deeds Auto	<u>0</u>	<u>0</u>	<u>975,000</u>	<u>975,000</u>
Total Expenditures	\$14,093,971	\$14,063,866	\$14,242,556	\$14,275,248

## Program Expenditures

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Program Name</u>				
Administration	862,821	662,120	742,693	743,611
Court Records Mgmt.	4,890,270	5,314,966	4,537,707	4,550,460
Election Services	942,926	1,047,163	1,133,257	1,135,194
General Services	621,550	796,471	715,669	716,558
Land Records Auto.	0	0	975,000	975,000
Land Records Mgmt.	5,487,369	4,942,447	4,526,408	4,541,822
Micrographics	948,163	816,617	984,739	985,520
Remonumentation	<u>340,872</u>	<u>484,082</u>	<u>627,083</u>	<u>627,083</u>
Total Program Exp.	\$14,093,971	\$14,063,866	\$14,242,556	\$14,275,248

**Summary of Major Program Changes**

FY 2004

FY 2005

**Revenue**

The increase in revenue of \$593,123 is due to increased mortgage activity, which also necessitated an increase in the contract to process mortgage and deed documents.

**Expenditures**

The FY 2004 budget reflects the full year savings for positions deleted with Phase I Budget Amendments and Adjustments that were approved mid FY 2003. The increase in contractual services of \$556,171 reflects the cost of mortgage document processing by vendor due to increased mortgage activity. The reduction in commodities is due to postage fees costs shifted to Mail Room and a reduction in court transcripts to reflect projected expenditures. The FY 2003 budget had a one-time appropriation for Misc. Capital Outlay. Budgets for the internal services category is for current operations and additional allocations will be approved for Information Technology (IT) Development, IT Imaging Development and Maintenance Departments based on usage. The FY 2003 budget for Transfers was for one-time transfers for vital records imaging project and miscellaneous remodeling.

**Administration**

\$742,693

\$743,611

The Administration Division sets the overall policies, procedures and gives directions to all divisions. It is responsible for tracking legislation and assists in the shaping of countywide policies.

**Objectives**

- Provide employees and public with state of the art technology.
- To insure prompt and professional services in recording, storing, maintaining and retrieving of records.
- Promote professional, friendly and courteous service to all users.

**Court Records Management**

\$4,537,707

\$4,550,460

The County Clerk is the general recorder of Circuit Court records. The County Clerk is the Clerk of the Circuit Court and Secretary to nearly all officials and the County Election Commission and Jury Commission.

**Objectives**

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	CY 2000 <u>Actual</u>	CY 2001 <u>Actual</u>	CY 2002 <u>Actual</u>	CY 2003 <u>YTD</u>
Civil Cases	19,847	21,534	21,736	18,498
Criminal Cases	6,767	6,335	5,940	5,211
District Appeals	240	1,134	1,241	1,056

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**Election Services****\$1,133,257    \$1,135,194**

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Election Services is responsible for overseeing all county-wide elections, printing of ballots, maintaining permanent records of election results, assisting local clerks and citizens in interpreting Michigan Election Law and Campaign Finance Law according to state statutes. 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 and all campaign finance records, for local offices, are filed with this division.

**Objectives**

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.

<b>Performance Measures</b>	<b>CY 2000 <u>Actual</u></b>	<b>CY2001 <u>Actual</u></b>	<b>CY 2002 <u>Actual</u></b>	<b>CY2003 <u>YTD</u></b>
Primary Election	1	0	1	0
General Election	1	0	1	0
Regular Elections	69	67	45	66
Special Elections	13	12	9	17

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**General Services****\$715,669    \$716,558**

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The County Clerk is the general recorder of various official County records, such as births, deaths, marriages, business and professional registrations.

**Objectives**

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.

<b>Performance Measures</b>	<b>CY2000 <u>Actual</u></b>	<b>CY2001 <u>Actual</u></b>	<b>CY2002 <u>Actual</u></b>	<b>CY2003 <u>YTD</u></b>
Births	9,737	19,636	21,425	17,907
Deaths	9,484	10,145	11,838	9,273
Marriages	8,725	8,702	8,208	7,118
Concealed Weapons	2,301	10,000	4,936	3,338
Assumed Names	12,160	11,767	11,799	10,298
Co-Partnerships	1,114	577	515	482
Notaries	6,423	5,804	5,389	4,841

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**Land Records Automation****\$975,000****\$975,000**

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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 and "Automation Fund" to be used to upgrade technology within the Register of Deeds. P.A. 698 is in effect until December 31, 2006.

**Performance Measures****CY2003  
YTD**

Land Records Filed Electronically

7,151

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**Land Records Management****\$4,526,408****\$4,541,822**

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The Register of Deeds Division of the Clerk/Register of Deeds 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.

**Objectives**

Record, store, 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.

<b>Performance Measures</b>	<b>CY 2000 Actual</b>	<b>CY 2001 Actual</b>	<b>CY 2002 Actual</b>	<b>CY 2003 YTD</b>
Annual Transactions	1,089,015	1,243,891	1,533,998	1,944,666
New Subdivisions	47	34	38	33
New Lots Made Available	1,302	882	1,179	1,057
Sheriffs Deeds Recorded	700	1,067	1,630	2,020
Clerks Deeds Recorded	38	25	23	27
Foreclosures Redeemed	368	262	305	360

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**Micrographics****\$984,739****\$985,520**

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The Micrographics program is responsible for preserving county documents for various departments. Presently, this program is microfilming documents for Register of Deeds, Record Retention, Juvenile Court, Probate Court, Sheriffs Department, Medical Examiners and Treasurers Office. This is accomplished by first preparing the documents, filming, indexing and storing these records to film, thus preserving the records. In addition, Non-County businesses, such as title companies, engineers, and surveyors utilize Micrographics services.

**Objectives**

To be an effective service bureau while providing accurate and timely service and to expand the Micrographics customer base if possible.

<b>Performance Measures</b>	<b>CY2000 <u>Actual</u></b>	<b>CY2001 <u>Actual</u></b>	<b>CY2002 <u>Actual</u></b>	<b>CY2003 <u>YTD*</u></b>
Hard Copies (8 ½ x 11 sheets)	127,719	155,000	74,214	20,670
Hard Copies (bulk, 1,800 pages to a stack)	1,299,600	1,181,000	2,271,005	40,255
Film Duplicating (rolls)	5,054	7,070	8,351	7,000
Microfilming (approx. for all projects)	7,500,000	8,000,000	8,535,123	7,137,719
Plats (11 x 17)	1,800	2,000	2,708	607
Plats (18 x 24)	1,800	2,000	2,075	463
Laminated Plats (11 x 17)	550	600	751	143
Laminated Plats (18 x 24)	550	600	275	37
Laminated Plats (8 x 11)	n/a	n/a	262	199

\*Does not include Register of Deeds documents

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## **Remonumentation**

**\$627,083**

**\$627,083**

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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. This program coordinates the accurate location of each corner and also the on-going maintenance of monument boxes to identify the corner.

### Objectives

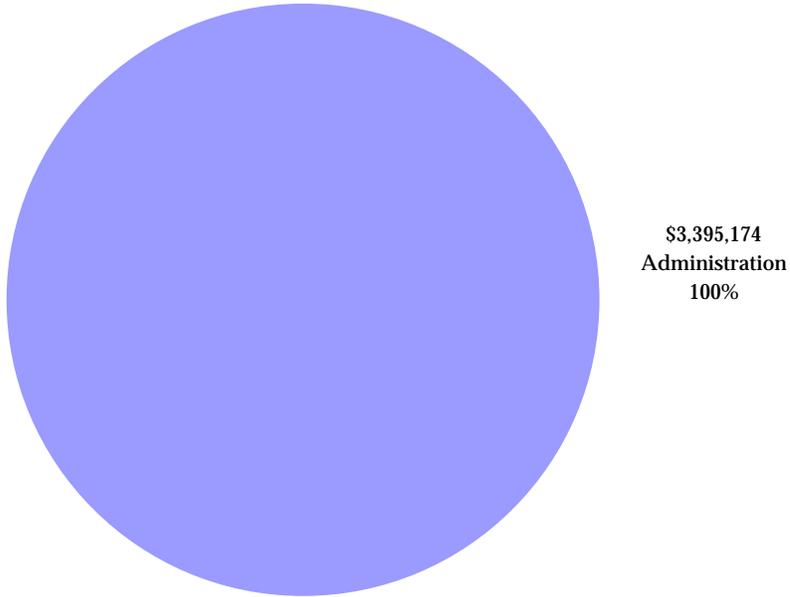
- Insure that property controlling corners are accurately identified.
- Provide ongoing maintenance to monument boxes that have been destroyed or moved.

*35 percent of Global Fortune 500 companies do business in Oakland County.*

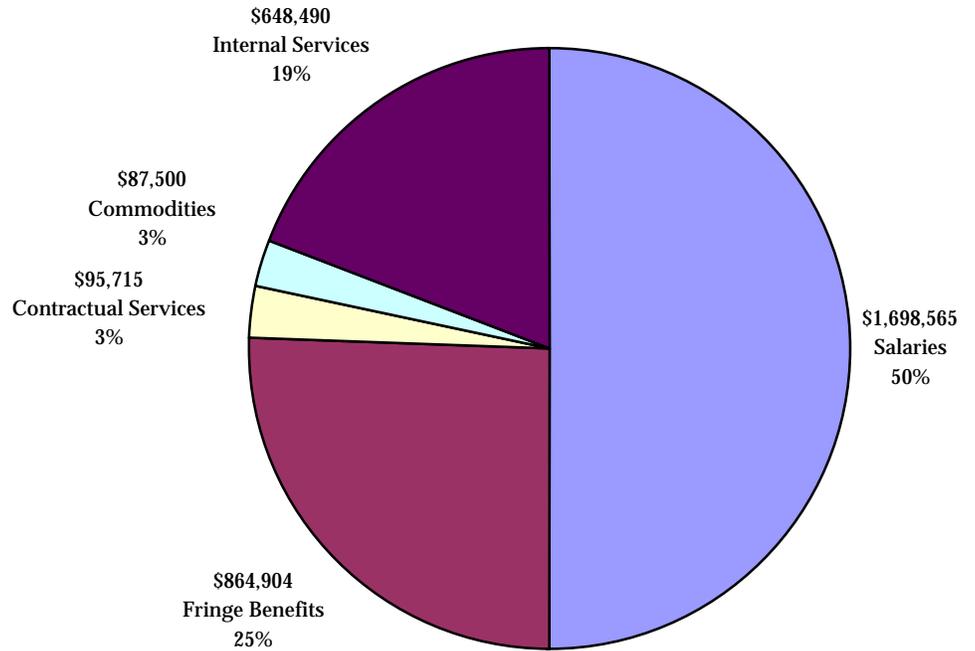
# Treasurer

## FY 2004 General Fund/General Purpose

Budget Distribution by Division



Budget Distribtuion by Expenditures



TREASURER		
TOT		COUNTY TREASURER
FY 04	FY 05	
38	38	Gen Fund/Gen Purpose
2	2	Special Revenue
8	8	Proprietary
48	48	Total Positions

ADMINISTRATION		
TOT		COUNTY TREASURER
FY 04	FY 05	
7	7	Gen Fund/Gen Purpose
		Special Revenue
7	7	Total Positions

GENERAL ACCOUNTING		
TOT		CHIEF - TREASURER ACCT.
FY 04	FY 05	
11	11	Gen Fund/Gen Purpose
1	1	Special Revenue
1	1	Proprietary
13	13	Total Positions

TAX ADMINISTRATION		
TOT		CHIEF - TAX ADMINISTRATION
FY 04	FY 05	
20	20	Gen Fund/Gen Purpose
1	1	Special Revenue
7	7	Proprietary
28	28	Total Positions

Prepared by Human Resources Dept. 9/20/03.

**Department Revenue by Division (GF/GP)**

	FY2004 Budget	FY2005 Budget
Administration	5,369,482	5,449,182
Total Revenue	\$5,369,482	\$5,449,182

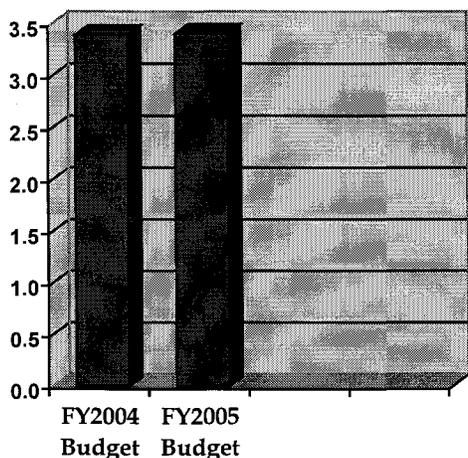
**Department Expenditures by Division (GF/GP)**

	FY2004 Budget	FY2005 Budget
Administration	3,395,174	3,408,576
Total Expenditures	\$3,395,174	\$3,408,576

**Staffing**

	FY2004 Budget	FY2005 Budget
Full Time Positions	44	44
Part Time Positions	4	4
Total Positions	48	48

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



**Summary**

Virtually all of the functions and services of the Treasurer's Office are State mandated. Other duties and powers are authorized by the Board of Commissioners. The two main roles of the Treasurer's Office are the custodian of all county funds and the collector of taxes. Additionally, the Treasurer fulfills many other duties.

As the custodian of all county funds, the county receives money from several sources. The principal source of revenue is from property taxes. Other income is received from state and federal grants, interest income, and various service and license fees. Many county departments, such as the County Clerk, the Parks and Recreation Commission, and Drain Commissioner collect money in the course of their business. This money is periodically deposited with the Treasurer's Office, which is in a sense, the county's bank. Besides revenue items, the Treasurer is responsible for large amounts of money in various trust and agency funds. The Treasurer maintains approximately \$1 billion in daily cash and investment balances. Through prudent investment practices the county's short-term portfolio consistency exceeds the short term Treasury Bill market by half of one percent (.50%).

All disbursements of county money, such as payroll and payments to vendors, are made by the County Treasurer as approved by the County Executive.

As the collector of taxes, the County Treasurer administers a system of property tax collections. City, Village and Township Treasurers originally send out annual bills for taxes on both real and personal property. After the local unit's Treasurer collects property taxes, they forward them to the County Treasurer's Office where an accounting is made. At the end of the collection period the local units return as delinquent any unpaid county, school, state, and local taxes. From this point, the delinquent real property tax collections are the responsibility of the County Treasurer. Under new legislation, taxes not paid within twenty-four months are sold at a County land sale. At the time of the annual delinquent return, the County prepays real property tax delinquencies to more than one hundred taxing authorities throughout the county (Cities, Villages, Townships, School Districts, Community Colleges, and the State of Michigan). The prepayment is done by means of a delinquent tax revolving fund; the costs involved are offset by interest and penalties collected from delinquent taxpayers. Oakland County is one of only a few counties in the State of Michigan that allow local taxing units to contract with it for the collection of delinquent personal property taxes (taxes on furniture, fixtures, and equipment of businesses).

**Department Revenue by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Taxes	699,888	107,918	65,000	65,000
Special Assessments	0	0	0	0
Charges for Services	2,833,546	2,930,136	2,951,381	3,031,081
Other Revenue	1,139	1,107	1,000	1,000
Transfers In	2,472,456	2,655,887	2,352,101	2,352,101
Total GF/GP Rev.	6,007,029	5,695,048	5,369,482	5,449,182
<u>Other Funds</u>				
Delinquent Personal				
Property Tax Adm.	1,137,320	1,197,573	963,211	963,211
Delinquent Tax				
Revolving	19,166,514	17,086,279	684,731	684,731
Property Tax				
Forfeiture Fund	0	2,974,715	488,000	488,000
Total Revenue	\$26,310,863	\$26,953,615	\$7,505,424	\$7,585,124

**Department Expenditures by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	1,740,810	1,623,470	1,698,565	1,698,565
Fringe Benefits	711,510	671,762	864,904	864,904
Contractual Services	81,620	87,403	95,715	95,715
Commodities	65,952	70,104	87,500	87,500
Capital Outlay	0	6,707	0	0
Internal Services	1,120,749	1,022,230	648,490	661,892
Total GF/GP Exp.	\$3,720,641	\$3,481,676	\$3,395,174	\$3,408,576
<u>Other Funds</u>				
Delinquent Personal				
Property Tax Adm.	804,389	894,457	963,211	963,211
Delinquent Tax				
Revolving*	15,158,110	15,556,478	684,731	684,731
Property Tax				
Forfeiture Fund	0	1,397,901	488,000	488,000
Total Expenditures	\$19,683,140	\$21,330,512	\$5,531,116	\$5,544,518

**Program Expenditures**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Program Name</u>				
Administration	2,087,040	1,519,292	1,399,680	1,413,082
Delinquent Taxes*	15,604,796	16,043,873	1,143,428	1,143,428
Investments	83,313	121,540	196,655	196,655
Personal Property	843,766	973,683	963,211	963,211
Settlement &				
Distribution	438,913	442,945	550,214	550,214
General Accounting	304,078	483,117	523,971	523,971
Special Acct'g/				
Disbursing	321,234	348,161	265,957	265,957
Property Tax Land Sale	0	1,397,901	488,000	488,000
Total Program Exp.	\$19,683,140	\$21,330,512	\$5,531,116	\$5,544,518

**Current Issues**

- The implementation of P.A. 123 of 1999 (property tax foreclosure legislation).
- Tracking, working on and reacting to ever changing legislation effecting this office.
- Prudent investing in a low rate market.

**Goals**

- Make every possible effort to assure that no homeowner loses their property as a result of implementation of P.A. 123 of 1999.
- Guarantee the safety of all county funds.
- Gain the maximum earnings through the best combination of interest rates and maturity lengths of investments. (The maturity lengths of the investments are partially determined by the County's cash flow needs.)
- Continue to stay on the cutting edge of technology especially in the area of banking relations.

\* FY 2004/FY 2005 Budget is for administrative operations only.

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**Summary of Major Program Changes**

**FY 2004**

**FY 2005**

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**Revenue**

The Treasurer's revenue increased by \$820,453 due largely to increases in Payment in Lieu of Taxes, Industrial Facilities Tax, TIFA/DDA Recovery, IFT, and TIFA/DDA Recovery Ad Valorem. All these increases reflect Oakland County's recent increased industrial construction activity.

**Expenditures**

The Treasurer's decrease in Controllable Personnel is partly due to positions transferred to other funds to meet Phase I & II Budget Reductions. The increase in contractual services was due to costs for the required Township and City Treasurer Bonds. Commodities were reduced because Postage fees were shifted to the Mail Room account, and Township and City Tax Rolls were reduced to reflect projected expenditures. Miscellaneous Capital Outlay reflects a non-reoccurring expenditure for equipment. The reduction in internal services is based on usage allocation charge for Information Technology needs including Development, Imaging Development and Maintenance. There was also a reduction in micrographics rates resulting in a lower budget allocation.

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**Administration**

**\$1,399,680**

**\$1,413,082**

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The Administration program section of the County Treasurer's Office sets the overall policies and directions for the department. It is responsible for tracking legislation and assists in the shaping of countywide policies.

**Objectives**

- Provide employees and public with state of the art technology.
- Provide access to information that will in turn promote friendly, timely and courteous service to all users.

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**Delinquent Taxes**

**\$1,143,428**

**\$1,143,428**

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The Delinquent Tax program section of the County Treasurer's Office is responsible for the collection of all real property taxes returned delinquent by the County's sixty-one cities, villages and townships. In addition, it is responsible for the sale, at public auction, of any land for which real property taxes remain unpaid after twenty-four months of delinquency. There are a number of ancillary duties related to this primary task.

**Objectives**

- Make every effort possible to assure that no homeowner loses their property because of the non-payment of property taxes.
- Promote friendly, timely, and courteous service to all County departments, citizens, and taxpayers.

Performance Measures	*FY2000 <u>Actual</u>	*FY2001 <u>Actual</u>	*FY2002 <u>Actual</u>	*FY2003 <u>Actual</u>
Real Property Delinquent Parcels	40,447	39,151	40,881	38,850
Real Property Tax Delinquent Dollars	\$65,336,153	\$65,039,769	\$82,743,605	\$85,137,150
Real Property & Special Assessment Payments Processed (full & partial)	55,369	56,415	52,215	48,990

Performance Measures, cont.	*FY2000 <u>Actual</u>	*FY2001 <u>Actual</u>	*FY2002 <u>Actual</u>	*FY2003 <u>Actual</u>
Payment Dollar Amount Collected	\$64,427,631	\$74,523,550	\$78,713,363	\$73,031,449
Number of Notices Mailed	38,900	62,550	89,131	92,446
Deeds Certified	38,156	33,360	30,690	31,226

\*Figures reflect tax year.

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<b>Investments</b>	<b>\$196,655</b>	<b>\$196,655</b>
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The Investment program section of the County Treasurers office invests all the idle funds of the County. In addition, it is the Bond Debt manager for the County. It is responsible for ensuring that the Investment and Debt Management policies of the County are followed and adhered to. This section, in conjunction with our General Accounting section and various departments, determines the daily cash needs of the County. The County's Retirement System investments are accounted for in a different section of the County's budget.

### Objectives

- To Invest idle County operating funds in a manner that ensures that they are safe, that cash flow needs can be met and that it achieves a market rate of return provided that safety and liquidity needs are satisfied.
- Provides adequate cash flow for County payments.
- Ensure that the County's Bond Debt offering documents, including continuing disclosure documents, fully disclose the County's financial and economic position.
- Promote friendly, timely, and courteous service to all County departments, citizens and taxpayers.

Performance Measures	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	**FY2003 <u>Actual</u>
Investment Purchases	1,879	1,650	719
Interest*	\$69,444,774	\$21,650,855	\$13,163,625
Total Dollar Invested*	\$1,599,020,631	\$857,317,006	\$783,095,191
Current Number of Investments	421	434	131
Average Value of Investments	\$1,651,829	\$2,499,466	\$5,977,826
Number of Funds Managed	1,050	1,067	1,109
Balance in Managed Funds*	\$119,332,895	\$166,985,470	\$783,095,191

\*FY 2001 Includes Employee Retirement and VEBA system.

\*\*FY2003 Reflects County's conversion to a fully pooled investment portfolio.

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<b>Personal Property</b>	<b>\$963,211</b>	<b>\$963,211</b>
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The Personal Property program section of the County Treasurer's Office is responsible for the collection of delinquent personal property taxes (taxes on furniture, fixtures, equipment, and leasehold improvements of businesses). This program began in June 1983 and collects these taxes, returned delinquent, under contract with fifty-nine of the County's sixty-one cities, villages, and townships. County collectors make personal visits to delinquent taxpayers in an effort to work out tax payments and on rare occasions, will seize, and sell personal property at a public auction. This program also handles all real and personal property bankruptcies filed by county property owners.

**Objectives**

- Ensure timely collection of personal property taxes, returned delinquent, by contracting with local units of government.
- Promote friendly, timely, and courteous service to all County departments, citizens, and taxpayers.

Performance Measures	*FY2000 <u>Actual</u>	*FY2001 <u>Actual</u>	*FY2002 <u>Actual</u>	*FY2003 <u>Actual</u>
Personal Property Delinquent Parcels		9,514	9,844	10,026
Personal Property Tax Delinquent Dollars		\$16,531,965	\$19,869,026	\$22,897,745
Personal Property Payments Processed (full & partial)		9,550	10,360	10,530
Payment Dollars Processed		\$9,707,445	\$10,904,874	\$11,352,878
Bankruptcies Processed		413	766	961

\*Figures reflect tax year.

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**Settlement and Distribution** **\$550,214**      **\$550,214**

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The Settlement and Distribution program section of the County Treasurer's Office works closely with State and local officials to verify the tax collections of the County's local treasurers and to make adjustments to property tax rolls as ordered by local Boards of Review and State agencies.

**Objectives**

- Complete delinquent tax settlement process with the local Treasurers to facilitate the purchase of delinquent taxes through the Delinquent Tax Revolving Fund in a timely manner, insuring that local units of government have sufficient funding for their operations.
- Promote friendly, timely, and courteous service to all County departments, citizens, and taxpayers.

Performance Measures	*FY2000 <u>Actual</u>	*FY2001 <u>Actual</u>	*FY2002 <u>Actual</u>	*FY2003 <u>Actual</u>
Number of Adjustments (Real & Personal)	2,987	2,925	3,582	3,188

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**General Accounting** **\$523,971**      **\$523,971**

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The General Accounting program section of the County Treasurer's Office is responsible for the collection and accounting for all funds that come into the County. In a sense, this area functions as the County's bank. Once funds are deposited at the "County's Bank", appropriate general ledger postings are made to the appropriate funds. This group, also in conjunction with our investment section and various departments, determines the daily cash needs of the County.

**Objectives**

- Provide cash handling training for new County employees and other municipalities.
- Provide electronic movement of funds from the Deposit Account to the General Fund.
- Account for and assure the timely deposit of all money that comes into the hands of the County Treasurer.
- Continue to implement state of the art technology for receiving funds.
- Promote friendly, timely, and courteous service to all County departments, citizens, and taxpayers.

Performance Measures	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Number of Cash Receipts	5,962	6,806	6,564
Delinquent Tax Receipts	\$99,508,659	\$112,533,477	\$125,403,330
All Other Cash Receipts	\$434,834,419	\$535,873,598	\$549,963,948
Total Receipts Deposited	\$534,349,040	\$648,413,881	\$675,373,842
Total Cash	\$7,888,367	\$9,394,308	\$8,595,097
Total Checks	\$526,460,673	\$639,019,573	\$666,778,745
Number of Wire Receipts	994	1,241	1,146
Total of Wire Receipts	\$776,630,493	\$978,372,991	\$1,012,291,274
Total All Receipts	\$1,310,979,533	\$1,626,786,872	\$1,687,665,116

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<b>Special Accounting and Disbursing</b>	<b>\$265,957</b>	<b>\$265,957</b>
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The Special Accounting and Disbursing program section of the County Treasurers office provides accounting services to a number of Special County functions and funds. It 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 direct deposits issued by the County and the transmission of check issued files, to financial institutions, as part of the County's check fraud deterrence program.

#### Objectives

- Provide accounting services to Special functions of the County.
- Account for and issue all authorized County payments
- Continue to implement state of the art technology for the disbursement of County Funds.
- Promote friendly, timely, and courteous service to all County departments, citizens, and taxpayers.

Performance Measures	*FY2000 <u>Actual</u>	*FY2001 <u>Actual</u>	*FY2002 <u>Actual</u>	*FY2003 <u>Actual</u>
Total Dollars Disbursed:	\$1,294,011,002	\$1,341,398,036	\$1,405,650,226	\$3,249,243,294
Number of Direct Deposits	1,526	2,366	3,508	4,298
Number of Checks	68,387	61,265	62,627	56,111
Total Dollars Paid Payroll:	\$110,056,384	\$111,692,293	\$125,564,223	\$129,314,095
Number of Direct Deposits	84,200	83,367	90,453	91,233
Number of Checks	29,366	28,863	29,814	27,197

Performance Measures, cont.	*FY2000 <u>Actual</u>	*FY2001 <u>Actual</u>	*FY2002 <u>Actual</u>	*FY2003 <u>Actual</u>
Total Dollars Paid Retirement:	\$17,528,519	\$18,757,368	\$19,802,100	\$23,479,162
Number of Direct Deposits	16,282	16,758	17,170	18,900
Number of Checks	1,321	1,221	1,054	816

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<b>Property Tax Land Sale</b>	<b>\$488,000</b>	<b>\$488,000</b>
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The Property Tax Land Sale program section of the County Treasurers office accounts for the monies collected from the land sale. Real property taxes returned delinquent by the County's sixty-one cities, villages and townships are sold at public auction, if they remain unpaid after twenty-four months of delinquency.

**Objectives**

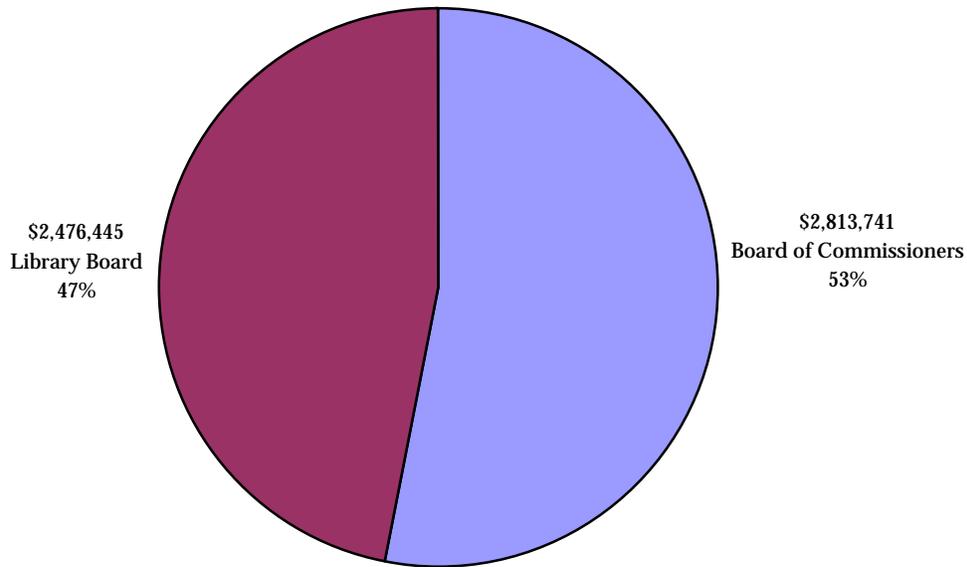
- Provide for a full accounting of all funds collected from the land sale process.
- Promote friendly, timely, and courteous service to all county departments, citizens and taxpayers.

<b>Performance Measures</b>	<b>*FY2000 <u>Actual</u></b>	<b>*FY2001 <u>Actual</u></b>	<b>*FY2002 <u>Actual</u></b>	<b>*FY2003 <u>Actual</u></b>
Real Property Parcels Offered at Auction	N/A	N/A	503	373
Real Property Parcels Sold at Auction	N/A	N/A	447	273
Title Searches Processed	N/A	N/A	2,370	5,085
Show Cause Hearings	N/A	N/A	73	285
Personal Services Processed	N/A	N/A	3,204	4,661
Circuit Court Hearings				85

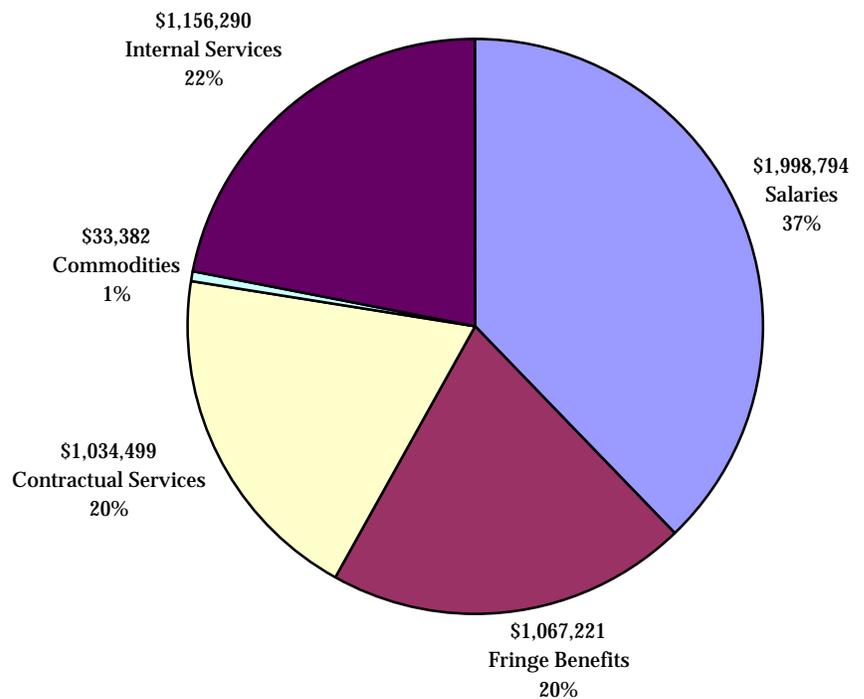
\*Figures reflect tax year.

# Board of Commissioners FY 2004 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures



BOARD OF COMMISSIONERS		
TOT		CHAIRPERSON - BOARD OF COMMISSIONERS
FY 04	FY 05	
53	53	Gen Fund/Gen Purpose
		Special Revenue
4	4	Proprietary
57	57	Total Positions

LIBRARY BOARD		
TOT		DIRECTOR - LIBRARY SERVICES
FY 04	FY 05	
19	19	Gen Fund/Gen Purpose
4	4	Proprietary
23	23	Total Positions

BOARD OF COMMISSIONERS ADMINISTRATION		
TOT		CHAIRPERSON - BOARD OF COMMISSIONERS
FY 04	FY 05	
34	34	Gen Fund/Gen Purpose
		Special Revenue
34	34	Total Positions

Prepared by Human Resources Dept. 9/20/03.

PARKS & RECREATION DEPARTMENT		
TOT		EXECUTIVE OFFICER - PARKS & RECREATION
FY 04	FY 05	
		Gen Fund/Gen Purpose
313	313	Proprietary
313	313	Total Positions

ADMINISTRATION		
TOT		EXECUTIVE OFFICER - PARKS & RECREATION
FY 04	FY 05	
		Gen Fund/Gen Purpose
48	48	Proprietary
48	48	Total Positions

RECREATION		
TOT		CHIEF - RECREATION
FY 04	FY 05	
		Gen Fund/Gen Purpose
84	84	Proprietary
84	84	Total Positions

GOLF COURSES		
TOT		CHIEF - GOLF
FY 04	FY 05	
		Gen Fund/Gen Purpose
126	126	Proprietary
126	126	Total Positions

PARKS		
TOT		ADMINISTRATOR - PARKS & REC. OPERATIONS
FY 04	FY 05	
		Gen Fund/Gen Purpose
55	55	Proprietary
55	55	Total Positions

Prepared by Human Resources Dept. 9/20/03.

# Board of Commissioners

## Department Revenue by Division (GF/GP)

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Board of Comm.	8,000	8,000
Library Board	169,076	169,076
Parks & Recreation	<u>0</u>	<u>0</u>
<b>Total Revenue</b>	<b>\$177,076</b>	<b>\$177,076</b>

## Department Expenditures by Division (GF/GP)

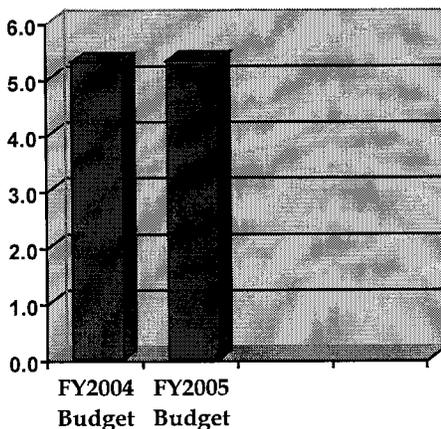
	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Board of Comm.	2,813,741	2,819,420
Library Board	2,476,445	2,492,382
Parks & Recreation	<u>0</u>	<u>0</u>
<b>Total Expenditures</b>	<b>\$5,290,186</b>	<b>\$5,311,802</b>

## Staffing

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Full Time Positions	149	149
Part Time Positions	<u>221</u>	<u>221</u>
<b>Total Positions</b>	<b>370</b>	<b>370</b>

*Note: The number of positions includes 99 full time and 214 part time Parks & Recreation positions.*

## Department Expenditures (\$ in millions)



## Summary

The twenty-five member Board of Commissioners is the governing body of Oakland County. The Commissioners represent 25 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.

## Current Issues

- Due to the impact the Headlee Amendment will have on future 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.
- The County continues its battle with the State concerning shared revenues. Oakland County is one of the few counties that sends more tax dollars to Lansing than it receives in State services. As Revenue Sharing and program dollars are reduced to local units of government, the County must remain poised to react to changing financial conditions. As a result of sound fiscal practices, 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.
- Public Safety issues continue to be a high priority for Oakland County. Enhancement of The Courts and Law Enforcement Management Information System (CLEMIS) continues. This consortium provides area law enforcement agencies with computers in police vehicles, on-line access to fingerprints and mugshots, electronic communication with courts, computer-aided dispatch and automated vehicle location. A new radio system is being developed that will allow all area police agencies to communicate with each other, replacing older multi-frequency systems.
- The largest capital projects on the horizon are the potential construction of a new jail and/or new courthouse. A number of factors have impacted the inmate population resulting in increased instances of jail overcrowding. The addition of new judges in the last year has pushed the capacity of the Courthouse to its limits. The needs of both the courts and the jail must be studied very closely in the coming years to adequately address the tradeoff between space needs and the financial resources available.

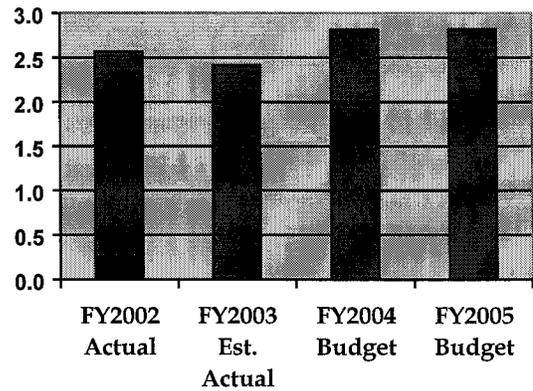
## Board of Commissioners/Administration

The twenty-five member Board of Commissioners is the governing body of Oakland County. 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. 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 Goals

- 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 citizens of Oakland County.

### Division Expenditures (\$ in millions)



### Division Revenue by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Charges for Services	11,365	5,775	8,000	8,000
Total GF/GP Rev.	\$11,365	\$5,775	\$8,000	\$8,000

### Program Expenditures

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Program Name</u>				
Administration	1,373,643	1,341,964	1,512,991	1,518,670
Legislative	1,192,145	1,079,040	1,300,750	1,300,750
Total Prog. Exp.	\$2,565,788	\$2,421,004	\$2,813,741	\$2,819,420

### Division Expenditures by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	1,235,135	1,286,283	1,352,027	1,352,027
Fringe Benefits	505,795	499,175	744,322	744,322
Contractual Services	498,423	339,503	406,147	407,147
Commodities	3,899	12,528	24,459	24,459
Capital Outlay	511	0	0	0
Internal Services	322,025	283,515	286,786	291,465
Total GF/GP Exp.	\$2,565,788	\$2,421,004	\$2,813,741	\$2,819,420

### Staffing

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Full Time Positions	34	34
Part Time Positions	0	0
Total Positions	34	34

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**Summary of Major Program Changes**

**FY 2004**

**FY 2005**

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**Revenue**

Decrease in revenue for FY 2004 is due to reduction in the amount of reimbursable salary costs from the State of Michigan.

**Expenditures**

FY 2004 budget reflects decrease in Legal Services and Public Information accounts as a part of Phase I and Phase II cost reduction implementation.

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**Administration**

**\$1,512,991**

**\$1,518,670**

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Administration provides support for the activities of the Board of Commissioners, its Committees, leadership, and individual Commissioners.

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**Legislative**

**\$1,300,750**

**\$1,300,750**

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The Legislative program describes activities unique to the legislative process. Included are public information, legal services and expenditures unique to legislative activities.

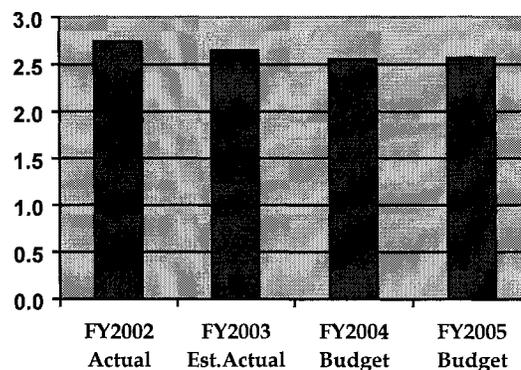
# Library Board

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 Board is a proactive organization that focuses on providing services best offered at the county level. The Library Board provides these specialized and unique services in a cost effective, centralized operation. Members of the Library Board are appointed by the Board of Commissioners and include representatives from the Circuit Court, County Commissioners, County Executive, and Oakland Schools. Units of the Library include: the Library for the Visually & Physically Impaired, the Adams Pratt Law Library, the Research Library, the Jail Library and the Administration unit.

## Division Goals

- Provide patrons access to information through a variety of formats - including printed, multimedia and electronic resources.
- Continue to remain at the forefront of technological developments, allowing access to the widest spectrum of electronic information and the ability to manipulate that information.
- Assist other County government units by providing information services that support their work.
- Enhance the skills of Library staff members by supporting continuing education activities and networking opportunities.
- Develop marketing efforts for the various Library units.
- Continue to support other County-wide activities including the Oakland Literacy Council, the Public Library Trustee Association of Oakland County (PLTAOC) and the Oakland County Union List of Serials (OCULS).

## Division Expenditures (\$ in millions)



## Division Revenue by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Federal Grants	0	6,102	0	0
State Grants	42,670	0	0	0
Charges for Services	81,910	73,279	73,855	73,855
Transfers In	54,999	50,257	95,221	95,221
<b>Total GF/GP Rev.</b>	<b>\$179,579</b>	<b>\$129,638</b>	<b>\$169,076</b>	<b>\$169,076</b>

## Program Expenditures

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Program Name</u>				
Administration	950,417	231,147	206,866	207,778
Visually Impaired	191,883	366,972	396,353	399,952
Law Library	914,637	1,282,825	1,250,115	1,257,646
Jail Library	216,733	228,981	249,105	252,502
Research Library	468,790	537,371	450,175	453,936
<b>Total Prog. Exp.</b>	<b>\$2,742,460</b>	<b>\$2,647,296</b>	<b>\$2,552,614</b>	<b>\$2,571,814</b>

## Division Expenditures by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	681,320	658,188	646,767	646,767
Fringe Benefits	251,058	258,175	322,899	322,899
Contractual Services	758,125	728,981	628,352	628,352
Commodities	20,204	25,256	8,923	8,923
Internal Services	973,121	910,835	869,504	885,441
<b>Total GF/GP Exp.</b>	<b>\$2,683,828</b>	<b>\$2,581,435</b>	<b>\$2,476,445</b>	<b>\$2,492,382</b>
<u>Other Funds</u>				
Commissary	58,632	65,861	76,169	79,432*
<b>Total Expenditures</b>	<b>\$2,742,460</b>	<b>\$2,647,296</b>	<b>\$2,552,614</b>	<b>\$2,571,814</b>

## Staffing

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Full Time Positions	16	16
Part Time Positions	7	7
<b>Total Positions</b>	<b>23</b>	<b>23</b>

\*Difference between Commissary Revenues and Expenditures reported as part of Sheriff Department.

<b>Library Board</b>	<b>FY 2004</b>	<b>FY 2005</b>
<b>Administration</b>	<b>\$206,866</b>	<b>\$207,778</b>

The Administration unit 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.

<b>Library for the Visually &amp; Physically Impaired</b>	<b>\$396,353</b>	<b>\$399,952</b>
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Mission Statement: To provide access to large print and recorded materials needed by those eligible for service under the qualifying criteria set forth by the Library of Congress/National Library Service (NLS)

The LVPI provides recorded books free of charge to residents of the County who are unable to read standard print due to visual or physical impairments. Playback machines are also provided. The LVPI collection also includes large print and Braille books, descriptive videos and visual aids.

Performance Measures	FY1999 <u>Actual</u>	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>
Patrons Served	10,247	10,828	9,251	9,594
Items Loaned to Patrons	83,994	84,445	97,274	79,943

<b>Law Library</b>	<b>\$1,250,115</b>	<b>\$1,257,646</b>
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Mission Statement: To provide access to the law and support the legal research needs of all people within Oakland County and the surrounding metropolitan area.

The Law Library provides access to primary and secondary state and federal legal sources in several formats: print, microform and electronic. The Library is open to the public. All materials are for reference use only and do not circulate.

Performance Measures	FY1999 <u>Actual</u>	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>
Patrons Served	48,329	40,148	35,269	36,290
Website Users	n/a	1,993	15,963	22,250

<b>Jail Library</b>	<b>\$249,105</b>	<b>\$252,502</b>
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Mission Statement: To provide library services to the inmate population in the Oakland County Jail.

The Jail Library provides library services to incarcerated populations housed at the Oakland County Sheriff's Department, including the Main Jail, Jail Annex and satellite facilities. The collections consist of paperback books and magazines.

Performance Measures	FY1999 <u>Actual</u>	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>
Items Loaned	120,383	119,827	119,126	110,637

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**Research Library****\$450,175****\$453,936**

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Mission Statement: To provide access to information in a variety of formats in selective subject areas, including government documents.

The Research Library is a depository for federal, state and county government documents. Access to electronic information is provided through CD ROM and via the Internet. To assist patrons doing genealogy research, the Library is enhancing its local history collection. Other special collections include: audio & video cassettes for Non-Profit Organizations, Sam's Photofacts, multi-media section of materials on adoption, census, management and business information.

<b>Performance Measures</b>	<b>FY1999</b>	<b>FY2000</b>	<b>FY2001</b>	<b>FY2002</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Patrons Served	34,291	33,367	29,167	26,994
Website Users	14,565	14,636	13,811	11,857
Items Loaned to Patrons	n/a	574	19,432	84,868

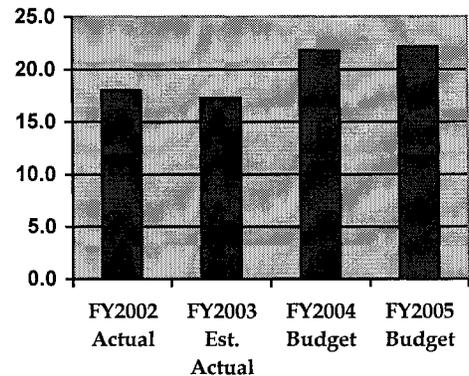
**Parks and Recreation**

The Oakland County Parks and Recreation Commission provides all the people of Oakland County with recreational, leisure and learning experiences, parks, open spaces, facilities, professional staff and fiscal management resulting in a comprehensive county park system that enhances the resident's quality of life.

**Division Goals**

- Enhance availability and access to the parks systems to all the people of Oakland County.
- Ensure optimum park land and quality recreational facilities for the people of Oakland County.
- Provide the residents of Oakland County with the highest quality of service and affordable, safe recreational experiences.
- Enhance cooperation and coordination with intergovernmental agencies, the private sector and other organizations.

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



**Division Revenue by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<b>Parks and Recreation Fund</b>				
Property Taxes	10,950,682	12,196,371	12,735,000	13,117,050
State Grants	0	250,000	0	0
Charges for Services	8,136,019	7,912,193	8,907,887	8,907,887
Investment Income	342,086	279,298	150,000	150,000
Other Revenue	3,731	2,521	2,100	2,100
Gain on Sale of Prop	13,157	16,991	0	0
Transfers In*	458,078	0	0	0
<b>Total Revenue</b>	<b>\$19,903,754</b>	<b>\$20,657,374</b>	<b>\$21,794,987</b>	<b>\$22,177,037</b>

**Program Expenditures**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<b>Program Name</b>				
Administration	3,034,681	3,180,956	4,152,719	4,296,177
Parks	4,627,167	4,449,325	5,380,374	5,595,590
Technical Support	935,271	938,828	1,037,180	1,078,667
Recreation	3,471,661	3,255,260	4,031,136	4,192,381
Nature Center	519,981	459,027	563,573	586,116
Golf	3,928,475	4,591,835	5,390,732	5,606,361
Capital Improve.	1,512,283	425,000	1,239,273	821,745
<b>Total Prog. Exp.</b>	<b>\$18,029,519</b>	<b>\$17,300,231</b>	<b>\$21,794,987</b>	<b>\$22,177,037</b>

**Division Expenditures by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<b>Parks and Recreation Fund</b>				
Salaries	6,954,078	6,997,975	7,372,881	7,667,796
Fringe Benefits	2,075,966	2,153,262	2,623,382	2,728,317
Contractual Services	3,566,232	3,583,204	2,530,567	2,631,790
Commodities	717,431	534,832	4,417,901	4,145,518
Internal Services	1,180,118	987,869	1,005,745	1,045,975
Depreciation	2,023,411	2,470,989	3,264,204	3,394,772
Interest Exp	0	146,800	130,007	112,569
Paying Agent Fees	0	300	300	300
Transfers Out	1,512,283	425,000	450,000	450,000
<b>Total Expenditures</b>	<b>\$18,029,519</b>	<b>\$17,300,231</b>	<b>\$21,794,987</b>	<b>\$22,177,037</b>

**Staffing**

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Full Time Positions	99	99
Part Time Positions	214	214
<b>Total Position</b>	<b>313</b>	<b>313</b>

\*As a result of the GASB 34 implementation, the Parks and Recreation fund was reclassified from a governmental fund to a proprietary fund. The recording of assets of \$49,498,603 has been excluded from the FY 2002 revenue data for comparison purposes.

**Summary of Major Program Changes**

**Revenue**

Changes to the FY 2004 Budget is the result of increased Property Taxes based on increased property values and increased charges for services based on increased programs offered.

**Expenditures**

Additional permanent part time staff has been approved to operate golf courses and water parks.

**Administration**

**\$4,152,719**

**\$4,296,177**

Administration provides administrative and clerical support to the parks, golf courses, and recreation, nature and technical support programs. Additional activities include developing and monitoring budgets, accounting for revenue and expenditures, managing cash and investments, evaluating and modifying departmental procedures, facilitating purchasing requests, directing and coordinating IT requirements, and meeting personnel requirements and requests (payroll, hiring/firing etc), also "responding to public inquiries and request for information".

In addition, Public Communications provides support in all areas of public information, marketing communications and community relations. Among these are coordinating media information, writing and designing publications, developing employee communications and planning event promotion. Additional activities include creating advertisements, planning and executing direct mail projects, providing graphic design, coordinating group sales promotion, and providing photography and video services.

**Capital Improvement**

**\$1,239,273**

**\$821,745**

Design and Development provides support to all Oakland County parks and golf courses in the following areas: project design, project management, contract management, construction management, RFP development to engage consulting/construction services, grant management, acquisition documentation and research, natural resource conservation/management, CIP development/budgeting, utilization of GIS resources, CAD site plan development, specification development, master plan development parks/total system, as well as, state and local permitting and approvals.

**Parks**

**\$5,380,374**

**\$5,595,589**

The Parks are responsible for providing recreation facilities for the general public's use. These facilities consist but are not limited to; day use sites, picnic areas, pavilions, swimming beaches, boating lakes, walking trails and campgrounds. The Parks' staff is responsible for maintaining all buildings, roads, trails, and grounds associated with the facilities and their use. The staff is also responsible for the safety and welfare of the park users.

Performance Measures	FY2000	FY2001	FY2002	FY2003
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Est. Actual</u>
Visitors	571,870	621,312	672,843	538,272

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**Technical Support****\$1,037,180    \$1,078,667**

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The Technical Support section is responsible for the preventive maintenance, repair maintenance, remodeling and building of the parks' system significant buildings and facilities. These facilities include banquet facilities, office buildings, septic systems, water towers and storage buildings. The Tech Support staff includes highly skilled trade's 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.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>
Work Orders	1,055	1,045	1,025	1,030

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**Recreation****\$4,031,136    \$4,192,381**

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The Recreation Section is responsible for the day to day operations of the recreation facilities and programs, including Red Oaks Waterpark, Waterford Oaks Waterpark, The Fridge, Mobile Recreation, adaptive and senior programming and BMX, as well as special events. This section hires and trains 242 part-time staff that plays an integral part in providing recreation opportunities. The Recreation Section provides recreational opportunities at the Oakland County Parks facilities as well as in conjunction with other communities, organizations or special interest groups.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>
Visitors	295,752	253,230	247,723	251,429
Mobile Visits	113,008	181,384	197,677	169,355

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**Interpretive Services (Nature Center)****\$563,573    \$586,116**

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Interpretive services include the staff at the Lewis E. Wint Nature Center and Lyon Oaks County Park. The goal is to provide a system wide environmental education program at the nature centers, day use parks and waterparks. The naturalists are involved with outreach programs with service organizations, volunteers, scouts and Oakland Schools. The Interpretive Services Section monitors and inventories the natural history of the parks as well as being involved with the Oakland County Parks natural resource plan.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>
Visitors	36,690	37,460	32,807	34,073
Outside Visits	13,614	8,590	13,221	7,180

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**Golf****\$5,390,732    \$5,606,361**

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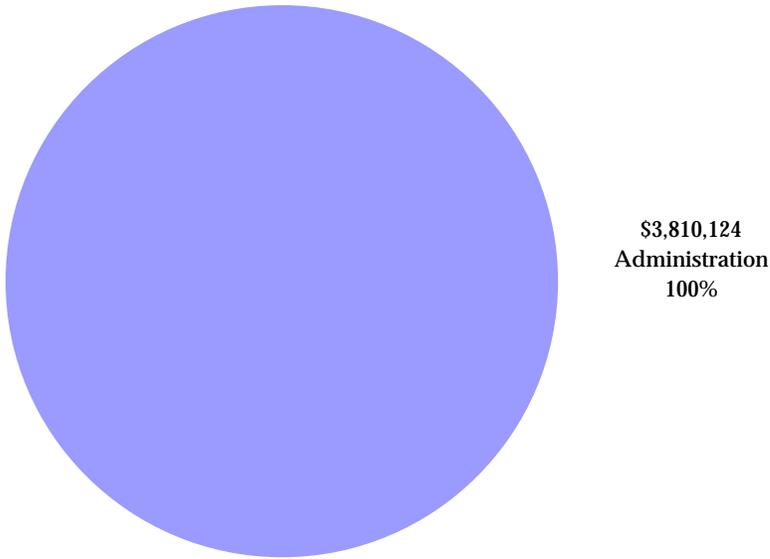
The golf section is responsible for providing playable, affordable, well-maintained golf courses for all segments of the Oakland County population. The golf courses are maintained in an environmentally sensitive manner and present a reasonable challenge to all levels of play.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>
Visitors: 18 holes	57,671	48,632	67,851	60,725
Visitors: 9 holes	161,983	117,546	113,317	106,251
Visitors: Driving Range	N/A	N/A	N/A	8,975

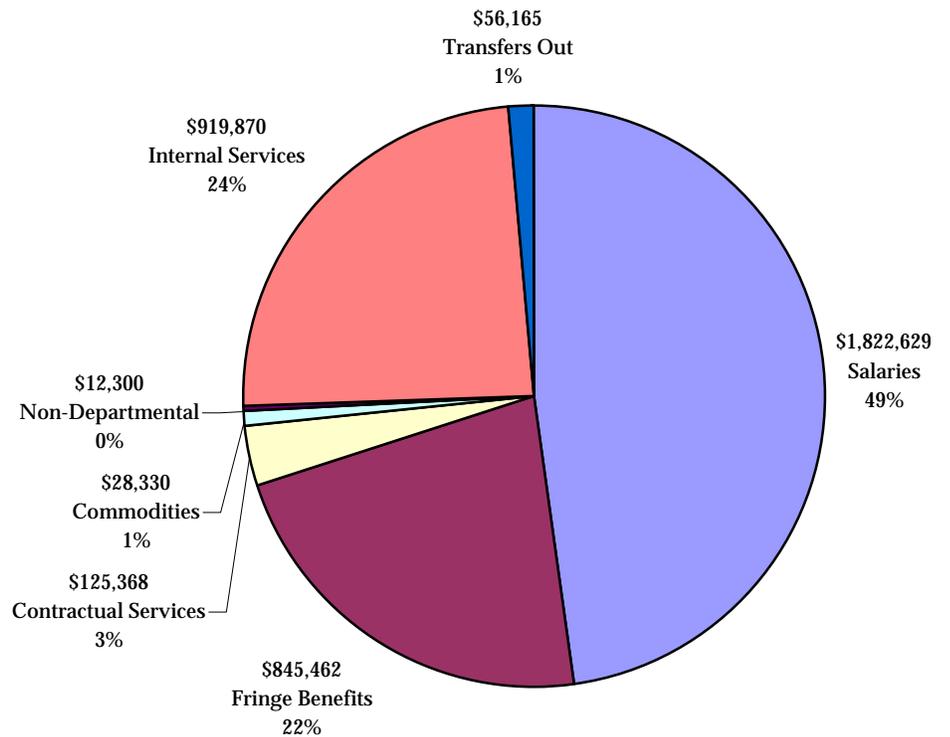
*Oakland County is Michigan's leading center for international commercial activity with 648 companies representing 24 countries doing business in the county.*

# Drain Commissioner FY 2004 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures



DRAIN COMMISSIONER		
TOT		DRAIN
FY 04	FY 05	COMMISSIONER
34	34	Gen Fund/Gen Purpose
63	63	Special Revenue
166	166	Proprietary
263	263	Total Positions

ADMINISTRATION		
TOT		DRAIN
FY 04	FY 05	COMMISSIONER
12	12	Gen Fund/Gen Purpose
4	4	Special Revenue
13	13	Proprietary
29	29	Total Positions

OPERATIONS & MAINTENANCE DIVISION		
TOT		MANAGER - OPER.
FY 04	FY 05	& MAINTENANCE
		Gen Fund/Gen Purpose
24	24	Special Revenue
142	142	Proprietary
166	166	Total Positions

ENGINEERING & CONSTRUCTION DIVISION		
TOT		MANAGER - ENGIN.
FY 04	FY 05	& CONSTRUCTION
22	22	Gen Fund/Gen Purpose
35	35	Special Revenue
11	11	Proprietary
68	68	Total Positions

Prepared by Human Resources Dept. 9/20/03.

## Drain Commissioner

### Department Revenue by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	1,304,000	1,604,000
Total Revenue	\$1,304,000	\$1,604,000

### Department Expenditures by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	3,810,124	3,845,480
Total Expenditures	\$3,810,124	\$3,845,480

### Summary

The Drain Commissioner's Office oversees all drainage and water quality issues within Oakland County under a myriad of different laws and statutes. The primary duties are described in the Michigan Drain Code, Public Act 40 of 1956, as amended. In conjunction with the United States Environmental Protection Agency and the Michigan Department of Environmental Quality, the Oakland County Drain Commissioner's Office is responsible for ensuring the integrity of water quality. Additionally, the office is charged with the responsibility of maintaining and operating all county drains and county-operated infrastructures representing the conduit for eliminating basement flooding and improving water quality. Most functions of the Drain Commissioner's Office fall under the Engineering and Construction Division or the Operations and Maintenance Division. The Engineering and Construction Division performs a multitude of engineering tasks, including plat and site plan review, soil erosion and sedimentation control and construction permits along with other necessary functions to satisfy various state laws.

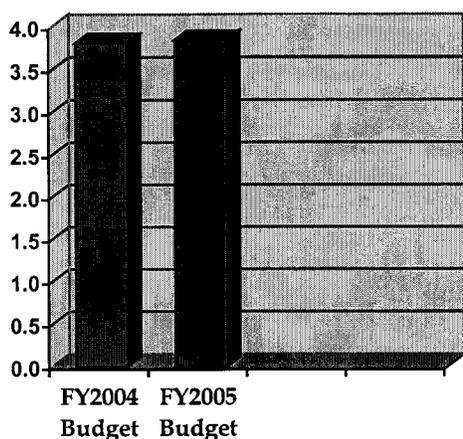
### Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	256	256
Part Time Positions	7	7
Total Positions	263	263

### Current Issues

- Construction of the George W. Kuhn Drainage Project, the largest drain construction project in Oakland County history at \$144 million.
- In the process of developing a sanitary sewer overflow control demonstration project designed to save more than \$100 million in construction costs.
- Innovative initiatives are in the works, including a plan to combine the hundreds of individual drainage districts into one of five comprehensive drainage districts developed along watershed boundaries.
- Numerous drainage projects and water and sewer projects currently are under construction.
- All drainage projects and sewer construction projects are designed to assist local communities resolve drainage and /or flooding problems while protecting the water quality and promoting the environmental integrity of the area.

### Department Expenditures (\$ in millions)



# Drain Commissioner

## Department Revenue by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Charges for Services	770,539	860,529	1,304,000	1,604,000
Total GF/GP Rev.	\$770,539	\$860,529	\$1,304,000	\$1,604,000

### Other Funds

Water & Sewer	32,909,825	63,825,284	36,049,559	39,289,870
Sewage Disposal	72,412,024	79,610,879	84,448,178	87,061,964
Drain Equipment	2,809,926	5,178,672	2,946,920	2,899,414
Total Revenues	\$108,902,314	\$149,475,364	\$124,748,657	\$130,855,248

## Department Expenditures by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	1,866,129	1,444,865	1,822,629	1,822,629
Fringe Benefits	553,850	1,271,487	845,462	845,462
Contractual Services	190,669	326,872	125,368	125,368
Commodities	45,740	37,231	28,330	53,330
Non-Departmental	0	7,847	12,300	12,300
Internal Services	921,188	1,023,771	919,870	930,226
Operating Trans. Out	51,665	56,165	56,165	56,165
Total GF/GP Exp.	\$3,629,241	\$4,168,238	\$3,810,124	\$3,845,480

### Other Funds

Water & Sewer	33,652,201	40,181,699	36,049,559	39,289,870
Sewage Disposal	75,230,352	72,090,103	89,421,847	87,061,964
Drain Equipment	3,318,918	4,005,782	3,006,770	2,899,414
Total Expend.	\$115,830,712	\$120,445,822	\$132,288,300	\$133,096,728

## Program Expenditures

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Program Name</u>				
Eng. & Constr.	2,718,005	3,167,116	2,625,124	2,360,480
Site Plan/Plat Rev.	318,616	284,435	285,000	285,000
Soil Erosion	592,620	716,687	900,000	1,200,000
Sewer Op & Maint	13,989,769	13,353,164	11,802,564	12,749,322
Wastewater Treat.	3,716,908	3,536,947	3,126,229	3,377,003
Water System Op. Maintenance	19,264,442	27,297,370	24,127,536	26,062,959
Sewage Disposal/ Lake Level	75,230,352	72,090,103	89,421,847	87,061,964
Total Prog. Exp.	\$115,830,712	\$120,445,822	\$132,288,300	\$133,096,728

## Department Goals

- To continue coordinated efforts to protect lakes, streams and wetlands from preventable and detrimental effects of soil erosion and sedimentation.
- To assist landowners and developers and local municipalities to abide by the provisions of the Michigan Drain Code.
- To expedite the review process of site plans and permit applications and to ensure conformance with engineering design standards.
- To ease the financial burden on local municipalities and end users by employing technological innovations that promotes water quality at reduced costs.

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**Summary of Major Program Changes**

**FY 2004**

**FY 2005**

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The salary and fringe benefit appropriation reflects a 2% general salary increase for FY 2004. The Drain Commissioner will be continuing the Geographic Information System (GIS) program that includes \$4,070,629 in total funding from the General Fund. This GIS technology implementation authorized for the Drain Commissioner is intended to integrate a variety of current programs and convert paper infrastructure records to a digital GIS system. The Drain Commissioner's office achieved ISO certification status in FY 2002 that has set standards for employees to review and manage documents, both electronic and paper for ISO compliance. Construction of the George W. Kuhn Drainage Project totaling \$144 million will continue for the next two fiscal years.

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**Engineering and Construction**

**\$2,625,124**

**\$2,360,480**

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The Engineering and Construction program performs a multitude of engineering tasks necessary for the Drain 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 assist developers and local communities meet their water and sewer needs by working in close cooperation with local units of government along with state and federal agencies.

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**Site Plan and Plat Review**

**\$285,000**

**\$285,000**

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Under the provisions of the Subdivision Control Act, the Drain Commissioner reviews and approves all new subdivision plats in Oakland County to ensure that adequate storm drainage facilities have been included in the engineering plan. Additionally, the Mobile Home Commissioner Act requires the Drain Commissioner to review and approve the outlet drainage for new mobile home developments. This program also reviews and evaluates site plans for proposed development to determine involvement with any legally established County drains.

**Objectives**

The objectives of plat review are to provide a public service to local communities to ensure that adequate storm drainage facilities have been included in any proposed plat.

**Performance Measures**

During FY 2003, 440 site plans were submitted to the Engineering and Construction program for review for the Drain Commissioner's involvement with county storm drains. One hundred drain permits were issued based upon those reviews. In comparison, fiscal year 2002 had 80 drain permits issued as a result of reviewing 493 submitted site plans.

In FY 2003, the engineering staff of the Drain Commissioner approved 3 preliminary plats, 20 sets of subdivision construction plans, and 1 final subdivision plat. Some 31 lots were platted in this 1 subdivision. The approvals for FY 2002 were 14 preliminary plats, 11 sets of subdivision construction plans and three final subdivision plats.

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**Soil Erosion****\$900,000 \$1,200,000**

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The Soil Erosion program works with local municipalities and the Michigan Department of Environmental Quality to administer the Soil Erosion Control Manual and Standard Detail Sheet, and holds meetings with developers, builders and engineers. The program also conducts a continuing program of site inspections and, when necessary, initiates enforcement actions with the cooperation of local cities, townships and villages.

**Objectives**

To protect the County's lakes streams and wetlands from the preventable and detrimental effects of accelerated soil erosion and sedimentation as development occurs.

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**Sewer Operations and Maintenance****\$11,802,564 \$12,749,322**

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The Sewer Operations and Maintenance program of the Oakland County Drain Commissioner's Office consists of seven separate but interrelated sections that provide various functions and comprehensive services to communities within the County. It administers three septage-unloading stations and operates and maintains four major sewage disposal districts.

**Objectives**

Sewer Operations provide superior service in the maintenance and operation of 15 municipal sewer-collecting systems with 1,030 miles of sewers and appurtenances.

**Performance Measures**

	FY 2002	FY 2003
	<u>Actual</u>	<u>Actual</u>
Retail water customers	35,075	36,058
Retail sewer customers	31,801	32,608

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**Wastewater Treatment****\$3,126,229 \$3,377,003**

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The Wastewater Treatment program currently operates and maintains 15 wastewater treatment facilities including 2 municipal Wastewater Treatment Plants (WWTPs), four community septic systems, 2 privately owned wastewater treatment facilities, three County owned wastewater treatments facilities systems and four municipal combined sewer overflow Retention Treatment Basins (RTBs). It provides engineering plan review for new and upgraded wastewater treatment facilities and administers an Industrial Pretreatment Program (IPP) in accordance with EPA requirements and local ordinances. This Program is also responsible for coordinating the Michigan Department Environmental Quality (MDEQ) approved Land Application Program for the beneficial use of biosolids produced at the Walled Lake/Novi and Commerce Township WWTPs.

**Objectives**

The Wastewater Treatment program is dedicated to ensuring that all wastewater treatment facilities are operated in accordance with their discharge permits and that they comply with state and federal regulations to preserve and protect water quality.

## Performance Measures

The two major municipal WWTPs are the Walled Lake-Novı WWTP and the Commerce Township WWTP. The Walled Lake-Novı WWTP treated approximately 686 million gallons of wastewater and the Commerce Township WWTP treated approximately 338 million gallons of wastewater during FY 2003.

During FY 2003, the Walled Lake-Novı WWTP land applied 450 dry tons of biosolids and the Commerce Township WWTP land applied 347 dry tons of biosolids.

For all wastewater facilities operated by the WWT Program during FY 2003, there were a total of 13 National Pollutant Discharge Elimination System (NPDES) and Groundwater Discharge Permit non-compliances. As a comparison, in FY 1999, 2000, 2001, and 2002, there were a total of 58, 142, 133, and 100 non-compliances respectively.

In FY 2003, the four CSO Retention Treatment Basins experienced a total of 7 overflow events to the river all in compliance with permit limits. During this same period, these four basins captured and treated a total of 1.15423 billion gallons of combined sewage, consisting of 0.98842 billion gallons captured and returned to the interceptor and 0.16581 billion gallons treated and discharged to the river.

Additionally, in FY 2003, this program prepped and operated the newly constructed Lyon Oaks Nibbler System, Addison Oaks WWTP expansion, GWK Drain Contract 4, and the Walled Lake/Novı WWTP Ultraviolet Disinfection Project. This program also performed operational modifications to assist in the preparation of the North Plant Capacity Analysis for the Commerce Township Waste Water Treatment Plant. In FY 2003, the owners of the Sashabaw Meadows, Woodland Farms, and Springrove Estates Waster Water Treatment Plants terminated the operations and maintenance contracts with the Oakland County Drain Commissioner's Office.

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## Water System Operations & Maintenance

**\$24,127,536 \$26,062,959**

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The Water System Operations & Maintenance program operates and maintains 880 miles of water mains and related appurtenances along with 15 local community water systems. More than 8,631 fire hydrants fall under the responsibility of the Water System Maintenance program. Additionally, personnel read 36,042 water meters four times a year as a first step in customer billing, as well as, install new water service and water meters for new customers and repair broken water mains and fire hydrants. Personnel also review engineering plans for all new water systems installed or constructed in any of the communities served by the Oakland County Drain Commissioner's Office.

### Objectives

The dedicated personnel in this program are focused on customer service in the manner in which they handle complaints, suggestions and recommendations from the public. This program also seeks to preserve the accuracy and integrity of data collection to ensure proper billing for services rendered.

### Performance Measures

	<b>FY 2002</b>	<b>FY 2003</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>
New water meters installed	1,011	1,266
Water meters replaced	1,692	1,373
Radio read transponders installed	6,705	7,077
Water main break service repairs	212	256
New service water permits issued	1,045	1,038

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## Sewage Disposal and Lake Level

\$89,421,847 \$87,061,964

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The Sewage Disposal and Lake Level program operates and maintains all County drains and more than 1,030 miles of sanitary sewers and related appurtenances, including County interceptors and 15 local municipal sewer collection systems. Responsibilities include drain and sewer inspection, cleaning and repair service and sewage flow monitoring for various sewer systems. This program also operates and maintains Lake Level controls and dams on established lake level controls and provide for regulatory engineering plan reviews for all sanitary sewer systems connected to County interceptors.

### Objectives

The Sewage Disposal and Lake Level program is dedicated to ensuring that facilities are operated in accordance with regulatory requirements and customer satisfaction in all issues relating to system performance.

### Performance Measures

The following system enhancements were added as indicated:

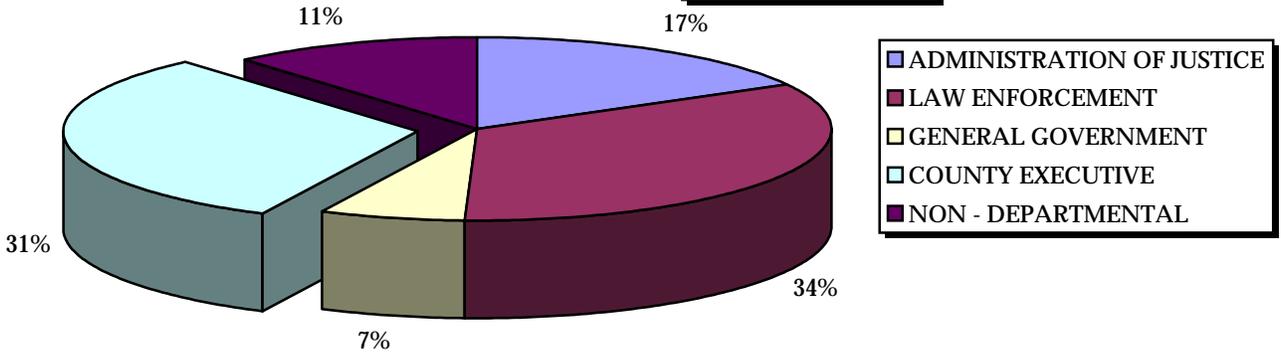
	FY 2002	FY 2003
	<u>Actual</u>	<u>Actual</u>
New miles of sewer	22.3	10.81
Additional sewer customers	743	807
Rehabilitated manholes in flood-prone areas	425	375

Lyon Township was added to the municipal collection sewer system operated by this program.

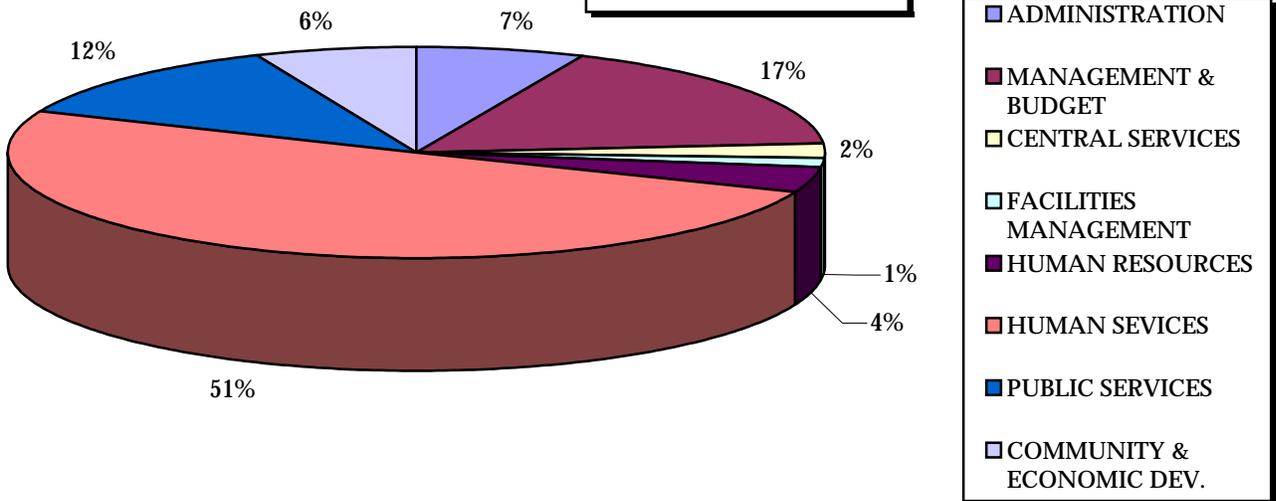
*Oakland County has more than 200 business parks totaling over 9,200 acres.*

## GENERAL FUND/GENERAL PURPOSE BUDGET COUNTY EXECUTIVE EXPENDITURES

**TOTAL COUNTY**

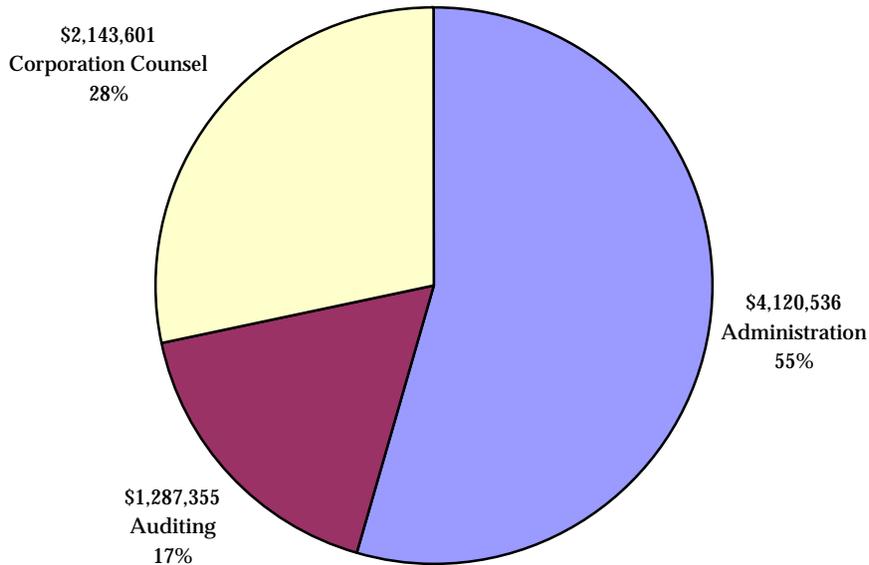


**COUNTY EXECUTIVE**

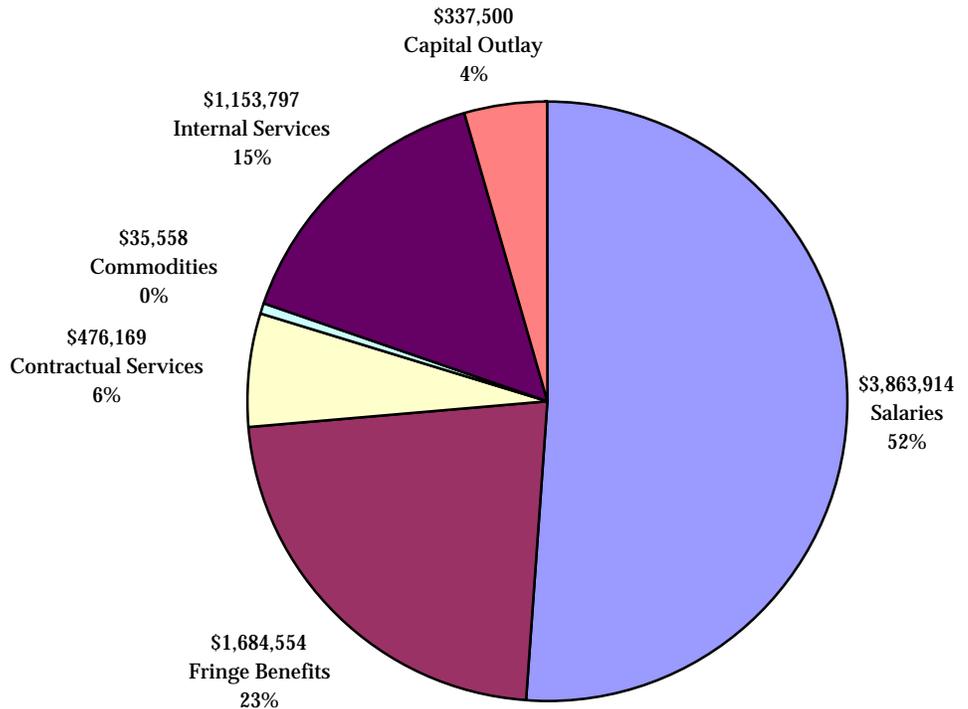


# County Executive FY 2004 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures



COUNTY EXECUTIVE DEPARTMENTS (a)		
TOT		COUNTY EXECUTIVE
FY 04	FY 05	
995	995	Gen Fund/Gen Purpose
176	176	Special Revenue
510	509	Proprietary
1681	1680	Total Positions

COUNTY EXECUTIVE ADMINISTRATION (a)		
TOT		COUNTY EXECUTIVE
FY 04	FY 05	
54	54	Gen Fund/Gen Purpose
		Special Revenue
11	10	Proprietary
65	64	Total Positions

MANAGEMENT & BUDGET DEPARTMENT		
TOT		DIRECTOR - MGMT & BUDGET
FY 04	FY 05	
197	197	Gen Fund/Gen Purpose
6	6	Special Revenue
1	1	Proprietary
204	204	Total Positions

CENTRAL SERVICES DEPARTMENT		
TOT		DIRECTOR - CENTRAL SERVICES
FY 04	FY 05	
21	21	Gen Fund/Gen Purpose
		Special Revenue
40	40	Proprietary
61	61	Total Positions

INFORMATION TECHNOLOGY DEPARTMENT		
TOT		DIRECTOR - INFO TECHNOLOGY
FY 04	FY 05	
		Gen Fund/Gen Purpose
11	11	Special Revenue
146	146	Proprietary
157	157	Total Positions

FACILITIES MANAGEMENT DEPARTMENT		
TOT		DIRECTOR - FACILITIES MANAGEMENT
FY 04	FY 05	
12	12	Gen Fund/Gen Purpose
		Special Revenue
189	189	Proprietary
201	201	Total Positions

HUMAN RESOURCES DEPARTMENT (b)		
TOT		DIRECTOR - HUMAN RESOURCES (b)
FY 04	FY 05	
39	39	Gen Fund/Gen Purpose
		Special Revenue
11	11	Proprietary
50	50	Total Positions

HUMAN SERVICES DEPARTMENT		
TOT		DIRECTOR - HUMAN SERVICES
FY 04	FY 05	
499	499	Gen Fund/Gen Purpose
107	107	Special Revenue
112	112	Proprietary
718	718	Total Positions

COMMUNITY & ECONOMIC DEV DEPARTMENT		
TOT		DIRECTOR - COMMUNITY & ECONOMIC DEVELOPMENT
FY 04	FY 05	
53	53	Gen Fund/Gen Purpose
26	26	Special Revenue
		Proprietary
79	79	Total Positions

PUBLIC SERVICES DEPARTMENT		
TOT		DIRECTOR - PUBLIC SERVICES
FY 04	FY 05	
120	120	Gen Fund/Gen Purpose
26	26	Special Revenue
		Proprietary
146	146	Total Positions

(a) Position deleted, per Misc. Res. #03040 (Phase I Budget Task Reductions), effective 10/31/03.

(b) Division and position retitled from Personnel, per Misc. Res. #03139, effective 7/19/03.

Prepared by Human Resources Dept. 9/20/03.

COUNTY EXECUTIVE ADMINISTRATION (a)		
TOT		
FY 04	FY 05	COUNTY EXECUTIVE
54	54	Gen Fund/Gen Purpose
		Special Revenue
11	10	Proprietary
65	64	Total Positions

COUNTY EXECUTIVE'S OFFICE		
TOT		
FY 04	FY 05	COUNTY EXECUTIVE
5	5	Gen Fund/Gen Purpose
		Special Revenue
		Proprietary
5	5	Total Positions

DEPUTY COUNTY EXECUTIVE

EXECUTIVE & SECRETARIAL SUPPORT		
TOT		
FY 04	FY 05	EXECUTIVE & SECRETARIAL SUPPORT
13	13	Gen Fund/Gen Purpose
		Special Revenue
		Proprietary
13	13	Total Positions

DEPUTY COUNTY EXECUTIVE

Asst. Dept. County Exec.

Asst. Dept. County Exec.

Human Resources
Management & Budget
Information Technology
Human Services

Community & Economic Development
Central Services
Public Services
Facilities Management

AUDITING DIVISION		
TOT		
FY 04	FY 05	MANAGER - AUDITING
11	11	Gen Fund/Gen Purpose
		Special Revenue
11	11	Total Positions

CORPORATION COUNSEL (a)		
TOT		
FY 04	FY 05	CORPORATION COUNSEL
17	17	Gen Fund/Gen Purpose
11	10	Proprietary
28	27	Total Positions

EMERGENCY RESPONSE & PREPAREDNESS		
TOT		
FY 04	FY 05	ADMIN - EMERGENCY RESPONSE & PREPAREDNESS
8	8	Gen Fund/Gen Purpose
		Special Revenue
8	8	Total Positions

(a) Position deleted, per Misc. Res. #03043 (Phase I Budget Task Reductions), to be effective 10/31/03.

Prepared by Human Resources Dept. 9/20/03.

## Department Revenue by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	323,052	323,052
Auditing	74,000	74,000
Corporation Counsel	0	0
<b>Total Revenue</b>	<b>\$397,052</b>	<b>\$397,052</b>

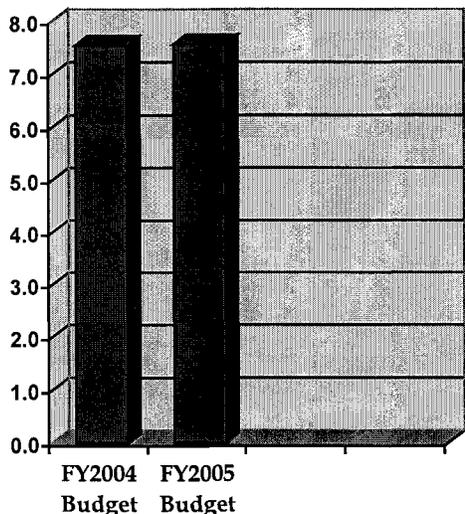
## Department Expenditures by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	4,120,536	4,135,533
Auditing	1,287,355	1,290,923
Corporation Counsel	2,143,601	2,147,818
<b>Total Expenditures</b>	<b>\$7,551,492</b>	<b>\$7,574,274</b>

## Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	61	60
Part Time Positions	4	4
<b>Total Positions</b>	<b>65</b>	<b>64</b>

## Department Expenditures (\$ in millions)



## 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 is comprised of the following offices:

- Community & Minority Affairs
- Media & Communications Office
- The Office of Art, Culture & Film
- South Oakland Liaison/Special Projects Coordinator
- Emergency Response and Preparedness

## Current Issues

The County Executive has initiated the Oakland Economic Forum to provide an opportunity for business, government, and educational leaders to work collectively to develop business strategies, exchange ideas and forge new partnerships to meet future goals. The County Executive led Oakland County's effort to maintain the AAA bond rating resulting in lower borrowing costs for the taxpayers of Oakland County. The AAA status, which is the highest rating possible, is an honor enjoyed by only twenty of the nation's 3,043 counties. This is a substantiation of Oakland County's favorable debt position and sound financial management.

## 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 accountable to its citizens and make every effort to ensure it is as streamline and efficient as possible.
- 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.
- Reinforce a commitment to technological advances in order to enhance the County's ability to compete in the marketplace of the 21<sup>st</sup> century.
- Continue promoting economic growth throughout Oakland County while still preserving and enhancing the human and natural environments.
- Cultivate partnerships between governments, businesses, educators and artists that produce successful projects, which enhance the quality of life in Oakland County.

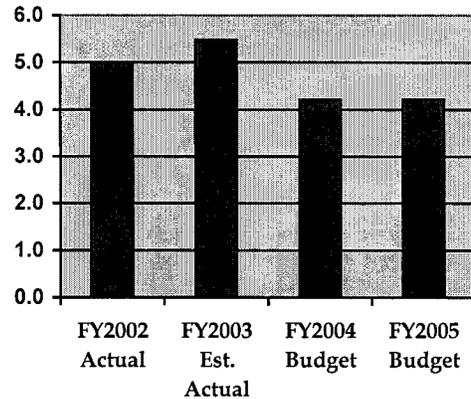
## Administration

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

### Division Goals

- To promote economic development within the County;
- Coordinate planning activities in order to address infrastructure and environmental issues;
- To strive to maintain the AAA bond rating resulting in lower borrowing costs for the taxpayers of Oakland County;
- 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.

### Division Expenditures (\$ in millions)



### Division Revenue by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<u>Gen. Fund/Gen. Purpose</u>				
Federal Grants	193,816	17,063	43,652	43,652
Intergov. Program	43,652	77,294	109,900	109,900
Charges for Services	2,921	2,161	154,500	154,500
Other Revenue	75,301	6,800	15,000	15,000
<b>Total Revenue</b>	<b>\$315,690</b>	<b>\$103,318</b>	<b>\$323,052</b>	<b>\$323,052</b>
<u>Other Funds</u>				
Multi Org. Grants	0	104,566	0	0
Other Grants	252,594	310,749	88,784	88,784
<b>Total Revenue</b>	<b>\$568,284</b>	<b>\$518,633</b>	<b>\$411,836</b>	<b>\$411,836</b>

### Program Expenditures

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<u>Program Name</u>				
Gen. Exec Serv	2,807,963	2,668,537	2,822,436	2,832,050
Emergency Prep	2,185,848	2,817,393	1,386,884	1,392,267
<b>Total Prog Exp</b>	<b>\$4,993,811</b>	<b>\$5,485,930</b>	<b>\$4,209,320</b>	<b>\$4,224,317</b>

### Division Expenditures by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	1,932,144	1,883,186	1,819,990	1,819,990
Fringe Benefits	628,862	649,614	761,165	761,165
Contractual Services	342,632	326,710	415,599	415,599
Commodities	138,643	49,013	24,005	24,005
Capital Outlay	872,256	1,357,107	337,500	337,500
Internal Services	826,680	804,985	762,277	777,274
<b>Total GF/GP Exp.</b>	<b>\$4,741,217</b>	<b>\$5,070,615</b>	<b>\$4,120,536</b>	<b>\$4,135,533</b>
<u>Other Funds</u>				
Multi Org Grants	0	104,566	0	0
Other Grants	252,594	310,749	88,784	88,784
<b>Total Expenditures</b>	<b>\$4,993,811</b>	<b>\$5,485,930</b>	<b>\$4,209,320</b>	<b>\$4,224,317</b>

### Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	23	23
Part Time Positions	3	3
<b>Total Positions</b>	<b>26</b>	<b>26</b>

## Summary of Major Program Changes

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### Revenue

Revenues reflect retirement administrative rebate.

### Expenditures

The FY 2004 budget reflects the full year savings for the positions deleted with Phase I Budget Amendments and Adjustments that were approved mid FY 2003. Further operating reductions were approved for Medical Emergency Training and Disaster supplies. Capital Outlay reflects the decrease of (\$1,010,184) by the Emergency Response and Preparedness Division for one-time purchases for Weapons of Mass Destruction (WMD) equipment. The budget for internal services is for current operations and additional allocations will be approved for Information Technology (IT) Development and Maintenance Departments based on usage.

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**General Executive Services**

**\$2,822,436**

**\$2,832,050**

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The County Executive coordinates County activities and appraises management of its affairs, including appointing directors to head various departments within the Executive branch. The following offices are within the Executive Liaison:

- Community & Minority Affairs
- Media & Communications Office
- The Office of Art, Culture & Film
- South Oakland Liaison/Special Projects Coordinator
- Emergency Response and Preparedness

**Programs:**

The Community and Minority Affairs service efforts includes assisting the County Executive in promoting the cultural and ethnic diversity of Oakland County communities through the promotion of programs and services that are made available to residents. Community and Minority Affairs meets with local government representatives from cities, townships and villages to discuss low and moderate income resident housing needs, community health, and other issues that require County input including promoting relationships across county lines.

The Media & Communications Office 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.

The Office of Arts, Culture and Film provides management assistance to local arts and cultural organizations, including 12 local arts councils, 11 community theaters and over 100 historical organizations. In addition, the Office of Arts, Culture and Film advises the County Executive on national, state and regional arts and entertainment policies that affect county residents.

The South Oakland Liaison/Special Projects Coordinator serves the County Executive Administration in a number of specified areas, providing research, representation, analysis and reports as requested. The Coordinator directs and/or assists in producing various county-related employee events, student government programs and serves on the Employee Suggestion Program Committee and compiles and submits NACO (National Association of Counties) award applications. In addition, the Coordinator acts as the County Executive's representative to support the southernmost municipalities of the County, attending meetings and events as warranted.

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**Emergency Response and Preparedness**

**\$1,386,884**

**\$1,392,267**

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The Emergency Response and Preparedness Unit is responsible for proactive planning and providing effective preparedness, response, recovery and mitigation for disasters occurring anywhere in Oakland County. We are dedicated to supporting our Cities, Villages and Townships (CVTs) through a coordination of efforts during emergency operations. The unit provides direct coordination and communication with regional, state and federal agencies for emergency planning and response procedures. The unit is also responsible for planning and conducting annual operational readiness exercises for our CVTs, first responders and business communities.

**Objectives:**

To develop four Countywide Hazardous Material (HAZMAT) Mutual Aid Consortiums to respond to single or multiple incidents throughout the County.

<b>Performance Measures</b>	<b>FY2002</b>	<b>FY2003</b>
	<u>Actual</u>	<u>Actual</u>
Number of HAZMAT Mutual Aid Consortiums in place	2	4
Number of CVTs participating in HAZMAT Mutual Aid	14	41

**Objectives:**

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.

<b>Performance Measures</b>	<b>FY2002</b>	<b>FY2003</b>
	<u>Actual</u>	<u>Actual</u>
Number of First Responders trained	225	465
Number of County Employees trained	365	75
Number of Training Classes presented	7	15

**Objectives:**

Provide and equip our first responder community with state-of-the-art equipment ensuring standardization and interoperability.

<b>Performance Measures</b>	<b>FY2002</b>	<b>FY2003</b>
	<u>Actual</u>	<u>Actual</u>
Purchased and provide fully equipped HAZMAT vehicles for CVT Mutual Aid Groups	0	4

**Objectives:**

Coordinate and conduct a countywide Hazardous Materials/Weapons of Mass Destruction exercise to effectively test the deployment of all four Mutual Aid Response Teams and the Oakland County Emergency Operations Center in multiple scenarios.

<b>Performance Measures</b>	<b>FY2002</b>	<b>FY2003</b>
	<u>Actual</u>	<u>Actual</u>
Number of county-wide HAZMAT/Weapons of Mass Destruction exercises held	0	1
Number of Table Top Exercises for Cities, Villages and Townships	2	3
Number of Table top Exercises for Private Sector	2	4
Number of ERP presentations to Local Communities and Business Sector	8	22

- In 2003, a Total Operational Preparedness Exercise was held at three locations. The exercise involved 550 participants from County fire departments, mutual aid consortiums, Sheriff's Department, FBI, Michigan State Police, Medical Control Authority, hospitals, US Army Civil Support Team, Amateur Radio Public Service Corps, CN Railroad, and numerous County departments and other agencies. It was the largest and most comprehensive exercise ever conducted in the State of Michigan.
- During the Blackout of 2003, the Emergency Operations Center (EOC) was activated and remained operational on a 24-hour basis for the first three days of the crisis. The EOC consisted of staff from within the County Executive and personnel from all divisions of County government. Full support was provided to all cities, villages and township until full power was restored to all areas of the county. Major activities included the emergency evacuation and transfer of patients from an area hospital, direct logistical support to several police and fire agencies, as well as providing drinking water to citizens and elderly care facilities around the County.

**Objectives:**

Identify, standardize, and provide first responder (police and fire) tactical and personal protective equipment.

<b>Performance Measures</b>	<b>FY2002</b>	<b>FY2003</b>
	<u>Actual</u>	<u>Actual</u>
Obtain Federal Grant money for purchase of first responder equipment	\$164,000	\$433,000

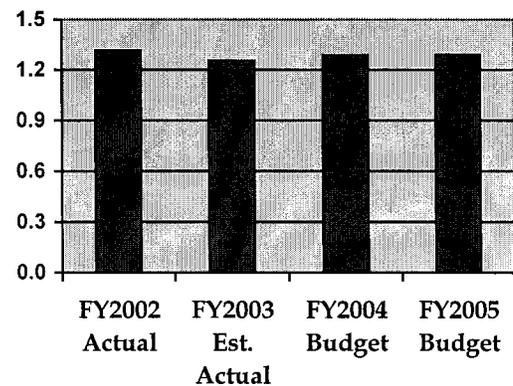
## Auditing

The Auditing Division is responsible for auditing all transactions relating to County activities. In addition, the division provides internal control assessment through verification and appraisal of the effectiveness of financial records, controls, and operations, and the determination that policies and procedures established by management are being followed. Audits provide objective analysis and recommendations concerning the soundness, accuracy, and adequacy of the financial and operational activity and related compliance with county, state, and federal laws and regulations. The Division also audits County departments to ascertain: 1) proper internal controls are in place, 2) all revenue, such as fees, etc. owed to the County are being collected, and 3) all revenue and expenditures are properly recorded. Internal Auditing monitors management's business integrity, operational efficiency, and financial reporting accuracy.

### Division Goals

- Increase the efficiency and effectiveness of County departments, while helping to safeguard County assets by identifying and correcting potential problems.
- Coordinate with independent public accountants to avoid duplication of efforts;
- Investigate compliance with the regulations promulgated by various professional organizations, governmental agencies, and legislative actions;
- Assist operating management in identifying potential cost savings opportunities;
- Communicate control concerns and techniques of a common nature to all divisions and operating units;
- Investigate possible improprieties and allegations involving County departments and financial activities.

### Division Expenditures (\$ in millions)



### Division Revenue by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	77,049	69,637	74,000	74,000
Total Revenue	\$77,049	\$69,637	\$74,000	\$74,000

### Program Expenditures

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Program Name				
Gen. Audit Serv.	1,316,554	1,252,936	1,287,355	1,290,923
Total Prog. Exp.	\$1,316,554	\$1,252,936	\$1,287,355	\$1,290,923

### Division Expenditures by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Gen. Fund/Gen. Purpose				
Salaries	797,683	769,241	746,284	746,284
Fringe Benefits	288,329	291,095	347,096	347,096
Contractual Services	17,947	17,220	19,945	19,945
Commodities	5,484	5,739	6,235	6,235
Internal Services	207,111	169,641	167,795	171,363
Total GF/GP Exp.	\$1,316,554	\$1,252,936	\$1,287,355	\$1,290,923

### Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	11	11
Part Time Positions	0	0
Total Positions	11	11

**Auditing**

FY 2004

FY 2005

**General Audit Services**

\$1,287,355

\$1,290,923

Internal auditing is to assist management in the efficient and effective discharge of their responsibilities by furnishing them with objective insights, analyses, appraisals, observations, and recommendations relating to improving controls within the entire organization. This program is accomplished by providing Oakland County with general auditing services. These services include departmental; performance and compliance audits and reviews; vendor and 3<sup>rd</sup> party audits; contract compliance and reviews; and bank reconciliation of all county bank accounts. In addition, external auditors are assisted in conducting fieldwork and transaction testing each year.

**Performance Measures**

	FY 2000		FY 2001		FY 2002		FY 2003	
	<u>Actual</u>		<u>Actual</u>		<u>Actual</u>		<u>Actual</u>	
	<u># of Audits</u>	<u>% of Time</u>						
General Auditing Services	17	16.6%	24	24.3%	25	29.5%	27	32.2%
Bank Compliance and Reconciliation	30	29.6%	27	26.9%	26	21.0%	32	28.3%
Michigan Dept. of Community Health	26	7.1%	32	9.1%	33	8.1%	39	8.1%
Community Development Block Grants	50	9.4%	39	7.7%	37	10.8%	36	9.1%
Compliance/Performance Audits	17	12.9%	19	19.1%	21	16.4%	24	5.2%
Special Assignments	31	12.1%	37	12.9%	41	14.2%	46	17.1%
Community Mental Health	16	12.3%	2	>1%	N/A		N/A	

**Training**

	FY 2000	FY 2001	FY 2002	FY 2003
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
<u>Cash Management Seminars</u>	<u># of Attendees</u>	<u># of Attendees</u>	<u># of Attendees</u>	<u># of Attendees</u>
County Employees	277	280	296	275
Non-County Employees from other municipalities within the State of Michigan	N/A	164	166	195

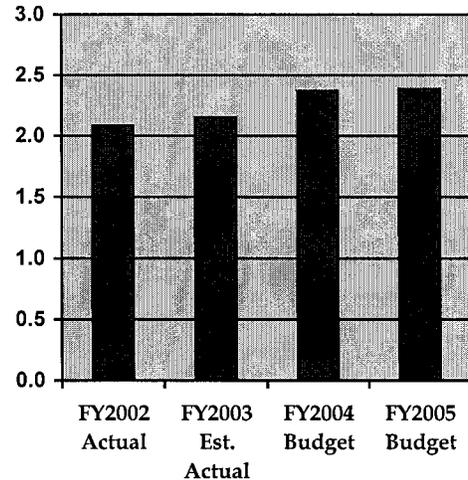
**Corporation Counsel**

Corporation Counsel 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. Corporation Counsel is also responsible for safety functions within the County. These functions provide programs and processes to support Oakland County's efforts to create the safest quality environment for its residents, visitors and businesses.

**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. This can be accomplished by:
- Timely delivery of legal opinions to elected and appointed Officials, department heads, and managers;
- Working closely with departments to negotiate business transactions with third parties;
- Promptly reviewing contracts with other entities, including grants;
- Closely monitoring litigation and outside counsel to insure efficient use of Oakland County financial resources;
- Counseling at law of the various officials and departments;
- Defending the actions or conduct taken by officials and departments of the County;
- Saving County funds relating to outside counsel costs and expenses by handling selected civil law cases in-house;
- Advising departments impacted by changes in State and Federal laws;
- Identifying and reducing hazardous situations and assuring compliance with proper safety practices.

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



**Division Revenue by Category**

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	0	0	0	0
Total GF/GP Revenue	\$0	\$0	\$0	\$0

**Program Expenditures**

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Program Name				
Legal Services	2,007,672	2,074,619	2,283,685	2,293,284
Safety Coord.	73,425	78,919	87,908	92,314
Total Prog. Exp.	\$2,081,097	\$2,153,538	\$2,371,593	\$2,385,598

**Division Expenditures by Category**

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Gen. Fund/Gen. Purpose				
Salaries	1,211,750	1,244,124	1,297,640	1,297,640
Fringe Benefits	407,228	435,419	576,293	576,293
Contractual Services	33,575	38,746	40,625	40,625
Commodities	3,982	4,308	5,318	5,318
Internal Services	224,300	221,345	223,725	227,942
Total GF/GP Exp.	\$1,880,835	\$1,943,942	\$2,143,601	\$2,147,818
Other Funds				
Building & Liability	126,837	130,677	140,084	\$145,466
Fringe Benefit	73,425	78,919	87,908	92,314
Total Expenditures	\$2,081,097	\$2,153,538	\$2,371,593	\$2,385,598

**Staffing**

	FY2004 Budget	FY2005 Budget
Full Time Positions	19	19
Part Time Positions	1	1
Total Positions	20	20

**Corporation Counsel**

FY 2004

FY 2005

**Legal Services****\$2,283,685****\$2,293,284**

This unit represents the County in mental health commitment cases, provides written opinions to the County Executive, Board of Commissioners, elected and appointed officials, and departments on matters of law as it applies to the function of County government. Reviews, prepares, and/or handles contracts, professional services agreements, grants, Freedom of Information Act requests, Board of Commissioners resolutions, collections on behalf of the County; appears on behalf of the County in administrative hearings and serves as Parliamentarian to the Board and its standing committees.

**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	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Assignments	2,078	2,170	1,085	1,129
Ongoing Assignments	273	218	54	71
Mental Health Hearings	518	611	717	774
	<u>(1 Jury)</u>	<u>(3 Jury)</u>	<u>(5 Jury)</u>	<u>(1 Jury)</u>
	2,870	3,002	1,861	1,975

**Safety Coordination****\$87,908****\$92,314**

The Safety Coordination unit implements and coordinates safety, hazard and loss control activities that include: 1) Inspection of County buildings and work locations to identify and reduce hazardous situations and assure compliance with property safety practices. 2) Investigation of accidents occurring on County property. 3) Training of County employees on all aspects of occupational safety and supervisors on federal and state health and safety responsibilities. 4) Coordination of safety committees. 5) Providing recommendations and implementing programs designed to improve employee safety habits.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Site Inspections	17	30	52	42
Safety Recommendations from Inspections	45	58	75	116
# People Trained	301	175	380	332

## Risk Management

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;

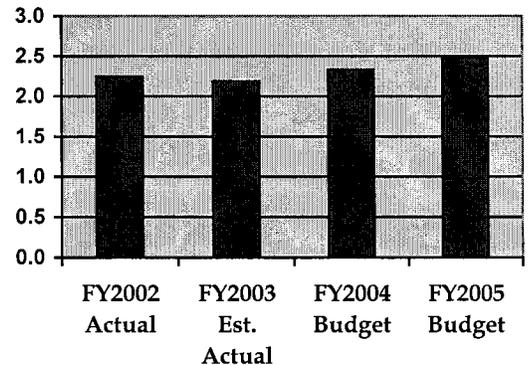
### Division Revenue by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	0	0	0	0
Total GF/GP Revenue	\$0	\$0	\$0	\$0

### Division Expenditures by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Gen. Fund/Gen. Purpose	\$0	\$0	\$0	\$0
<b>Building &amp; Liability Insurance</b>				
Salaries	358,398	347,281	366,703	377,578
Fringe Benefits	130,259	129,784	165,318	174,354
Contractual Services	1,081,330	1,233,603	1,400,165	1,542,033
Commodities	1,424	1,427	6,108	6,108
Internal Services	393,570	116,949	67,851	69,184
Total Bldg. & Liab.	\$1,964,981	\$1,829,044	\$2,006,145	\$2,169,257
<b>Other Funds</b>				
Fringe Benefit Fund	280,981	357,422	321,952	318,337
Total Expenditures	\$2,245,962	\$2,186,466	\$2,328,097	\$2,487,594

### Expenditure History



### Program Expenditures

Program Name	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Asset Protection	1,964,981	1,829,044	2,006,145	2,169,257
Employee Protection	280,981	357,422	321,952	318,337
Total Prog. Exp.	\$2,245,962	\$2,186,466	\$2,328,097	\$2,487,594

### Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	8	7
Part Time Positions	0	0
Total Positions	8	7

**Risk Management**

FY 2004

FY 2005

**Asset Protection****\$2,006,145****\$2,169,257**

The activities in this area include categorizing the exposures to the County and determining the most cost-effective method of protecting these assets by self-insuring or by purchasing insurance. The assets are both physical (such as building) and financial (such as cash). The department handles all self-insured liability claims against the County and oversees all insured claims and litigated matters. This includes first-party claims (County-owned property).

**Objectives**

To insure all just claims are settled and the others are defended. Also, to insure all County property and assets are protected from loss in the most cost-effective manner.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
<b><u>Subrogation</u></b>				
Number of Subrogations	47	62	62	38
Number of Subrogations Collected	69	64	62	45
Subrogation Amount Collected	\$19,646	\$36,086	\$49,257	\$22,859
Average Collected per Subrogation	\$418	\$582	\$794	\$508
<b><u>General Liability Claims</u></b>				
Number of New Claims	71	63	54	59
Open at End of Year	N/A	31	25	8
Claims Paid	\$79,822	\$20,701	\$13,044	\$2,263
Administrative Costs Paid	<u>\$12,001</u>	<u>2,124</u>	<u>0</u>	<u>0</u>
Claims & Administrative Costs Paid	\$91,824	\$22,825	\$13,044	\$2,263
Average Claims & Adm. Costs per Claim	\$1,293	\$362	\$242	\$38
<b><u>Prisoner Property Claims</u></b>				
Number of New Claims	20	23	21	13
Open at Year End	3	14	7	11
Claims Paid	\$1,375	\$537	\$2473	\$957
Average Paid per Prisoner Property Claim	\$69	\$23	\$118	\$74
<b><u>Auto Claims</u></b>				
Number of New Claims	87	302	278	219
Open at Year-End	N/A	23	N/A	N/A
Self Insured Claims Paid	\$3,620	\$3,938	\$24,378	\$7,397
Average Paid per Auto Claim	\$12	\$13	\$88	\$34
<b><u>Property Losses</u></b>				
Number of New Claims	47	26	54	54
Open at Year-End	9	4	0	2
Claims Paid	8	0	0	0
Value of Submitted Losses	\$302,935	\$24,217	\$57,866	\$150,637
Amount Paid	\$52,009	\$0	\$0	\$0

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**Employee Protection****\$321,952    \$318,337**

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Risk Management & Safety activities in this area are primarily related to administration of the Workers' Compensation Program for Oakland County employees injured on the job. Personnel from Risk Management & Safety and Corporation Counsel conduct various training programs and work site safety inspections. These activities are intended to reduce the number and severity of injuries and to eliminate workplace hazards. Also included are MIOSHA inspections.

**Objectives**

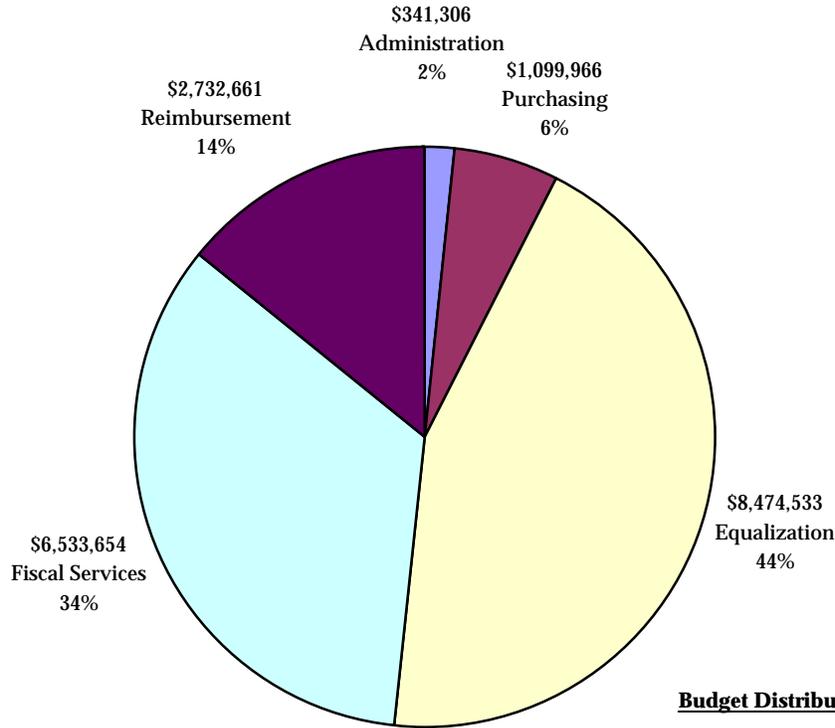
To return employees to a productive status as soon as practical.

<b>Performance Measures</b>	<b>FY2000</b>	<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
<b><u>Workers' Comp Claims</u></b>				
Number of Claims	429	360	415	364
Indemnity	42	49	54	46
Medical	387	311	361	318
Open	21	33	165	177
Total	\$444,968	\$746,388	\$446,044	\$370,483
Average	\$1,037	\$2,073	\$1,075	\$1,018
<b><u>Employee Safety Activity</u></b>				
Safety Inspections	28	29	N/A	N/A
Miscellaneous Inspections	13	18	N/A	N/A
Training	<u>12</u>	<u>18</u>	<u>7</u>	<u>6</u>
Total	53	55	7	6

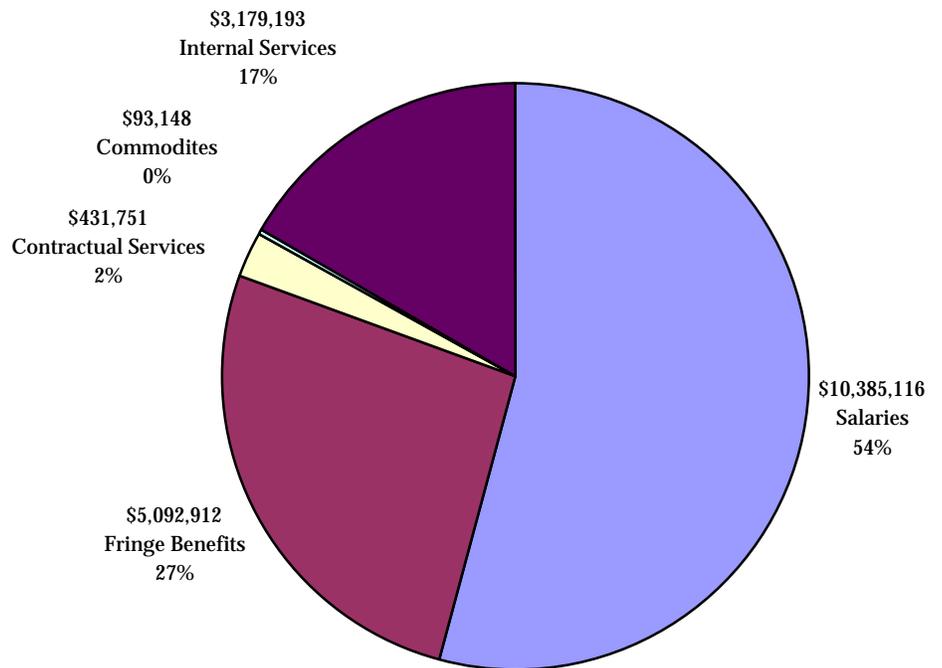
# Management & Budget

## FY 2004 General Fund/General Purpose

**Budget Distribution by Division**



**Budget Distribution by Expenditures**



MANAGEMENT & BUDGET DEPARTMENT			
TOT		DIRECTOR -	
FY 04	FY 05	MANAGEMENT & BUDGET	
197	197	Gen Fund/Gen Purpose	
6	6	Special Revenue	
1	1	Proprietary	
204	204	Total Positions	

MANAGEMENT & BUDGET ADMINISTRATION			
TOT		DIRECTOR -	
FY 04	FY 05	MANAGEMENT & BUDGET	
2	2	Gen Fund/Gen Purpose	
		Special Revenue	
2	2	Total Positions	

FISCAL SERVICES DIVISION			
TOT		MANAGER - FISCAL	
FY 04	FY 05	SERVICES DIVISION	
59	59	Gen Fund/Gen Purpose	
3	3	Special Revenue	
1	1	Proprietary	
63	63	Total Positions	

PURCHASING DIVISION			
TOT		MANAGER -	
FY 04	FY 05	PURCHASING	
12	12	Gen Fund/Gen Purpose	
		Special Revenue	
12	12	Total Positions	

REIMBURSEMENT DIVISION			
TOT		MANAGER -	
FY 04	FY 05	REIMBURSEMENT	
34	34	Gen Fund/Gen Purpose	
3	3	Special Revenue	
37	37	Total Positions	

EQUALIZATION			
TOT		MANAGER -	
FY 04	FY 05	EQUALIZATION	
90	90	Gen Fund/Gen Purpose	
		Special Revenue	
90	90	Total Positions	

Prepared by Human Resources Dept. 9/20/03.

# Management & Budget

## Department Revenue by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	0	0
Purchasing	14,800	14,900
Equalization	2,350,918	2,434,347
Fiscal Services	0	0
Reimbursement	325,000	325,000
<b>Total Revenue</b>	<b>\$2,690,718</b>	<b>\$2,774,247</b>

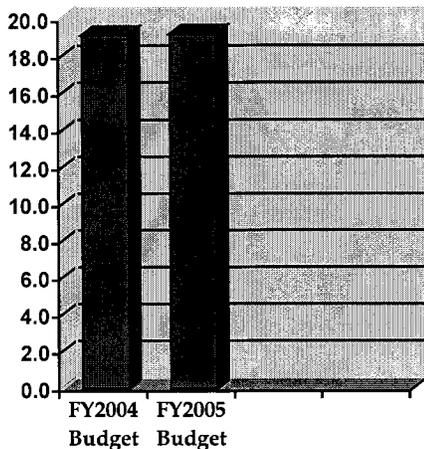
## Department Expenditures by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	341,306	341,402
Purchasing	1,099,966	1,102,309
Equalization	8,474,533	8,502,772
Fiscal Services	6,533,654	6,562,773
Reimbursement	2,719,941	2,730,032
<b>Total Expenditures</b>	<b>\$19,169,400</b>	<b>\$19,239,288</b>

## Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	195	195
Part Time Positions	9	9
<b>Total Positions</b>	<b>204</b>	<b>204</b>

## Department Expenditures (\$ in millions)



## 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.

## Current Issues

Much of the focus in Oakland County over the past two years has been directed toward budget reductions. This recent era of budget challenges is not unique to Oakland County. The budget issues facing Oakland County are the same issues facing state and local governments all across the country: constrained resources as a result of the recent recession and property tax limitations, reductions in State revenue sharing, and rapidly rising health care costs. What is unique to Oakland County is that its leaders took quick and decisive action early on.

Oakland County utilizes a biennial budget process. This discipline of looking at least two years ahead resulted in the County's leaders addressing the budget issues two years ago when it became known that financial challenges would most likely hit hardest in fiscal years 2004 and 2005.

The collective result of the County's efforts over the past two years is a \$33.7 million budget adjustment in the fiscal year 2004 budget. This amount is equivalent to almost 10% of the total General Fund budget.

According to Wall Street analysts, Oakland County's budgetary effort was a significant factor in the continuation of the County's AAA rating.

## Current Issues (Cont'd)

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The County's budget is balanced for fiscal years 2004 and 2005. At its Consensus Revenue Estimating Conference on October 14, 2003, the State of Michigan recognized that a \$900 million shortfall exists in its revenue estimate. The State is now required to take corrective action to balance its budget for fiscal year 2004. As of this writing, the State has yet to do so. The significance of this fact is that approximately \$50 million or 8.6% of Oakland County's budget flows from State resources, which includes revenue sharing, reimbursements, and grants. As a result, even though Oakland County's budget is balanced for the next two years, the County is continuing to be proactive in identifying additional budget reductions in anticipation of potential cuts in State funding.

## Goals

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- **Professional Development:** DMB is the primary department responsible for the County's financial reporting and data. To ensure the integrity of its work products, DMB places a high value on the technical knowledge and professional development of its staff. Many of the DMB professional staff have certifications in their area of expertise, including management staff who hold advanced degrees and are active in their respective professional associations. 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.
- **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 Biennial Budget process 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 and program efficiency. At present, the following initiatives are underway:
  - Implementation of an E-procurement and E-financial system utilizing Internet based technology.
  - Increased availability of financial reports and data on the County's Web Site
  - Continued progress toward enhanced program measurements for use in the budget and operational decision making process.
  - Redesigning financial business processes within Management and Budget and across departments.
  - Dissemination of the County's financial and purchasing policies and procedures via the County's Intranet and the Internet.

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## Summary of Major Program Changes

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### Revenue

The FY 2004 Budget reflects increased contracts for Equalization Assistance Services.

### Expenditures

The FY 2004 budget reflects the full year savings for the positions deleted with Phase I Budget Amendments and Adjustments that were approved mid FY 2003. Further operating reductions were approved for Personal Mileage and Travel. Additional allocations will be approved in FY 2004 for Information Technology (IT) Development and Maintenance Departments based on usage.

## Administration

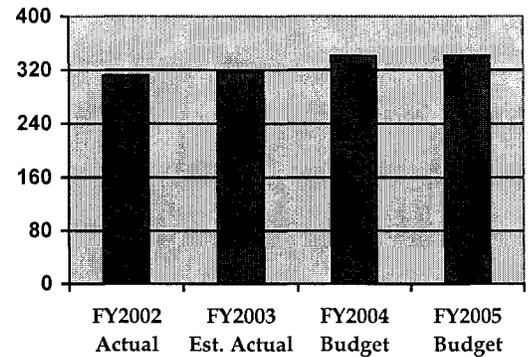
Management and Budget Administration is responsible for the overall administration of the Department of Management and Budget and oversees the Purchasing, Equalization, Fiscal Services and Reimbursement functions of the County. The Director is designated as the Fiscal Officer of the County and is responsible 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 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 cost reduction 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 thousands)



### Division Revenue by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Gen. Fund/Gen. Purpose				
Charges for Services	0	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Program Expenditures

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Program Name				
Administration	312,637	317,207	341,306	341,402
<b>Total Program Exp.</b>	<b>\$312,637</b>	<b>\$317,207</b>	<b>\$341,306</b>	<b>\$341,402</b>

### Division Expenditures by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Gen. Fund/Gen. Purpose				
Salaries	225,699	217,080	231,247	231,247
Fringe Benefits	68,286	69,224	94,662	94,662
Contractual Services	9,120	8,053	7,700	7,700
Commodities	250	13,322	200	200
Internal Services	9,282	9,528	7,497	7,593
<b>Total GF/GP Exp.</b>	<b>\$312,637</b>	<b>\$317,207</b>	<b>\$341,306</b>	<b>\$341,402</b>

### Staffing

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Full Time Positions	2	2
Part Time Positions	0	0
<b>Total Positions</b>	<b>2</b>	<b>2</b>

## Management and Budget

FY 2004

FY 2005

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### Administration

\$341,306

\$341,402

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The Administration program is responsible for the overall administration of the Department of Management and Budget and oversees the Purchasing, Equalization, Fiscal Services and Reimbursement 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, department heads and the Board of Commissioners.

#### Objective

Continue to maintain a balanced budget that appropriately allocates financial resources among County departments enabling them to meet their goals and provide excellent citizen service. Continue to meet budget challenges resulting from external economic conditions such as the recent recession, property tax revenue limitations, reduced State revenue sharing, and rising health costs. Continue to maintain AAA bond rating.

#### Performance Measures

The following major budget adjustments are reflected in the FY 2004 budget:

- A balanced budget that includes \$33.7 million of budget reductions and adjustments. Some of those adjustments included position deletions, reduction of operating line items, adjustments to the employee health care program, fee adjustments and reduced capital expenditures.
- A balanced biennial budget plan through Fiscal Years 2004/2005 which includes
  - Gradually reducing the County's dependence on State Revenue Sharing over the next several years. This will continue the proactive budgeting and planning process that the County has used to plan for reductions in advance of the period that the reduction may actually occur.
  - The establishment of a budget transition account to capture savings achieved through early implementation of budget reductions, which can be used to smooth future budget reduction efforts. This account provides some safety measures if the state reduces funding beyond the levels anticipated when the budget was adopted.

#### 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 Department of Management and Budget Director and Fiscal Services Manager are Certified Public Finance Officers (CPFO). This certification is administered by the Government Finance Officers Association (GFOA). Currently, there are fewer than 300 CPFO's nationally.
- The Deputy Director is a Certified Production and Inventory Manager as designated by the American Production and Inventory Control Society (APICS). The Deputy Director is also Chairperson of the MMFOA Technology Committee and a board member of the Michigan Association of Governmental Computer Users.
- The Fiscal Services Manager currently serves as the President of the Michigan Municipal Finance Officers Association (MMFOA). Other DMB staff are actively involved in the MMFOA as members of the association's committees.
- The Purchasing Manager is an Accredited Purchasing Practitioner through the National Institute for Supply Management and is Past President of the Michigan Public Purchasing Officers Association. He is also the recipient of the Marv Klang Lifetime Achievement Award for Excellence in Purchasing.
- The Equalization Division Manager is required by law to hold a Level IV Assessor Certification. That division has four Level IV Assessors; there are only 167 people that hold this certification to serve 120 taxing jurisdictions in the State of Michigan. Seventy-five percent of the Division's employees hold a certification of Level I or higher. The remaining employees who are not certified are primarily clerical support employees.

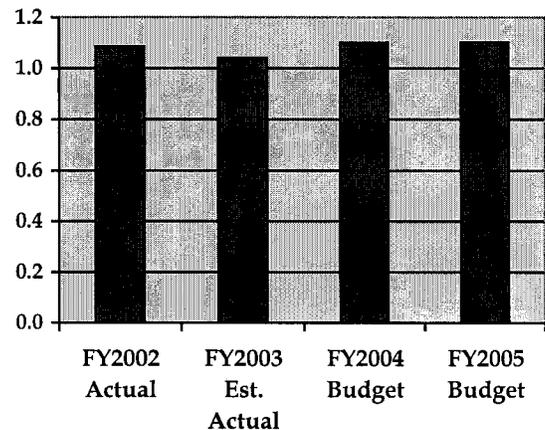
**Purchasing**

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

**Division Goals**

- Minimize the acquisition costs of all the goods and contracted services in an effort to maintain expenditures within adopted budget parameters
- Provide the highest quality of goods and contracted services for the money spent
- Provide efficient and effective procurement services to County operations by employing sound purchasing methods
- Stimulate participation in the County's business process with current, new, and local businesses
- Migrate the current County business model to a web based procurement process.

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



**Division Revenue by Category**

Gen. Fund/Gen. Purpose	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Charges for Services	0	29,812	14,800	14,900
Other Revenues	11,250	0	0	0
<b>Tot. GF/GP Revenue</b>	<b>\$11,250</b>	<b>\$29,812</b>	<b>\$14,800</b>	<b>\$14,900</b>

**Program Expenditures**

Program Name*	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Procurement	1,085,060	1,032,966	1,091,881	1,094,224
E-Commerce	0	7,000	8,085	8,085
<b>Total Prog. Exp.</b>	<b>\$1,085,060</b>	<b>\$1,039,966</b>	<b>\$1,099,966</b>	<b>\$1,102,309</b>

**Division Expenditures by Category**

Gen. Fund/Gen. Purpose	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Salaries	615,596	598,621	623,068	623,068
Fringe Benefits	254,333	261,036	306,955	306,955
Contractual Services	16,466	14,565	26,621	26,621
Commodities	5,589	5,287	5,121	5,121
Capital Outlay	15,877	0	0	0
Internal Services	177,199	160,457	138,201	140,544
<b>Total GF/GP Exp.</b>	<b>\$1,085,060</b>	<b>\$1,039,966</b>	<b>\$1,099,966</b>	<b>\$1,102,309</b>

**Staffing**

	FY2004 Budget	FY2005 Budget
Full Time Positions	12	12
Part Time Positions	0	0
<b>Total Positions</b>	<b>12</b>	<b>12</b>

<b>Purchasing</b>	<b>FY2004</b>	<b>FY2005</b>
<b>Procurement</b>	<b>\$1,091,881</b>	<b>\$1,094,224</b>

Purchasing will issue in excess of 1400 purchase orders, 700 contracts, and 800 blanket purchase orders in a year. The County has steadily increased its out-sourcing of services for the past several years. This directly impacts the number of contracts Purchasing issues. Expenditures, on behalf of the County, by the Purchasing Division this year will exceed \$250,000.00 dollars. Procurement consists of three sub-categories:

- **Drain Procurement:** the assignment of a specific buyer to work out of the Drain office to handle the acquisition of their goods and services as defined under the County's policy and procedures manual"
- **Information Technologies Procurement:** the assignment of a specific buyer to work out of the IT offices to handle the acquisition of their goods and services as defined under the County's policy and procedures manual
- **General Procurement:** all other acquisitions that do not fall into the categories noted previously.

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## **Cooperative Purchasing**

Purchasing administers and operates a cooperative purchasing program used by over 100 municipalities both in and outside of the County. This program allows municipalities to combine purchase volumes of certain commodities to obtain more favorable pricing. This has proved to be of great benefit especially to smaller townships and villages, where retail prices are often charged because of their small usage. Many participants will save as much as \$2500.00 on the purchase of a police vehicle.

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<b>E-Commerce</b>	<b>\$8,085</b>	<b>\$8,085</b>
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Purchasing is in the process of changing the County's business model to move from a conventional business process to a web-based procurement program. We use a third party web site host to advertise bids and RFP's. The vendor community is downloading some of these RFP's for bid purposes off this web site. Eventually our conversion to a new web based procurement system will allow for a complete electronic exchange of solicitations and responses and payment for services and archival information.

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## **Contract Administration**

This program currently has four sub-categories, consisting of three contracts, which have been converted to ordering via the internet and the Procurement Card program. The three contracts consist of laboratory supplies, janitorial supplies, and office products. All items are ordered by user departments through the vendors' web site. Each contract requires an administrator to make changes to the contract, changes to the web order process, monitor the price and invoicing process. An average of 10 hours per week is spent on these three efforts.

The P Card program is the use of a specially regulated credit card to make small item purchases. This program is expanding to include some aspects of travel as well. This is intended as another method of paying the bills. The administration of this program includes training of users, monitoring daily reports for use and abuse, expanding the card use to other departments, coordinating the credit card bank with the Accounts Payable and the Treasurer.

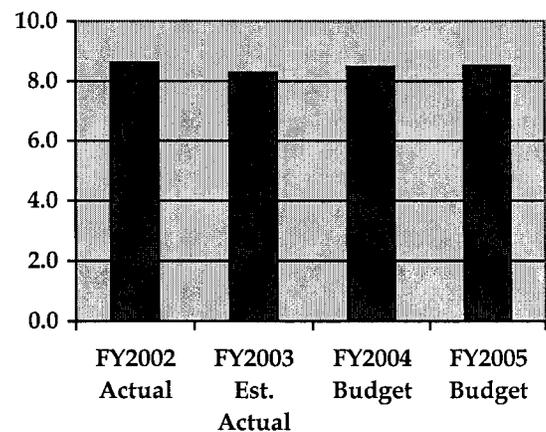
## Equalization

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 handles the appeals pertaining to these activities.

### 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 continually develop and maintain software systems to meet new legislative changes and state tax commission requirements.
- 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 Revenue by Category

Gen. Fund/Gen. Purpose	FY2002	FY2003	FY2004	FY2005
	<u>Actual</u>	<u>Est. Actual</u>	<u>Budget</u>	<u>Budget</u>
Charges for Services	2,045,833	2,259,454	2,350,918	2,434,347
Tot. GF/GP Revenue	<u>\$2,045,833</u>	<u>\$2,259,454</u>	<u>\$2,350,918</u>	<u>\$2,434,347</u>

### Program Expenditures

Program Name	FY2002	FY2003	FY2004	FY2005
	<u>Actual</u>	<u>Est. Actual</u>	<u>Budget</u>	<u>Budget</u>
Admin. Services	1,612,040	841,257	1,036,966	1,036,966
Assessing	6,116,392	6,535,771	6,419,388	6,447,627
Equalization	298,965	308,015	350,976	350,976
Mapping	583,610	597,892	667,203	667,203
Total Prog. Exp.	<u>\$8,611,007</u>	<u>\$8,282,935</u>	<u>\$8,474,533</u>	<u>\$8,502,772</u>

### Division Expenditures by Category

Gen. Fund/Gen. Purpose	FY2002	FY2003	FY2004	FY2005
	<u>Actual</u>	<u>Est. Actual</u>	<u>Budget</u>	<u>Budget</u>
Salaries	4,173,942	4,120,437	4,662,474	4,662,474
Fringe Benefits	1,613,317	1,669,156	2,287,983	2,287,983
Contractual Services	170,062	72,879	209,665	209,665
Commodities	59,012	22,525	56,600	56,600
Capital Outlay	4,958	0	0	0
Internal Services	2,589,716	2,315,938	1,257,811	1,286,050
Transfers Out	0	82,000	0	0
Total GF/GP Exp.	<u>\$8,611,007</u>	<u>\$8,282,935</u>	<u>\$8,474,533</u>	<u>\$8,502,772</u>

### Staffing

	FY2004	FY2005
	<u>Budget</u>	<u>Budget</u>
Full Time Positions	87	87
Part Time Positions	3	3
Total Positions	<u>90</u>	<u>90</u>

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**Equalization**

FY 2004

FY 2005

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**Administration**

\$1,036,966

\$1,036,966

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Equalization administration provides direction and guidance for the efficient implementation and execution of goals and objectives, oversees budget recommendations and monitors approved budget expenditures, schedules staff training, monitors staff development and performance and responds to public inquiries and requests for information.

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**Assessing**

\$6,419,388

\$6,447,627

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Real Property Assessing: renders quality assessment services in fulfillment of Equalization Division's responsibilities as the contracted assessor to 24 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 24 units of government, performs assessing services to enable 10 local units of government to access current technology and trained staff to ensure uniform and equitable personal property assessment. Maintain contact and provide assistance to all 51 assessing units within Oakland County to achieve uniform and equitable assessments of personal property.

Tax Tribunal appeals are processed on behalf of 24 assessing units from initial filing to appraisal and final state determination of the property value under appeal.

Standards & Data Control: Maintain and update division manuals pertaining to real property consisting of two volumes (residential and commercial/industrial), personal property, and office procedures.

Review and study state bulletins and communications and incorporate it in appropriate operating manual, oversee the 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 as well as 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 24 units of government on contract basis for a total of 127,663 parcels
- Maintain real property records for approximately 141,743 residential and 8,634 commercial and industrial parcels
- Attend and assist board of review sessions of 24 assessing units
- Conduct audits of personal property records of taxpayers involving some 25,000 parcels within 34 contracted units of government.

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**County Equalization**

\$350,976

\$350,976

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Undertakes equalization functions for all classes of property located in Oakland County. Also conducts annual sales, land and 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.

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**Mapping****\$667,203****\$667,203**

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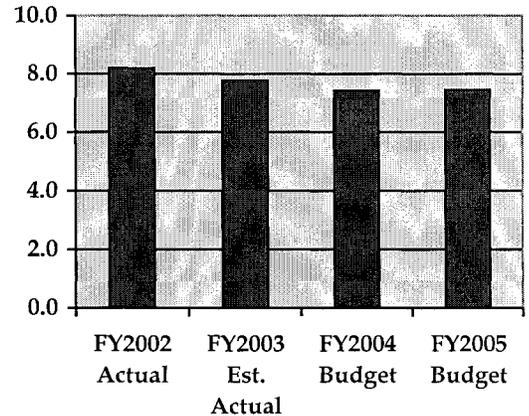
Maintains parcel identification numbers, tax descriptions and GIS tax parcel mapping for the Oakland County Land File System consisting of 457,539 parcels of land. Processes new parcels to the Land File System arising from land divisions, combinations, or newly platted subdivision lots and condominium units in the 51 assessing units of Oakland County. Approximately 8,000 parcels are processed annually.

**Fiscal Services**

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. Those responsibilities extend to externally reporting the financial position and economic condition of the County to interested parties, as well as 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.

- 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.
- Continue receiving awards of excellence from the Government Finance Officers Association for the Popular Annual Financial Report, Comprehensive Annual Financial Report and the Biennial Budget document.

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



**Division Revenue**

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Gen. Fund/Gen. Purpose	\$0	\$0	\$0	\$0
<b>Other Funds</b>				
Housing & Dev. Grant	79,108	81,515	0	0
Office Equipment	704,484	703,044	689,651	689,651
Workforce Dev. Grants	56,323	57,928	0	0
<b>Total Revenue</b>	<b>\$839,915</b>	<b>\$842,487</b>	<b>\$689,651</b>	<b>\$689,651</b>

**Division Expenditures**

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<b>Gen. Fund/Gen. Purpose</b>				
Salaries	3,441,540	3,425,165	3,430,538	3,430,538
Fringe Benefits	1,287,897	1,333,770	1,701,638	1,701,638
Contractual Services	142,531	115,468	129,818	129,818
Commodities	13,980	11,075	19,847	19,847
Capital Outlay	0	0	0	0
Internal Services	2,036,400	2,307,158	1,251,813	1,280,932
<b>Total GF/GP Exp.</b>	<b>\$6,922,348</b>	<b>\$7,192,636</b>	<b>\$6,533,654</b>	<b>\$6,562,773</b>
<b>Other Funds</b>				
Fringe Benefit	86,812	89,254	95,761	101,027
Office Equipment	859,818	348,888	689,651	689,651
Medical Care Facility	184,807	0	0	0
Workforce Dev.	56,323	57,928	0	0
Housing & Dev. Grant	79,108	81,515	96,552	96,552
<b>Total Expenditures</b>	<b>\$8,189,216</b>	<b>\$7,770,221</b>	<b>\$7,415,618</b>	<b>\$7,450,003</b>

**Program Expenditures**

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<b>Program Name</b>				
Administration	2,511,602	2,675,070	2,033,819	2,062,938
Fin. Planning	1,066,749	942,402	722,349	722,349
Fin. Processing	2,278,994	1,683,665	1,972,387	1,972,387
Fin. Reporting	2,331,871	2,469,084	2,687,063	2,692,329
<b>Total Prog Exp.</b>	<b>\$8,189,216</b>	<b>\$7,770,221</b>	<b>\$7,415,618</b>	<b>\$7,450,003</b>

**Staffing**

	FY2004 Budget	FY2005 Budget
Full Time Positions	62	62
Part Time Positions	1	1
<b>Total Positions</b>	<b>63</b>	<b>63</b>

FY 2004

FY 2005

\$2,033,819

2,062,938

able for obtaining and managing the personnel, contractual and technology resources of the  
 es hiring the staff, providing a growth path for deserving individuals and professional  
 : all; as well as supervising contractual and technology resources, specifically the County's  
 ormation system, to maximize the productivity of division staff. In addition, the Division's  
 conduit of financial information to the County Executive, the Board of Commissioners, and  
 cials.

professional development.

	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
es reimbursed	23	22	21	26
lasses attended	46	46	48	19
g classes attended	15	11	13	5

ncial system.

	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
emented	2	0	0	1
nctionality	0	0	0	3

\$722,349

\$722,349

nning consists of two activities. The first is to accurately forecast personnel, contractual  
 e and space requirements for all County activities and validate quantities needed to  
 ojectives of all County agencies. The second is to monitor implementation of the biennial  
 budgets, and report variances and proposed adjustments on a timely and accurate basis to  
 oard in the County's decision-making process. This second activity includes responding to  
 as well as providing recommendations for fiscal improvements.

al budget

	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
departments for appeals	15	8	8	1
o recommended budget Fiscal Services or supported	6	4	0	0

## Objective

- Monitor the current budget

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Number of amendments to adopted budget	247	259	415	200

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## Financial Processing

**\$1,972,387    \$1,972,387**

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The activities in this program area include the receipting and disbursing functions. The transaction processing activities 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	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Average number of checks issued per pay period	4,361	4,482	4,440	4,535
Average amount of each pay period	\$6,643,894	\$7,086,188	\$7,602,068	\$7,749,852

## Objective

- Record revenue items in an accurate manner

Performance Measures	FY2000	FY2001	FY2002	FY2003
Number of revenue vouchers processed	5,878	5,916	6,450	6,308
Number of other revenue documents processed	292	326	1,228	1,138
Number of write-offs and refunds	682	589	604	599

## Objective

- Process vendor payments and maintain appropriate records for Federal reporting on form 1099.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Number of direct vouchers	23,883	23,219	22,949	15,580
Number of purchasing payments	37,033	36,082	40,145	47,669
Number of canceled payments	1,394	1,491	1,265	1,174

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**Financial Reporting****\$2,687,063    \$2,692,329**

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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 GFOA for appropriate content.

**Objective**

- Receive the Government Finance Officers Association awards for the Comprehensive Annual Financial Report, Popular Annual Financial Report and Budget documents.

<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Actual</u></b>
Number of awards received	3	3	3	3

**Objective**

- Issue periodic reports in accordance with requirements

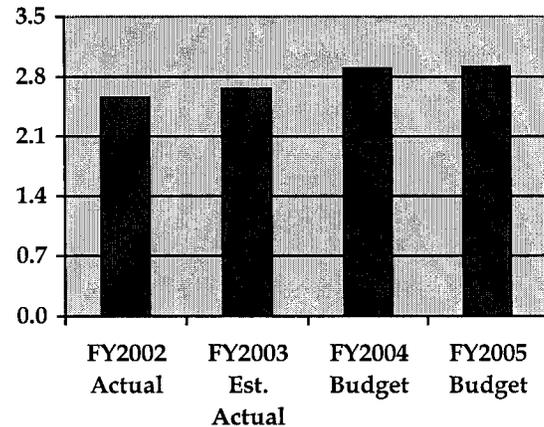
<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Actual</u></b>
Number of Federal Grant reports	248	279	332	341
Number of specialized department reports	2,031	2,369	3,558	3,672
Number of new reports developed	8	27	85	38

**Reimbursement**

Reimbursement is responsible for assisting the Circuit, Family, and Probate Courts in the collection of all court-ordered fees and determining an individual's ability to pay for various court services. The division assists the Oakland County Sheriff's Department in the collection of inmate board and care. The division conducts administrative Order to Show Cause hearings, prepares reimbursement orders, processes tax intercepts and garnishments, and disburses restitution monies to crime victims. The Division is also responsible for managing collections for services and care provided by the Medical Care Facility.

- To operate an efficient collections process, assess fees in an accurate and timely manner, ensure maximum recovery of costs to the Courts and the County, and operate within the confines of the resources allocated to the division.
- To examine all of our procedures, particularly those that relate directly to the court, to determine and implement ways to improve efficiency in our operation.
- To implement enhancements to our system to measure court activity in relationship to collections and non-financial performance measures.

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



**Division Revenue by Category**

Gen. Fund/Gen. Purpose	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Charges for Services	334,148	347,989	325,000	325,000
Other Revenues	0	26	0	0
<b>Tot. GF/GP Revenue</b>	<b>\$334,148</b>	<b>\$348,015</b>	<b>\$325,000</b>	<b>\$325,000</b>

**Program Expenditures**

Program Name	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Administration	766,873	754,833	800,893	809,318
Circuit Ct Collec.	890,402	931,187	980,270	981,103
Family Ct Collec.	794,461	794,911	951,498	952,331
Medical Care Fac.	103,765	175,725	163,261	169,989
<b>Total Prog. Exp.</b>	<b>\$2,555,501</b>	<b>\$2,656,657</b>	<b>\$2,895,922</b>	<b>\$2,912,741</b>

**Division Expenditures by Category**

Gen. Fund/Gen. Purpose	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Salaries	1,285,927	1,316,672	1,437,789	1,437,789
Fringe Benefits	536,587	560,956	701,674	701,674
Contractual Services	57,727	45,656	57,947	57,947
Commodities	11,239	3,892	11,380	11,380
Capital Outlay	0	0	0	0
Internal Services	570,780	553,756	523,871	533,962
<b>Total GF/GP Exp.</b>	<b>\$2,462,260</b>	<b>\$2,480,932</b>	<b>\$2,732,661</b>	<b>\$2,742,752</b>

**Staffing**

	FY2004 Budget	FY2005 Budget
Full Time Positions	32	32
Part Time Positions	5	5
<b>Total Positions</b>	<b>37</b>	<b>37</b>

**Other Funds**

Medical Care Fac.	93,241	175,725	163,261	169,989
<b>Total Expenditures</b>	<b>\$2,555,501</b>	<b>\$2,656,657</b>	<b>\$2,895,922</b>	<b>\$2,912,741</b>

<b>Reimbursement</b>	<b>FY 2004</b>	<b>FY 2005</b>
<b>Administration</b>	<b>\$800,893</b>	<b>\$809,318</b>

Administration prepares financial reports and statistics in a timely and efficient manner. Additional duties include analyzing new and pending legislation for impact on the collections process; evaluating new and current programs for increased efficiencies; modifying division procedures; and providing on-going training.

<b>Circuit Court Collections</b>	<b>\$980,270</b>	<b>\$981,103</b>
----------------------------------	------------------	------------------

Circuit Court Collections is responsible for the collection of all fees ordered by the Circuit Court such as court costs, attorney fees, restitution, fines, and crime victim's rights fees. The Unit also collects inmate board and care charges as well as fees associated with the Community Service Program.

Staff conducts financial interviews with defendants, establishes payment schedules and applies community service credits to defendant's accounts when appropriate. They conduct Order to Show Cause hearings, process state tax intercepts, initiate lawsuits, and prepare court orders and garnishments. They are also responsible for disbursing restitution payments to victims.

<b>Family Court Collections</b>	<b>\$951,498</b>	<b>\$952,331</b>
---------------------------------	------------------	------------------

Family Court Collections is responsible for the collection of fees ordered by Family Court such as the cost of care for court wards, attorney fees, restitution, court costs, service fees, crime victim's rights fees, and clinical evaluations. Staff conducts financial interviews to determine parents' ability to reimburse the county for costs incurred due to minor(s) involvement with the Family Court and prepares the Order for Reimbursement. Staff initiates and conducts Order to Show Cause hearings, processes wage assignments, state tax intercepts, and requests bench warrants. Staff is responsible for maintaining and collecting Probate Court Mental Health accounts for court-appointed attorney fees. This unit also disburses restitution payments to crime victims.

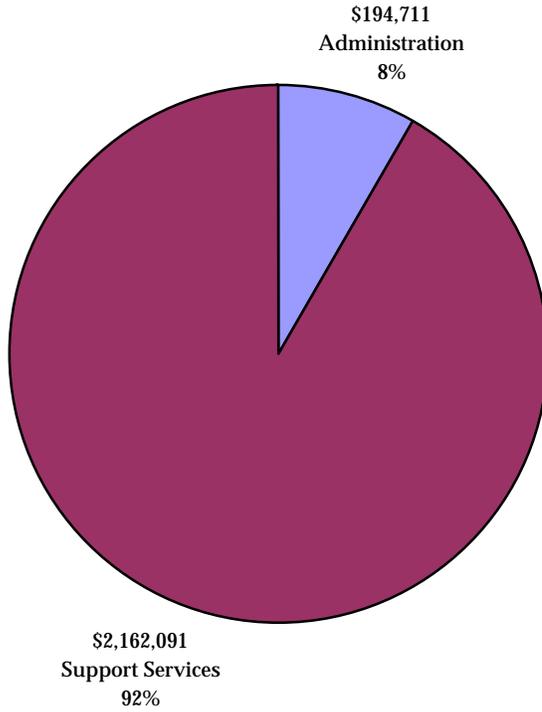
<b>Medical Care Facility Collections</b>	<b>\$163,261</b>	<b>\$169,989</b>
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The Medical Care Facility Collections unit is responsible for collecting monies from insurance companies, Medicare/Medicaid/ and private pay patients for cost of care and services provided.

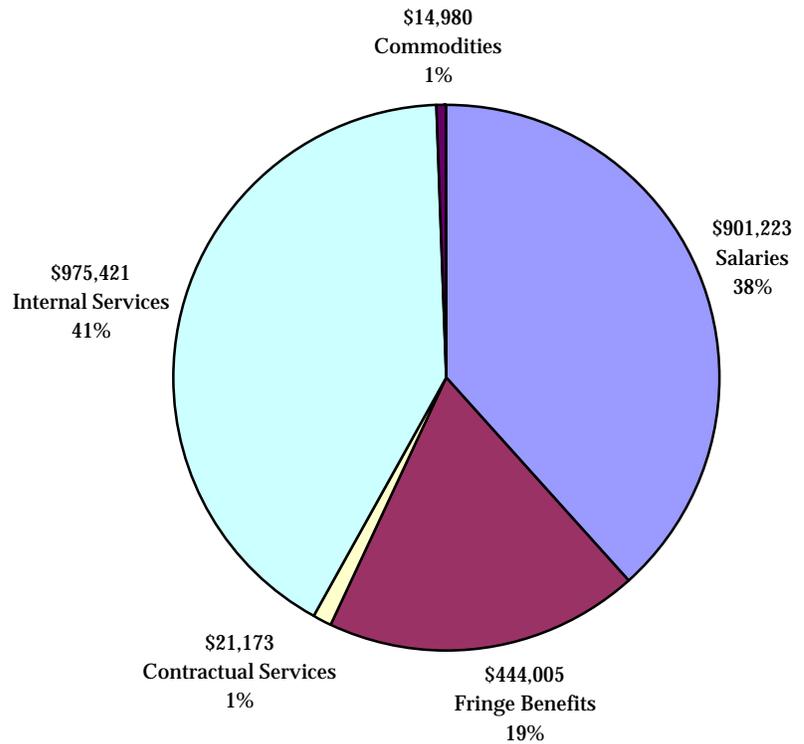
# Central Services

## FY 2004 General Fund/General Purpose

**Budget Distribution by Division**



**Budget Distribution by Expenditures**



CENTRAL SERVICES DEPARTMENT		
TOT		DIRECTOR -
FY 04	FY 05	CENTRAL SERVICES
21	21	Gen Fund/Gen Purpose
40	40	Proprietary
61	61	Total Positions

ADMINISTRATION		
TOT		DIRECTOR -
FY 04	FY 05	CENTRAL SERVICES
1	1	Gen Fund/Gen Purpose
		Proprietary
1	1	Total Positions

AVIATION & TRANSPORTATION		
TOT		MANAGER - AVIATION
FY 04	FY 05	& TRANSPORTATION
		Gen Fund/Gen Purpose
18	18	Proprietary
18	18	Total Positions

SUPPORT SERVICES		
TOT		MANAGER -
FY 04	FY 05	SUPPORT SERVICES
20	20	Gen Fund/Gen Purpose
22	22	Proprietary
42	42	Total Positions

Prepared by Human Resources Dept. 9/20/03.

# Central Services

## Department Revenue by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	0	0
Aviation & Trans.	0	0
Support Services	<u>144,000</u>	<u>149,000</u>
Total Revenue	\$144,000	\$149,000

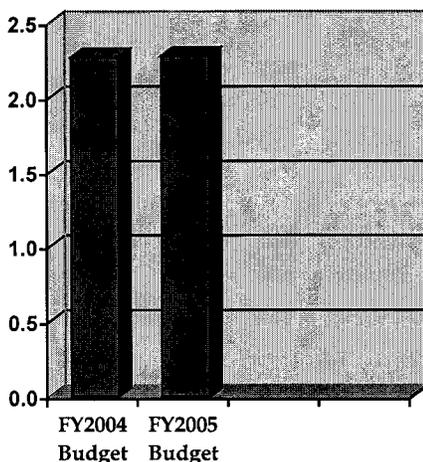
## Department Expenditures by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	194,711	194,804
Aviation & Trans.	0	0
Support Services	<u>2,162,091</u>	<u>2,175,506</u>
Total Expenditures	\$2,356,802	\$2,370,310

## Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	58	58
Part Time Positions	3	3
Total Positions	<u>61</u>	<u>61</u>

## Department Expenditures (\$ in millions)



## 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, Print Shop, Convenience Copier and the Courthouse Cafeteria.

**Airports 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.

## Current Issues

### Support Services:

- Provide incoming and outgoing mail service in a safe and secure manner.
- Research and investigate ways to lower postal expenses.
- Develop alternate forms of record storage and retention to reduce amount of space used for this purpose.

### Airports:

- Prepare and implement an upgraded security plan.
- Continue implementation of Part 150 Noise/Land Use Compatibility Study.
- Erect T-Hangars to meet customers' demands.
- Complete Master Plans and begin implementation at Oakland County International and Oakland/Southwest Airports.
- Construction of a state of the art ground run-up enclosure at the Oakland County International Airport as part of its continuing noise mitigation program.

## Department Goals

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### 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 copying and printing services to County departments on a timely, efficient and cost effective basis.
- Maintain same day U.S. mail service for outgoing and incoming mail at the lowest possible postage rate.
- Store and retrieve records in an efficient basis utilizing the minimum of space.

### Airports:

- 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.

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## Summary of Major Program Changes

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### Revenue

Increase in vending machine commissions, \$73,000, due to contract re-bid. Decrease in projection of County Auction revenue (\$6,500). Record Retention photocopies budget was transferred to the Clerk's Office (\$10,000) .

### Expenditures

The FY 2004 budget reflects the full year savings for the position changes approved during the Phase I Budget Amendments and Adjustments that were approved mid FY 2003. Further operating reductions were approved for Expendable Equipment, Travel & Conference, Memberships, Dues & Publications, Auction Expense and Equipment Repairs. The budget for internal services is for current operations and additional allocations will be approved for Maintenance Departments based on usage.

## Administration

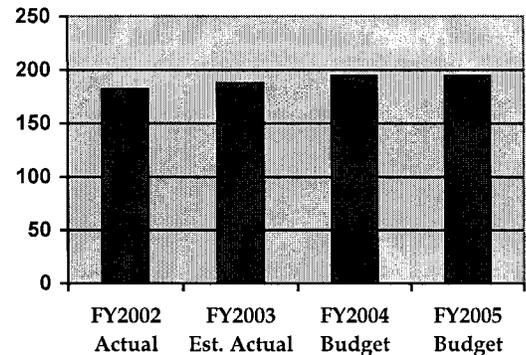
Central Services Administration is responsible for the overall administration and operations of the Oakland County Airports and the Support Services Division.

### Division Goals

- All Support Services are provided on a timely, efficient and cost effective basis.
- County Airport facilities and services are adequate to meet the demands and needs for general aviation travel.
- Ensure all aspects of Airport and Support Service Operations are safe for both the employees and the public.
- Airport generated revenues are equal to or greater than direct, operational expenses.

### Division Expenditures

(\$ in thousands)



### Division Revenue by Category

Gen. Fund/Gen. Purpose	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Charges for Services	0	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Program Expenditures

Program Name	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Administrative Svs.	182,237	187,948	194,711	194,804
<b>Total Program Exp.</b>	<b>\$182,237</b>	<b>\$187,948</b>	<b>\$194,711</b>	<b>\$194,804</b>

### Division Expenditures by Category

Gen. Fund/Gen. Purpose	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Salaries	123,583	126,257	128,794	128,794
Fringe Benefits	37,306	39,883	49,547	49,547
Contractual Services	90	144	2,600	2,600
Commodities	0	169	200	200
Internal Services	21,258	21,495	13,570	13,663
<b>Total GF/GP Exp.</b>	<b>\$182,237</b>	<b>\$187,948</b>	<b>\$194,711</b>	<b>\$194,804</b>

### Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	1	1
Part Time Positions	0	0
<b>Total Positions</b>	<b>1</b>	<b>1</b>

## Aviation & Transportation

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 43rd busiest airport in the nation with 277,616 takeoffs and landings. It is ranked as the nation's sixth 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 Goals

- Plan for and provide facilities and services adequate to meet the demands and needs for general aviation travel.
- Promote safety and security 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.

### Division Revenue by Category

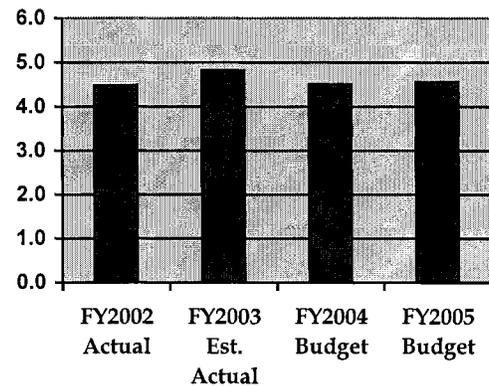
	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Gen. Fund/Gen. Purpose	0	0	0	0
<b>Airport Facilities Fund</b>				
Charges for Services	3,942,609	4,079,620	4,236,285	4,283,332
Investment Income	243,885	252,835	271,795	271,795
Other Revenue	8,863	14,217	0	0
Contributions	146,991	271,231	0	0
Transfers In	284,805	0	0	0
<b>Total Prop. Revenue</b>	<b>\$4,627,153</b>	<b>\$4,617,903</b>	<b>\$4,508,080</b>	<b>\$4,555,127</b>

### Division Expenditures by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Gen. Fund/Gen. Purpose	0	0	0	0
<b>Airport Facilities Fund</b>				
Salaries	984,576	1,000,674	1,021,956	1,049,250
Fringe Benefits	397,932	412,571	472,949	483,348
Contractual Services	1,630,860	1,436,040	1,491,323	1,500,677
Commodities	57,706	67,526	47,815	47,815
Depreciation	1,200,859	1,646,727	1,189,823	1,189,823
Internal Services	215,076	259,744	284,214	284,214
<b>Total Prop. Exp</b>	<b>\$4,487,009</b>	<b>\$4,823,282</b>	<b>\$4,508,080</b>	<b>\$4,555,127</b>

### Division Expenditures

(\$ in millions)



### Program Expenditures

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<b>Program Name</b>				
Administration	841,982	775,330	852,088	873,447
Operations	3,645,027	4,047,952	3,655,992	3,681,680
<b>Total Program Exp.</b>	<b>\$4,487,009</b>	<b>\$4,823,282</b>	<b>\$4,508,080</b>	<b>\$4,555,127</b>

### Staffing

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Full Time Positions	18	18
Part Time Positions	0	0
<b>Total Positions</b>	<b>18</b>	<b>18</b>

**Aviation & Transportation****FY 2004****FY 2005****Administration****\$852,088****\$873,447**

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 land acquisition and noise or safety programs; development of the budget and monitoring of budget expenditures; evaluating and modifying of division procedures to meet federal/state mandates; management of over 600 individual T-hangar units; strategic planning for development of airports; and responding to public inquiries and requests for information. The Oakland County International Airport is currently constructing a state of the art, aesthetically treated ground run-up enclosure as part of its continuing noise mitigation program. When completed this facility will be the most technically advanced facility in the United States.

**Performance Measures**

	<u>FY 2000</u> <u>Actual</u>	<u>FY 2001</u> <u>Actual</u>	<u>FY 2002</u> <u>Actual</u>	<u>FY 2003</u> <u>Actual</u>
Federal Grants	\$8,000,000	\$5,250,000	\$4,200,000	\$3,100,000
Land Acquisition	14 parcels/ 4.5 acres	20 parcels/ 3.5 acres	16 parcels/ 4.5 acres	None
New Construction		\$5,000,000	\$860,000	\$3,036,000
Bldg Administration	607	684	684	684
Land Lease Admin	37	37	40	41
Based Corporations	150	150	150	150
Based Aircraft	850	850	850	850

**Operations****\$3,655,992****\$3,681,680**

Operations at Oakland County International Airport provide 24-hour Aircraft Rescue Fire Fighting emergency response; equipment and building maintenance for county-owned buildings and 380 T-hangar units; snow plowing of runways, taxiways, ramps and service roads; landscape work, including considerable formal landscaping, and mowing over 500 acres of grass. 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 227 T-hangar units.

**Performance Measures**

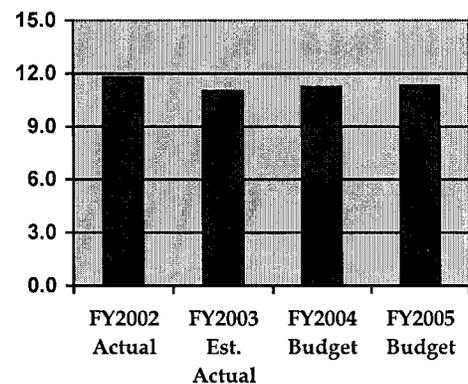
	<u>FY 2000</u> <u>Actual</u>	<u>FY 2001</u> <u>Actual</u>	<u>FY 2002</u> <u>Actual</u>	<u>FY 2003</u> <u>Actual</u>
Lawn Mowing	n/a	500 acres	600 acres	625 Acres
Snow Removal	n/a	85 acres	85 acres	85 acres
Pavement Maintenance & Repair	n/a	34 acres	34 acres	34 acres
Electrical related to underground wiring and above ground lighting	n/a	12 miles	12 miles	12 miles
Structural/Electrical/Mechanical maintenance of buildings	n/a	614	614	614
Operation and maintenance of fleet (45 major/25 minor)	n/a	60	70	70

## Support Services

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, and Mailroom Operations. The internal service portion includes Vehicle Operations, Print Shop, Convenience Copier Fund, and Postage Expenses. The division also is responsible for contract administration for the courthouse cafeteria and vending machines placed in county buildings.

- 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
- Provide copying and printing services to County departments on a timely, efficient and cost effective basis.
- To maintain safe, same day U.S. mail service for outgoing and incoming mail at the lowest possible postage rate.
- To store and retrieve records in an efficient basis utilizing the minimum of space.

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



### Division Revenue by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<b>Gen. Fund/Gen. Purpose</b>				
Charges for Services	64,895	52,767	138,000	143,000
Other Revenue	6,508	7,130	6,000	6,000
<b>Total GF/GP Revenue</b>	<b>\$71,403</b>	<b>\$59,897</b>	<b>\$144,000</b>	<b>\$149,000</b>
<b>Other Funds</b>				
Motor Pool Fund	7,016,585	6,414,174	5,682,310	5,568,460
Mailing, Conv. Copier and Printing	3,205,899	3,234,102	3,103,258	3,103,258
<b>Total Revenue</b>	<b>\$10,293,887</b>	<b>\$9,708,173</b>	<b>\$8,929,568</b>	<b>\$8,820,718</b>

### Program Expenditures

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<b>Program Name</b>				
Administration	174,889	192,448	193,007	193,247
Food Services	173,557	169,917	160,821	163,506
Materials Mgmt.	283,953	240,986	336,735	339,319
Record Retention	1,759,932	1,029,877	1,013,607	1,020,555
Mailroom	1,158,969	1,500,516	1,712,121	1,713,953
Motor Pool	6,379,203	6,070,102	5,929,888	5,982,079
Printing	1,210,687	1,286,615	1,363,857	1,394,875
Convenience Copier	649,568	541,512	527,558	527,599
<b>Total Prog. Exp.</b>	<b>\$11,790,758</b>	<b>\$11,031,973</b>	<b>\$11,237,594</b>	<b>\$11,335,133</b>

### Division Expenditures by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<b>Gen. Fund/Gen. Purpose</b>				
Salaries	798,771	709,239	772,429	772,429
Fringe Benefits	334,983	334,005	394,458	394,458
Contractual Services	8,172	16,019	18,573	18,573
Commodities	34,093	12,146	14,780	14,780
Internal Services	1,216,313	914,162	961,851	975,266
Transfers Out	53,500	0	0	0
<b>Total GF/GP Exp.</b>	<b>\$2,445,832</b>	<b>\$1,985,571</b>	<b>\$2,162,091</b>	<b>\$2,175,506</b>
<b>Other Funds</b>				
Motor Pool Fund	6,325,703	6,070,102	5,929,888	5,982,079
Mailing, Conv. Copier and Printing	3,019,223	2,976,300	3,145,615	3,177,548
<b>Total Expenditures</b>	<b>\$11,790,758</b>	<b>\$11,031,973</b>	<b>\$11,237,594</b>	<b>\$11,335,133</b>

### Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	39	39
Part Time Positions	3	3
<b>Total Position</b>	<b>42</b>	<b>42</b>

## Support Services

### Summary of Major Program Changes

FY 2004

FY 2005

#### Printing, Mailing and Convenience Copier Fund

The FY 2004 budget reflects the full year savings for the position deleted with Phase I Budget Amendments and Adjustments. This enabled the fund to cut markup rates to departments.

#### Motor Pool

The FY 2004 budget reflects the full year savings for the position deleted with Phase I Budget Amendments and Adjustments. This enabled the fund to cut vehicle rental rates to departments.

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### Administration

\$193,007

\$193,247

The Administration unit 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.

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### Food Services

\$160,821

\$163,506

The County of Oakland contracts with a third party to operate a cafeteria in its courthouse facility. The county owns and maintains a majority of the equipment in this facility and pays the building space rental. The County of Oakland also contracts with a third party for vending machines. The county receives commissions from the sales, of approximately \$132,000 annually. The Manager of Support Services is the contract administrator for these contracts.

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### Materials Management

\$336,735

\$339,319

The Material Management program is responsible for the sale of surplus county items. Materials Management staff organizes and operates two public auctions each year. Also, a third party has been utilized for the sale of some specialty equipment on the internet. The program also warehouses used county furniture for the use of county departments.

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### Record Retention

\$1,013,607

\$1,020,555

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. It retrieves stored documents for the public and county departments.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Boxed Records Stored	38,916	39,794	39,000	40,033
Rolls of Microfilm	18,231	19,722	18,231	28,458
Drawers of Microfiche	105	126	149	153
Open Shelf Files	510,054	466,046	510,000	567,369
Number of Transactions	318,272	263,769	300,000	300,000

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**Mailroom****\$1,712,121****\$1,713,953**

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The Mailroom is the central point for all incoming and outgoing County mail. This primary daily operation consists of picking up mail from the U.S. Post Office and sorting for delivery to County departments. The mailroom staff meters outgoing mail and inter-county mail. The county is saving approximately \$132,000 in postage costs on its daily mail and \$75,000 on special mailings. The mailroom is marketing its services to municipalities, i.e. tax bill mailing. Also, the mailroom processes daily mail for Community Mental Health and Oakland Schools, which is generating approximately \$50,000 in additional revenue for the print/mail operation.

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**Printing****\$1,363,857****\$1,394,875**

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The Print Shop provides a combination of custom printing services and high volume copy services to County departments. Also, departments can order preprinted forms, carton copy paper, business cards and flags through the Print Shop.

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**Convenience Copier****\$527,558****\$527,599**

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This program oversees the copy machines located in various county departments. The County has a contract with a third party for lease of its copy machines and assistance in managing the equipment and services funded through the County's Convenience Copier Fund. The Convenience Copier Fund operates under a separate working capital and charges the user departments a fee per impression. The fee charged includes all supplies. In 2000 the County began to network some of its copy machines to serve in a dual function as printer/copier.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Number of Machines	173	193	199	202

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**Motor Pool****\$5,929,888****\$5,982,079**

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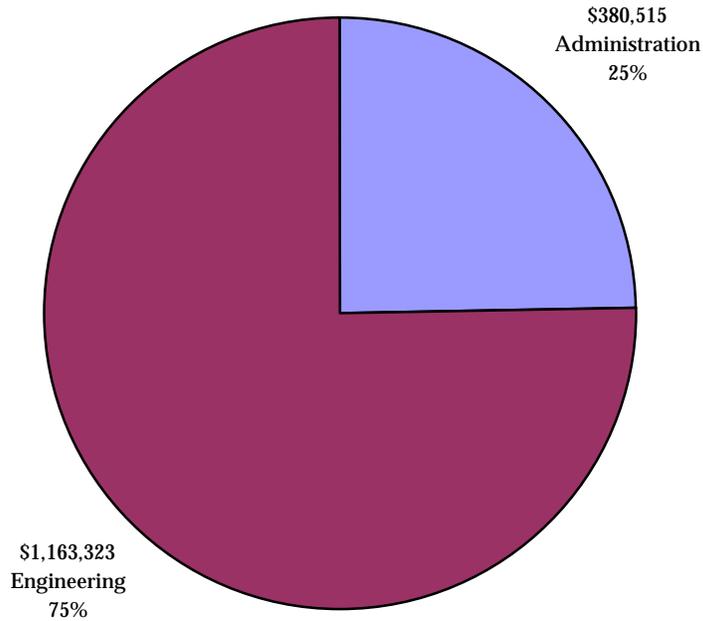
The Motor Pool program provides, maintains and repairs County vehicles, and operates under separate working capital program that purchases and leases both new and used vehicles. The unit also operates a central garage facility. A majority of warranty repair work, transmission and heavy engine jobs are taken to local dealers. All collision repairs are performed by outside vendors. Vehicles are replaced through a revolving fund and leased to user departments at a fixed per mile rate. All costs such as gasoline, oil, labor, parts and insurance are recaptured through the lease rates.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Number of Vehicles	625	639	655	692
Miles Driven	10.1 million	10.3 million	10.6 million	11.2 million
Mechanics	7	7	8	8
Garage Attendants	1	1	1	0

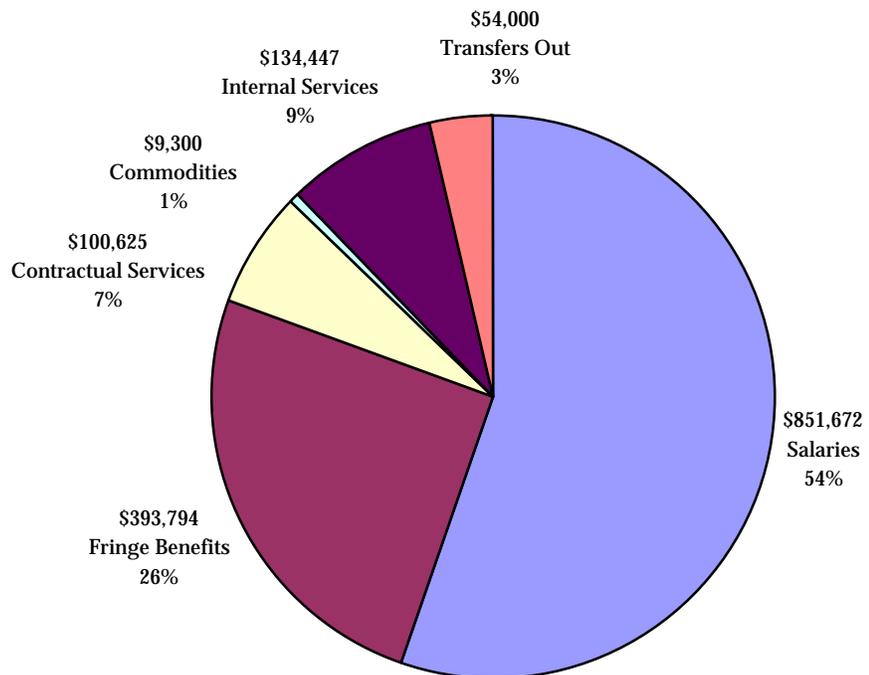
*More than 720,000 people work in Oakland County's 63,000  
business establishments and government agencies.*

# Facilities Management FY 2004 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures



FACILITIES MANAGEMENT DEPARTMENT			
TOT		DIRECTOR -	
FY 04	FY 05	FACILITIES MGMT.	
12	12	Gen Fund/Gen Purpose	
189	189	Proprietary	
201	201	Total Positions	

ADMINISTRATION			
TOT		DIRECTOR -	
FY 04	FY 05	FACILITIES MGMT.	
3	3	Gen Fund/Gen Purpose	
9	9	Proprietary	
12	12	Total Positions	

FACILITIES MAINTENANCE & OPERATIONS			
TOT		MANAGER - FACILITIES	
FY 04	FY 05	MAINT. & OPERATIONS	
		Gen Fund/Gen Purpose	
180	180	Proprietary	
180	180	Total Positions	

FACILITIES ENGINEERING			
TOT		MANAGER -	
FY 04	FY 05	FACILITIES ENGINEERING	
9	9	Gen Fund/Gen Purpose	
		Proprietary	
9	9	Total Positions	

Prepared by Human Resources Dept. 9/20/03.

# Facilities Management

## Department Revenue by Division (GF/GP)

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Facilities Mgmt. Admin.	0	0
Facilities Maint. & Op.	0	0
Facilities Engineering	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>

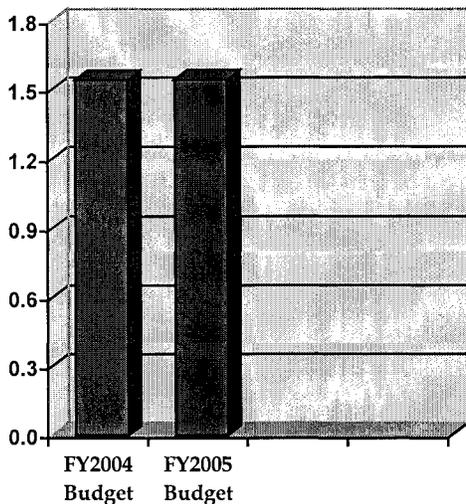
## Department Expenditures by Division (GF/GP)

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Facilities Mgmt. Adm.	380,515	381,309
Facilities Maint. & Op.	0	0
Facilities Engineering	<u>1,163,323</u>	<u>1,164,544</u>
<b>Total Expenditures</b>	<b>\$1,543,838</b>	<b>\$1,545,853</b>

## Staffing

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Full Time Positions	172	172
Part Time Positions	29	29
<b>Total Positions</b>	<b>201</b>	<b>201</b>

## Department Expenditures (\$ in millions)



## Summary

The Facilities Management Department plans, designs, constructs, renovates, maintains, operates and provides security for the majority of facilities and grounds owned by Oakland County. In addition, the Department prepares and administers all lease agreements, assists departments in the sale or purchase of property, and is responsible for the preparation of the County's five-year Capital Improvement Program.

**Overcrowded Facilities** - All facilities are at or exceed design capacity. Relief will be provided with the purchase of the 105,000 square foot Oakland Schools Administration Building. However, this space may not be available until 2005.

**Security of County Facilities** - The September 11, 2001 terrorist activities add a heightened dimension of responsibility to the department in the short- and long-term planning of facilities and current operations.

The County's 5-year Capital Improvement Program indicates that approximately 80% of the County's long-term facility needs are in the Law Enforcement area. This area includes Courts, Jails and related support functions.

## Department Goals

- Provide long-range planning, design and construction or renovation of County-owned facilities including site improvements, parking lots and utilities.
- Maintenance and operation of County facilities including Service Center utilities, custodial services, grounds maintenance and departmental support services.
- Development and administration of County Capital Improvement Program.
- Allocation and management of space within County facilities.
- Negotiation and administration of lease agreements associated with the district courts and office space utilized by various County departments.
- Recommends the purchase and sale of County facilities and properties.
- See Program Goals of the Facilities Engineering and Facilities Maintenance and Operations Divisions.

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## Summary of Major Program Changes

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### General Fund

#### Revenue

Charges for Services by the Facilities Engineering Division to outside agencies are not anticipated in FY 2004.

#### Expenditures

The FY 2004 budget reflects the full year savings for the position deleted with Phase I Budget Amendments and Adjustments that were approved mid FY 2003. FY 2003 includes a one-time encumbrance of \$10,840 for Professional Services from FY 2002 brought forward in the Facilities Engineering Division. Further operating reductions were approved for Professional Services, expendable equipment and supplies. The budget for internal services is for current operations and additional allocations will be approved for Maintenance Departments based on usage.

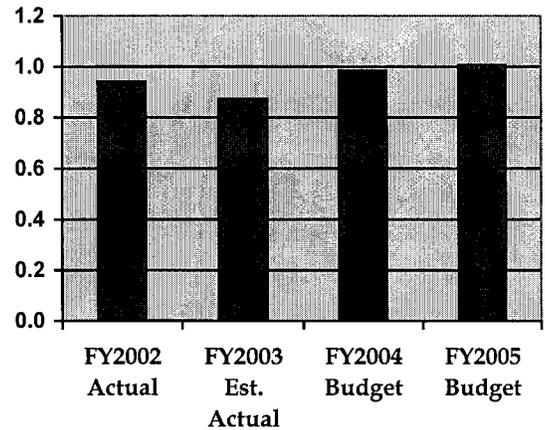
# Facilities Management

## Administration

The Administration Division oversees the construction, management, and operation of all facilities and properties owned by Oakland County. It provides long-range planning to insure adequate facilities to meet future space requirements as well as design services and construction management of interior renovations to County-owned facilities. Lease agreements are prepared and administered for off-campus facilities and departments are assisted with the sale and purchase of property.

- Provide long-range planning and oversee the design and construction or renovation of County-owned facilities including site improvements, parking lots and utilities.
- Allocation and management of space within County facilities.
- Negotiation and administration of lease agreements associated with the district courts and office space utilized by various County departments.
- Recommends the purchase and sale of County facilities and properties.
- See Program Goals of the Facilities Engineering and Facilities Maintenance and Operations Divisions.

### Division Expenditures (\$ in millions)



### Division Revenue by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<u>Gen. Fund/Gen. Purpose</u>				
Charges for Services	0	0	0	0
Total GF/GP Revenue	\$0	\$0	\$0	\$0

### Program Expenditures

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<u>Program Name</u>				
Administration	436,287	357,337	380,515	381,309
Technical Support	504,555	515,251	604,287	626,307
Total Program Exp.	\$940,842	\$872,588	\$984,802	\$1,007,616

### Division Expenditures by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	227,169	231,309	236,566	236,566
Fringe Benefits	81,463	86,333	104,883	104,883
Contractual Services	79,271	895	2,125	2,125
Commodities	45	82	400	400
Internal Services	48,339	38,718	36,541	37,335
Total GF/GP Exp.	\$436,287	\$357,337	\$380,515	\$381,309

### Other Funds

Facilities, Maint. & Admin.	504,555	515,251	604,287	626,307
	\$940,842	\$872,588	\$984,802	\$1,007,616

### Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	10	10
Part Time Positions	2	2
Total Positions	12	12

<b>Administration</b>	<b>FY 2004</b>	<b>FY 2005</b>
<b>Administration</b>	<b>\$380,515</b>	<b>\$381,309</b>

The Administration program oversees the activities of the Facilities, Maintenance and Operations Division and the Facilities Engineering Division. It is responsible for long range planning and insuring that the Capital Improvement Program is implemented as approved. In addition, this program negotiates and administers lease agreements for off-site facilities, including the district courts and office space utilized by County departments. This program also recommends and negotiates the purchase and sale of County facilities and other properties.

<b>Technical Support</b>	<b>\$604,287</b>	<b>\$626,307</b>
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The Technical Support Unit is responsible for design and construction management of interior renovation projects in all county facilities. This unit also designs and coordinates the installation of furniture for county departments in new and existing buildings, and provides move management services. In addition, it handles exterior building maintenance projects involving roofing, caulking, waterproofing, masonry restoration, window replacement, concrete, and asphalt paving. This unit provides technical support to FM&O, Facilities Engineering, Facilities Management Administration, and Property Management. It oversees and maintains 12,000 facility record drawings, campus utility infrastructure records, and space allocation and assignment data.

## Facilities Maintenance & Operations

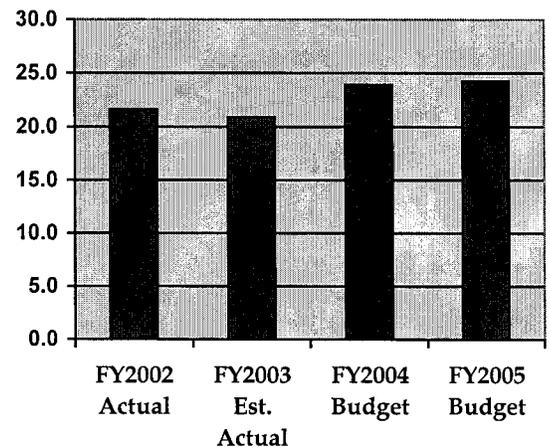
The Facilities Maintenance and Operations (FM&O) Division is responsible for energy management, maintenance, operations, and security for 46 County facilities, totaling ±1,964,000 square feet, 600 acres of grounds, 60 acres of parking lots, and more than 30 miles of utilities. Activities include building 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. This division also provides a variety of contracted services to Parks & Recreation, Road Commission, and other agencies.

While there are no federal or state laws establishing a FM&O Division, Public Act 139, Section 13. (a) states, in part, "The department... shall...manage and maintain all County building space." Also, 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, Indoor Clean Air Act, and other legislation impact this division's responsibilities.

### Division Goals

- FM&O seeks to 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 cost effectiveness of program operations through benchmarking with similar public and non-public sector organizations.
- Improve staff training to meet all existing and new local, state, and Federal guidelines for facility operations. These include, but are not limited to, ADA, indoor air quality, hazardous materials, OSHA, asbestos awareness, and building control technology.
- Improve responsiveness in the provision of support services to other County departments where applicable.
- Implement new compensatory time program to minimize overtime costs and improve employee satisfaction.
- Continued implementation and enhancement of Maximo Computerized Maintenance Management System.
- Continual evaluation of providing services through private sector contracting versus use of County-employed personnel.

### Division Expenditures (\$ in millions)



### Division Revenue by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>	0	0	0	0
<u>FM&amp;O Fund</u>				
Charges for Services	24,038,455	23,372,749	24,234,039	24,618,273
Investment Income	83,424	97,557	65,000	65,000
Other Revenues	5,491	1,405	0	0
Gain On Sale	0	8,000	0	0
Transfers In	54,000	186,000	54,000	54,000
Total FM&O Rev.	\$24,181,370	\$23,665,711	\$24,353,039	\$24,737,273
<u>Other Funds</u>				
Market Fund	144,871	142,882	144,127	147,860
Total Revenues	\$24,326,241	\$23,808,593	\$24,497,166	\$24,885,133

### Program Expenditures

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Program Name</u>				
FM&O Admin.	2,760,318	2,926,705	2,652,539	2,695,461
Building Oper.	7,788,107	7,312,868	8,014,921	8,148,720
Bldg. Utility Sys.	4,682,389	4,662,095	5,584,732	5,601,742
Custodial Serv.	3,500,936	3,397,737	4,059,722	4,151,622
Grounds Maint.	1,770,721	1,488,373	1,973,366	2,013,220
Building Safety	972,607	965,836	1,463,472	1,500,201
Farmers Market	145,370	133,616	144,127	147,860
Total Prog. Exp.	\$21,620,448	\$20,887,230	\$23,892,879	\$24,258,826

Division Expenditures by Category

	FY2002	FY2003	FY2004	FY2005
<u>Gen. Fund/Gen. Purpose</u>	<u>Actual</u>	<u>Est. Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>FM&amp;O Fund</u>	0	0	0	0
Salaries	6,864,656	6,572,995	7,028,161	7,225,984
Fringe Benefits	2,960,030	2,966,454	3,723,746	3,888,137
Contractual Services	9,520,562	9,203,454	10,761,813	10,750,111
Commodities	1,165,775	981,718	1,311,511	1,311,511
Depreciation	150,497	130,224	170,000	170,000
Internal Services	813,073	766,769	753,521	765,223
Oper. Transfers Out	0	132,000	0	0
Total FM&O Fund	\$21,474,593	\$20,753,614	\$23,748,752	\$24,110,966
<u>Market Fund</u>	145,855	133,616	144,127	147,860
Total Expenditures	\$21,620,448	\$20,887,230	\$23,892,879	\$24,258,826

Staffing

	FY2004	FY2005
	<u>Budget</u>	<u>Budget</u>
Full Time Positions	153	153
Part Time Positions	27	27
Total Positions	180	180

## Facilities Maintenance & Operations

### Summary of Major Program Changes

FY 2004

FY 2005

#### Facilities Maintenance and Operations Fund:

##### Revenues

Revenue increases from Office Space Rental are due to additional office space added with the completion of the new 52/3 Rochester Hills District Court, new Work Release Facility, and the purchase of the former Oakland Schools Administration Building, partially offset by the discontinuation of maintenance services to Oakland Schools Administration and the reduction of Investment Income of due to lower interest rates.

##### Expenditures:

The increase in the Controllable Personnel budget category is the result of the general salary increase partially offset by savings from reorganization. The increase in the Controllable Operating category is caused primarily by anticipated Natural Gas price increases, Indirect Cost Charges, and by the increased costs to operate and maintain additional building spaces in FY 2004, including Electrical Service, Water & Sewage Charges, Custodial Supplies, Material & Supplies and Garbage Disposal. Operating costs are reduced for Sublet Repairs, reflecting recent expenditure history and for security consulting. Internal Service budgets have decreased due to action taken by internal service fund departments.

### Administration

\$2,652,539

\$2,695,461

The administration unit oversees the long and short-range planning, financial, personnel, technical support, purchasing, budgetary, and clerical functions for the operations and maintenance of Oakland County facilities. Such services are performed on a divisional level and may be redundant to program functions of other departmental level units. The oversight of computer applications, communications, and space allocations are coordinated through the administration unit.

##### Objectives

- Provide appropriate support to other FM&O Divisional units and coordinate efforts across unit lines.
- Maintain continuity and standardization of operating procedures for operational units.

### Building Operations

\$8,014,921

\$8,148,720

The FM&O Building maintenance and operations function has responsibility for the day to day operations, maintenance, repair, and alteration of all County-owned facilities. Work environments for all user departments are coordinated and controlled through this unit. In addition to the major general office requirements, specialty environments for large computer operations centers, Medical Examiner autopsy functions, kitchen services, criminal labs, gun ranges, and medical unit requirements fall under the control of this unit. Maintenance, repair and alterations to facilities, including structural, mechanical, electrical, and architectural components. General services as required by user departments including special events, internal furniture, equipment and supplies, moves, and pick up/delivery services are also provided by this group.

##### Performance Measures

	FY2000	FY2001	FY2002	FY2003
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
• Trouble calls by various classifications:				
• Alarms	N/A	N/A	173	249
• Ceiling	N/A	N/A	131	93
• Cold	N/A	N/A	509	530
• Doors	N/A	N/A	377	455
• Electrical	N/A	N/A	249	249
• Elevator	N/A	N/A	98	59

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
• Flooding	N/A	N/A	24	4
• Furniture	N/A	N/A	161	100
• Garage Door	N/A	N/A	4	6
• Gate	N/A	N/A	98	66
• Hot	N/A	N/A	616	644
• Kitchen	N/A	N/A	171	159
• Lights	N/A	N/A	849	703
• Locks	N/A	N/A	157	120
• Mechanical	N/A	N/A	40	40
• Miscellaneous	N/A	N/A	1,332	1,287
• Moving	N/A	N/A	0	2
• Odor	N/A	N/A	101	107
• Plumbing	N/A	N/A	689	568
• Roof	N/A	N/A	29	14
• Windows	N/A	N/A	<u>57</u>	<u>33</u>
<b>Totals</b>			<b>5,865</b>	<b>5,388</b>
• Number of completed and/or backlogged service requests.	N/A	2,234	2,063	2,284

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## Building Utility Systems

**\$5,584,732    \$5,601,742**

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This function includes the purchase, distribution, cost accounting, and system maintenance for gas, electric, steam, water, and sewer utility systems. The aggregate distribution system total ±30 miles with redundant electrical systems for most facilities. Conservation efforts include improved efficiency of building HVAC, lighting, and equipment, and education of both facilities and user staff.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
• Number of units of each utility used per square foot of space.				
• Electric - KWH	16.84	17.51	17.61	13.60
• Gas - MCF	N/A	N/A	N/A	.1363
• Water - CU. FT.	7.77	7.8	9.13	7.91

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## Custodial Services

**\$4,059,722    \$4,151,622**

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The FM&O Custodial Unit is responsible for the cleaning of facilities on and off of the Service Center. This responsibility also involves floor mats, trash dumpsters, and window washing services. Custodial services are provided by County employees and contractors.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
• Trouble calls by various classifications (spills, replenish products).	80	98		

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**Grounds Maintenance****\$1,973,366    \$2,013,220**

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This unit in FM&O oversees the maintenance and landscape construction on the Service Center grounds and the County's outlying facilities. This work includes maintenance of lawns and irrigation systems, snow removal, pest control, and minor asphalt repair for the service drives and parking lots. We have on-site composting which saves disposal costs and relieves area landfills of solid waste. Brush and tree trimmings are routinely chipped and used as bedding on the Service Center. Regulatory and directional signs are also maintained by the Grounds Unit.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
• Trouble calls:				
• Snow and Ice	N/A	N/A	16	47
• Pests	N/A	N/A	<u>279</u>	<u>190</u>
<b>Total</b>			<b>295</b>	<b>237</b>

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**Building Safety****\$1,463,472    \$1,500,201**

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Building Safety provides building security for over 40 County facilities. Their responsibilities also include routine after-hour fire watch inspections and alarm monitoring of fire, security, and equipment alarms on a 24-hour, seven day-a-week basis for the Drain Commissioner, FM&O, Parks and Recreation, and the Credit Union. This includes 2,800 alarm points and 280 card access readers. A 24-hour centralized control center is manned for reporting of facility-related problems, alarm monitoring, and dispatching of appropriate personnel. County buildings are opened and closed on a daily basis along with raising and lowering of flags.

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**Farmers' Market****\$144,127    \$147,860**

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This facility operates both a farm and flea market on different days of the week. More than 10,000 customers come through the Saturday Farmer's Market during the summer season.

## Facilities Engineering

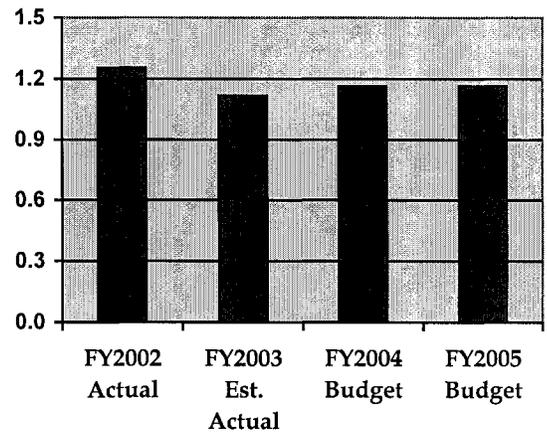
The Project Management program is the single program for Facilities Engineering (FE). The program is responsible for the planning, design and construction of County-owned facilities including site improvements, roads, parking lots, utilities, building remodeling, improvement and expansion projects. FE staff performs work, as do consultants with staff acting as project manager. In addition, Facilities Engineering prepares the Facilities Report and forecasts future County space needs. This program is also responsible for the development and execution of the five-year Capital Improvement Plan.

While there are no federal or state laws establishing a Facilities Engineering Division, Public Act 139, section 8. (1) (d) states, in part, "Not less than once each year the appointed Manager or County Executive shall submit to the board a proposed long-range capital improvement program and capital budget." Sections 13 states, in part, that "The department...shall... plan for, assign, manage and maintain all county building space..." and section 13. (a) States, in part, that: "The department... shall...perform general engineering, construction, and maintenance functions for all County department..."

### Division Goals

- Provide overall management of the Engineering Division and operate efficiently within budget.
- Prepare facility master plan for future County space requirements.
- Implement facility planning, approval, design and construction management activity by a staff of engineers, inspectors and testing personnel.
- Complete Capital Improvement Plan projects on schedule and under budget.
- Utilize Construction Management delivery system for construction projects as appropriate.
- Improve project cost estimating, scheduling and coordination activities.
- Provide additional training to improve staff computer aided design skills.

### Division Expenditures (\$ in millions)



### Division Revenue by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	0	0	0	0
Total GF/GP Revenue	\$0	\$0	\$0	\$0

### Program Expenditures

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Program Name				
Project Mgmt.	1,255,001	1,117,872	1,163,323	1,164,544
Total Program Exp.	\$1,255,001	\$1,117,872	\$1,163,323	\$1,164,544

### Division Expenditures by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Gen. Fund/Gen. Purpose				
Salaries	662,924	615,639	615,106	615,106
Fringe Benefits	247,764	247,383	288,911	288,911
Contractual Services	178,638	104,336	98,500	98,500
Commodities	12,987	2,787	8,900	8,900
Internal Services	98,688	93,727	97,906	99,127
Operating/Transfer Out	54,000	54,000	54,000	54,000
Total GF/GP Exp.	\$1,255,001	\$1,117,872	\$1,163,323	\$1,164,544

### Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	9	9
Part Time Positions	0	0
Total Positions	9	9

**Facilities Engineering****FY2004****FY2005**

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**Project Management**

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**\$1,163,323****\$1,164,544**

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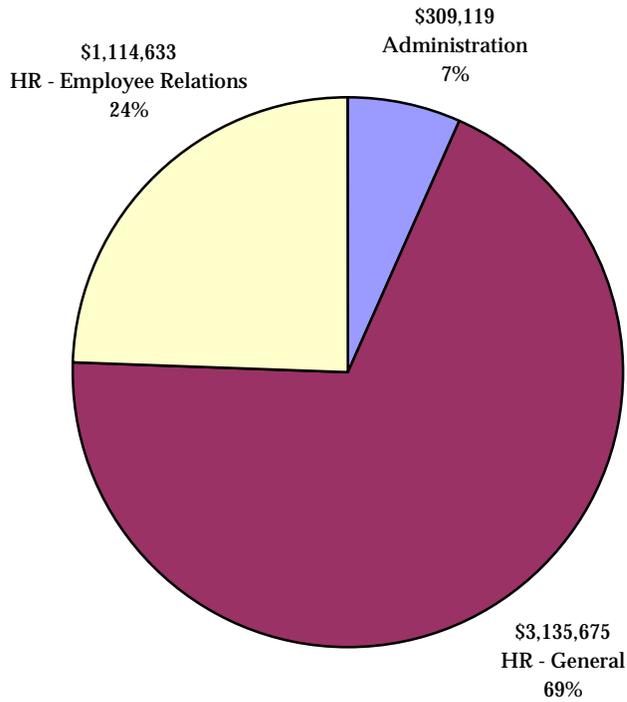
**Performance Measures**

- Improvement Projects in 2002 and 2003 totaling over \$56,000,000.
- Planned, designed and/or managed 10 Capital Improvement Program projects. The program currently has 14 active projects and 20 projects in the preliminary planning stages.
- Utilized engineering consultants with specific expertise for design needs.
- Implemented Construction Management delivery system for Jail Renovation and Addition, Work Release Facility, 52-3 District Court and Sheriff Sub-Station and Office Building renovation projects.
- Evaluated the long-range space needs for County departments and developed a plan for space allocation over the next 20 years.

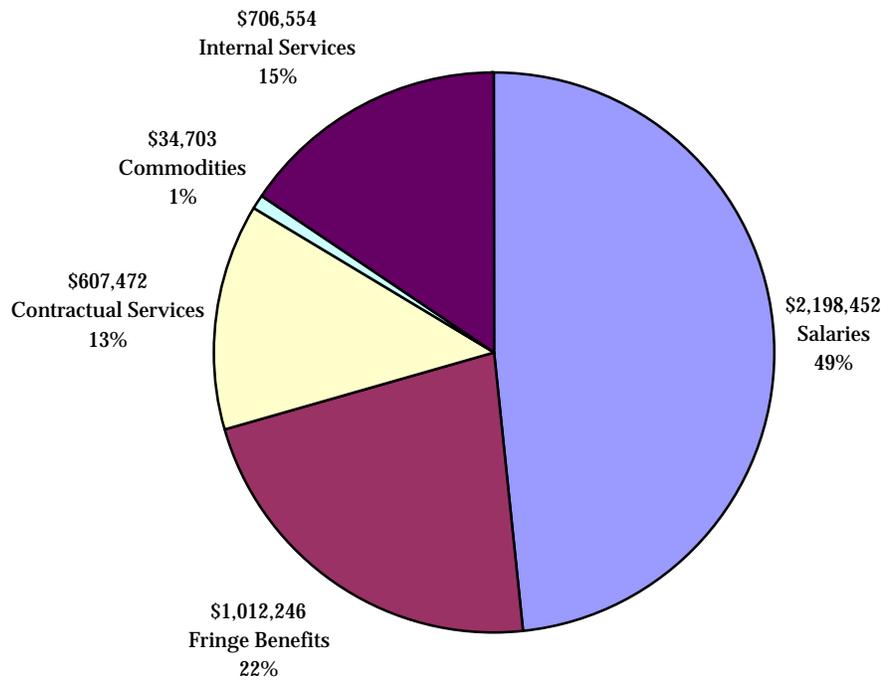
# Human Resources

## FY 2004 General Fund/General Purpose

### Budget Distribution by Division



### Budget Distribution by Expenditures



HUMAN RESOURCES DEPARTMENT (a)		
TOT		DIRECTOR OF HUMAN RESOURCES
FY 04	FY 05	
39	39	Gen Fund/Gen Purpose
		Special Revenue
11	11	Proprietary
50	50	Total Positions

ADMINISTRATION		
TOT		DIRECTOR OF HUMAN RESOURCES
FY 04	FY 05	
2	2	Gen Fund/Gen Purpose
		Special Revenue
2	2	Total Positions

EMPLOYEE RELATIONS		
TOT		DEPUTY DIRECTOR OF HUMAN RESOURCES
FY 04	FY 05	
8	8	Gen Fund/Gen Purpose
11	11	Proprietary
19	19	Total Positions

HUMAN RESOURCES - GENERAL		
TOT		MANAGER - HUMAN RESOURCES
FY 04	FY 05	
29	29	Gen Fund/Gen Purpose
		Special Revenue
29	29	Total Positions

(a) Department retitled from Personnel, per Misc. Res. #03139, effective 07/19/03.

Prepared by Human Resources Dept. 9/20/03.

# Human Resources

## Department Revenue by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	0	0
Human Resources	600	600
Employee Relations	200	200
<b>Total Revenue</b>	<b>\$800</b>	<b>\$800</b>

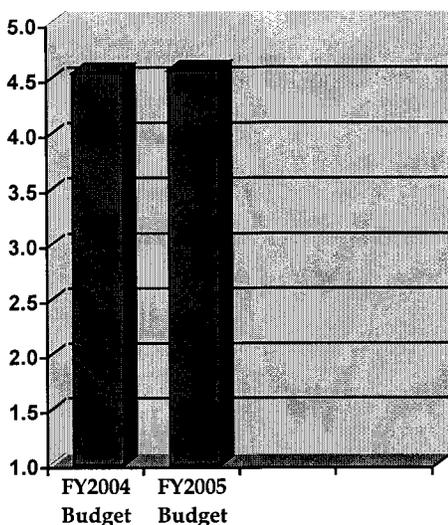
## Department Expenditures by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	309,119	309,212
HR-General	3,135,675	3,154,135
HR-Employee Rel.	1,114,633	1,117,399
<b>Total Expenditures</b>	<b>\$4,559,427</b>	<b>\$4,580,746</b>

## Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	47	47
Part Time Positions	3	3
<b>Total Positions</b>	<b>50</b>	<b>50</b>

## Department Expenditures (\$ in millions)



## Summary

The name of Personnel Department was recently changed to the Human Resources Department.

The 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 providing a full range of human resource management and labor/employee relations services. These services are provided to the County Executive, countywide elected officials, Board of Commissioners, and for the Circuit, Probate and 52<sup>nd</sup> District courts. The Human Resources Department activities include recruitment, needs assessment, testing administration, Merit System administration, classification and compensation, staffing analysis, employee records, benefits administration, human resource information system administration, affirmative action/equal employment opportunity, employee relations, organizational development and employee training. The Human Resources Director also serves as the County Executive's liaison to the Board of Commissioners Personnel Committee.

## Current Issues

- During the past year, the major activity, spanning across all Oakland County departments has been reducing the budget. This was a result of both the national economic recession and its impact on the State of Michigan's budget. Shortfalls were identified in three major areas: reduced State revenue sharing, reimbursement and grant funds, reduced investment income, and increased health care costs. Actions were taken to reduce personnel costs using two methods: reducing the number of employees and reducing the total cost of the remaining employees. Two programs were implemented to reduce the number of employees:
  - A County-wide hiring freeze was implemented for all positions. Exceptions were made for 24 hour, 7 days-a-week operations and positions fully funded by outside sources (e.g., special revenue, proprietary, etc.). The freeze was maintained until a reorganization plan was approved for each elected official's area. These plans incorporated improved methods and procedures that allowed each area to operate with fewer personnel.
  - Another program used to reduce the budget was the implementation of an Early Retirement Incentive. Two hundred twenty-seven individuals took advantage of the incentive and retired. This program accelerated retirements that would normally have occurred

## Current Issues (Cont'd)

over the next few years. This program also required each Elected Official to demonstrate a 50% reduction in the cost of positions vacated through the early retirement incentive program.

- Oakland County employee demographics reveal a significant percentage of employees will continue to become eligible for retirement over the course of the next several years. This will create both opportunities and challenges for County government. Efforts are underway to efficiently identify and prepare a new generation of employees for leadership roles. In anticipation of this change, a formal succession-planning program has been developed and implemented. An Executive Review Board comprised of several department and elected official representatives and members of the board of commissioners has been formed to provide oversight of this process. In addition, greater emphasis will be placed on organizational development and employee training during fiscal year 2003 and beyond.
- Health care costs are escalating at an alarming rate, both locally as well as nationally. Oakland County presently spends about \$45 million annually on health care for both active and retired employees. Over the last fiscal year, the County experienced a 33% increase in health care costs for its active employees. Over the past five years, medical expenses have been increasing at a compound annual rate of approximately 15%, a rate that doubles the actual dollar expenditure every five years. Employee and retiree medical plans were recently modified in an effort to slow this escalation in health care costs. The changes include employee contributions towards the cost of their plans and increases in prescription co-pays. It is anticipated that the potential savings from these changes could be as much as \$3.7 million if all active employees are included.
- Increases in wages and salaries for FY 2003 were held to 2.25% (1.5% each at the beginning and middle of the year). Increases are to be held at 2% for FY 2004. Because of the recession, the labor market is presently favorable for employers. Demographics indicate that this trend will reverse itself as the economy rebounds. The need to provide competitive compensation will cause upward pressure on labor expenses in future years.

- Technology will continue to play an essential role in allowing the Department to operate in a more efficient manner. Over the past few years, employment applications received through the Internet have grown exponentially. It is anticipated that this trend will continue this year as a result of the county's new marketing plan which includes an updates to the County's Website and the Human Resources Department's employment section. This fall, employees will again enroll for employee benefits via a web based enrollment process. This option has proven so popular that the telephone enrollment system used in prior years has been eliminated. The Human Resource Information System is being improved on a continuous basis. It provides employees and managers with greater access to human resource information and additional functionality to support daily operations.
- According to 2000 census information, the composition of Oakland County's population is changing. Minority representation has increased and the population as a whole is aging. Efforts to attract and retain a diversified workforce will continue to be a priority for the Human Resources Department and County government as a whole.

## Department Goals

- To establish human resources and employee/labor relations programs that will help Oakland County be an "employer of choice".
- To manage a competitive salary and benefits compensation package to recruit and retain a qualified workforce.
- To establish, administer and effectively communicate sound policies, rules and practices that treat employees with dignity and equality while maintaining compliance with employment and labor laws, the county merit system and labor agreements.
- To achieve diversity in the Oakland County government's workforce which is representative of the county's population.
- To provide "best practices" human resource management and employee/labor relations activities for the elected officials, departments, employees and citizens whom we serve.

- To establish organizational and workforce development programs (e.g. organizational development, succession management and employee training programs) that prepare employees with the necessary competencies so they may effectively provide county services.
- To provide thorough and efficient analysis of staffing and reorganization requests for elected officials and departments to ensure that human capital needs for service delivery are achieved efficiently and cost effectively.
- To operate the Department and provide services in the most cost-efficient manner possible.

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## Summary of Major Program Changes

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### Revenue

No program changes are reflected in the FY 2004 Budget.

### Expenditures

The FY 2004 budget reflects the full year savings for the position deleted with Phase I Budget Amendments and Adjustments that were approved mid FY 2003. Further operating reductions were approved for Expendable Equipment and Recruitment expense. Additional allocations will be approved in FY 2004 for Information Technology (IT) Development and Maintenance Departments based on usage.

**Human Resources - General**

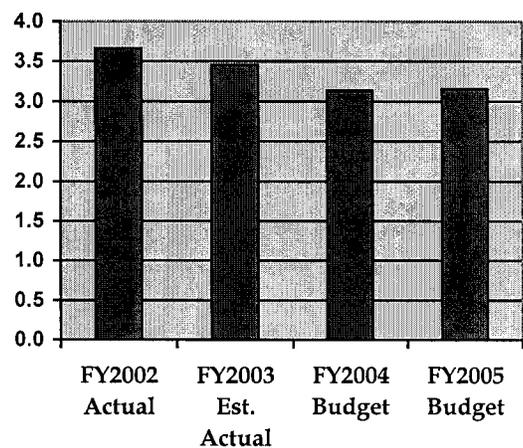
The Human Resources -- General Division is responsible for maintaining centralized selection and placement functions consistent with Merit System Rules, State and Federal laws; administering the County's salary administration plan; maintaining classification job descriptions; reviewing departmental personnel and reorganization requests; preparing resolutions and committee agenda items involving Personnel related requests; reporting; maintaining employee records; maintaining the Human Resources Information system; administers the clerical pool program; making recommendations to the County Executive and Board of Commissioners on position, salary and employment issues.

**Division Goals**

- Ensure that the Oakland County employment process results in the selection of the most qualified candidates for hire and promotion
- Ensure that all employment practices comply with federal and state laws and Merit System Rules.
- Make certain Oakland County employment process does not discriminate except on the basis of relative ability to perform a job and that the employment process is conducted in an efficient and cost effective manner.
- Continue to enhance the use of features available in the Human Resource Information System including employee self-service and recruitment modules.
- Conduct employee records training for Employee Records Specialist and Central Employee Records Specialists located in various Departments throughout the County.
- Conduct Family and Medical Leave Administration training for management and employee records clerks located in various Departments throughout the County.

**Division Expenditures**

(\$ in millions)



**Division Revenue by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Gen. Fund/Gen. Purpose				
Charges for Services	18,889	18,437	600	600
Tot. GF/GP Revenue	\$18,889	\$18,437	\$600	\$600

**Program Expenditures**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Program Name				
Administration	1,292,410	1,160,949	762,664	774,510
Staffing	1,238,284	1,166,022	1,114,866	1,116,296
Clerical Pool	51,924	49,807	0	0
Doc/Support Serv	446,968	468,745	547,288	552,472
Compensation	630,502	613,271	710,857	710,857
Special Projects	3,513	0	0	0
Total Prog. Exp.	\$3,663,601	\$3,458,794	\$3,135,675	\$3,154,135

**Division Expenditures by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Gen. Fund/Gen. Purpose				
Salaries	1,653,775	1,561,592	1,530,384	1,536,930
Fringe Benefits	580,460	572,003	699,699	701,597
Contractual Services	359,649	359,915	376,377	376,377
Commodities	15,281	50,516	30,301	30,301
Internal Services	970,444	914,768	498,914	508,930
Transfers Out	83,992	0	0	0
Total GF/GP Exp.	\$3,663,601	\$3,458,794	\$3,135,675	\$3,154,135

**Staffing**

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Full Time Positions	27	27
Part Time Positions	2	2
Total Positions	29	29

**Human Resources - General****FY 2004****FY 2005****Administration****\$762,664****\$774,510**

Responsible for directing and overseeing the Human Resource activities in three units: Selection & Placement, Employee Records & Salaries and Compensation and Workforce Planning. Additional activities include developing the Human Resource Division budget and monitoring budget expenditures.

**Staffing****\$1,114,866****\$1,116,296**

The Staffing program is responsible for internal and external hiring processes for the County. Implements a civil service testing process defined by Merit System Rules and ensures all testing and hiring procedures comply with local, state and federal mandates. Assists hiring departments in making related decisions.

**Objectives**

- Continue to find ways 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 and taking into consideration related laws, affirmative action goals and test validation standards.
- Quantify recruitment activity outcomes to determine effectiveness and define future recruitment strategy.
- Continue to upgrade alternative testing processes such as employment and training rating forms, research and implement new tests as well as the related validation processes.
- Continue meeting with the EEO unit to develop recruitment processes that ensure ethnically diverse applicant pools and continue participation in the Oakland County Employment Diversity Council community project.
- Continue to enhance recently implemented PeopleSoft recruitment module for improved management of applicant database and recruitment processes and statistics.
- Continue to meet Department needs for timely review and recommendations related to position requests, reorganizations, job audit and salary grade reviews.
- Ensure placement of displaced County personnel whenever possible due to the effects of budget cut determinations.

**Performance Measures**

	<b>FY2000</b>	<b>FY2001</b>	<b>FY2002*</b>	<b>FY2003*</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Exams Opened	119	106	100	96
Applications received and processed	9,027	12,152	14,658	13,320
Applicants tested	3,007	3,684	4,413	4,134
Certified eligible lists	705	588	414	302
Job Fairs attended	29	29	25	15
Transfer and re-employment sessions conducted	128	81	61	54
Career counseling sessions conducted	31	195	6	60
Employee physicals facilitated	1,396	1,124	748	875
Applications received and processed via Internet	5,566	8,303	7,772	8,704
Visitors and telephone calls received in receptionist area	30,902	30,862	24,300	22,563

*\*Statistics reflect Hiring Freeze, effective July 26, 2002 through July 29, 2003 when the Freeze was officially lifted for all departments.*

**Documentation/Support Services****\$547,288****\$552,472**

This program processes personnel transactions for all County employees in accordance with merit system rules and bargaining union contracts. Maintains employee records in compliance with federal and state laws. Assures adherence to the Employees' Right to Know Act of 1978 and the Family and Medical Leave Act of 1993. Implement decisions affecting employee salary and position changes by miscellaneous resolutions, Personnel Appeal Board decisions, contract agreements, and actions taken by Corporation Counsel. Maintains and publishes quarterly updates to the County's

salary schedule book. Responds to subpoenas and Freedom of Information requests. Develops, implements, and maintains the Human Resource Information System to process employee, position, salary, and classification information and changes, and provides reports for employee related statistical data. Maintains position management, which interfaces to the time and labor system, and the financial system. Administers a clerical pool program for Oakland County departments to use part-time non-eligible employees for staffing needs. Administers the County's Savings Bond program.

**Objectives**

- Process all employee transactions, classification, salary and position changes accurately and efficiently.
- Maintain the confidentiality of personnel files and employee records in accordance with merit system rules, and federal and state laws.
- Implement other modules in the PeopleSoft HRIS system to improve the decision-making of our managers and give employees access to their own human resource data.
- Provide training to attendance clerks and management employees in order to assist them in accurately performing their duties.
- Administer a successful Clerical Pool program to assist departments in meeting their staffing needs.

Performance Measures	FY2000	FY2001	FY2002	FY2003
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Transactions approved and processed	25,639	25,490	25,562	30,147
Position changes processed	2,325	1,625	1,279	1,019
Transactions mailed to employees & departments	51,278	50,980	51,124	60,294
Employment, medical, personal & I9 Files set up	5,148	5,024	4,172	3,972
Verifications responded to	312	362	498	758
Reference checks processed	384	422	470	514
Filing of transactions and miscellaneous papers	N/A	N/A	31,694	32,147

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<b>Compensation</b>	<b>\$710,857</b>	<b>\$710,857</b>
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Responsible for administering Oakland County's salary administration and classification plan as mandated by merit system rules. Additional activities include conducting reviews and making recommendations regarding department and/or employee job audit requests to determine appropriate classification and salary; maintaining accurate job descriptions for County classifications; preparing resolutions for the Board of Commissioners to address salary issues, new position requests and reorganization recommendations; overseeing the emergency salary temporary position program; monitoring the intern and summer programs; and coordinating the budget process as it relates to positions, salary and/or reorganizations.

**Objectives**

- Timely review, assessment and response to requests for new positions, job audits, and department restructuring.
- Provide relevant salary survey data to support salary and classification determinations that fall within and outside the Salary Administration Plan.
- Provide analysis and input to the process of recommending and tracking budget reductions as they relate to current and anticipated future downsizing initiatives.
- Maintain and update job descriptions for all County classifications covered under the merit system.
- Prepare and coordinate the preparation of agendas, resolutions and supporting documentation for the Board of Commissioner's Personnel Committee.

Performance Measures	FY2000	FY2001	FY2002	FY2003
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Job audits and classification determinations	71	73	60	72
Completed salary grade reviews	86	138	112	32
Researched and evaluated position requests	99	75	80	109
Created and revised job descriptions	79	119	109	174
Agenda items prepared	102	117	101	119

## Human Resources - Employee Relations

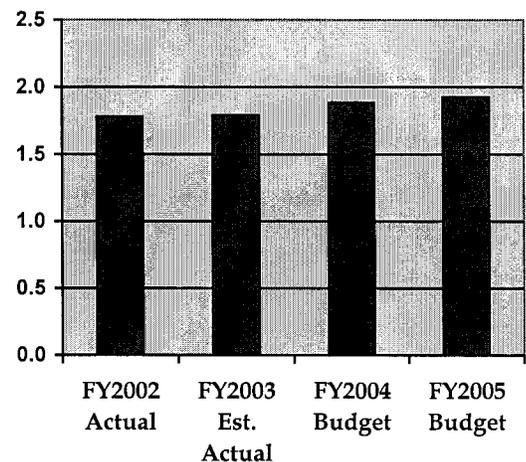
The Human Resources -- Employee Relations Division is responsible for ensuring compliance with statutes and regulations governing labor relations in public administration; handling fact-finding and compulsory police arbitration cases; ensuring adherence to employees' "Right to Know" Act; Americans with Disabilities Act and Family Medical Leave Act. Administering benefit programs including retirement, disability income coverage, medical and hospitalization coverage, dental benefits, life insurance, vision care and unemployment compensation; administering compliance with COBRA requirements; coordinate the Deferred Compensation Program, Defined Contribution Plan and Defined Benefit Plan with employees, retirees, and outside vendors; coordinating and implementing the Affirmative Action Program; administer the Tuition Reimbursement Program, coordinating the Employees' Retirement and Service Awards Program, and providing employee training.

### Division Goals

- Ensure employee relations and labor relations activities and functions comply with federal and state laws, merit system rules and Board of Commissioners resolutions.
- Per Act 139, performs labor relations functions for the county in a manner that represents the county government's best interests.
- Ensure that EEO/Affirmative Action activities, investigations and reports are completed thoroughly and timely. Develop programs and opportunities to increase diversity in the County's workforce.
- Provide expert guidance to elected officials, department head and division managers on employee relations and labor relations' issues.
- Ensure that benefit and retirement programs are administered efficiently; cost effectively and in a responsive manner to county employees and retirees.
- Develop and implement programs to enhance work/life balance such as the on-site child care program.
- Ensure that training programs and educational opportunities are developed and offered that will assist county employees in their professional growth and help county departments better perform their required services.

### Division Expenditures

(\$ in millions)



### Division Revenue by Category

Gen. Fund/Gen. Purpose	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Miscellaneous	113	340	200	200
Tot. GF/GP Revenue	\$113	\$340	\$200	\$200

### Program Expenditures

Program Name	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Administration	279,197	308,564	281,217	283,983
Employee Relations	277,741	337,343	359,490	359,490
Employee Benefits	515,228	412,548	918,625	943,694
Retirement Benefits	348,626	376,431	399,083	421,152
EEO	69,779	34,023	89,384	89,384
Training & Dev.	288,893	321,665	234,701	248,023
Total Prog. Exp.	\$1,779,464	\$1,790,574	\$1,883,417	\$1,924,574

Division Expenditures by Category

	FY2002	FY2003	FY2004	FY2005
	<u>Actual</u>	<u>Est. Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	470,883	437,306	459,804	459,804
Fringe Benefits	174,233	168,122	230,882	230,882
Contractual Services	167,097	204,422	221,728	221,728
Commodities	19,558	4,874	3,550	3,550
Internal Services	<u>177,962</u>	<u>206,637</u>	<u>198,669</u>	<u>201,435</u>
Total GF/GP Exp.	\$1,009,733	\$1,021,361	\$1,114,633	\$1,117,399
<u>Other Funds</u>				
Fringe Benefit Fund	<u>769,731</u>	<u>769,213</u>	<u>768,784</u>	<u>807,175</u>
Total Expenditures	\$1,779,464	\$1,790,574	\$1,883,417	\$1,924,574

Staffing

	FY2004	FY2005
	<u>Budget</u>	<u>Budget</u>
Full Time Positions	18	18
Part Time Positions	<u>1</u>	<u>1</u>
Total Positions	19	19

**Employee Relations**

FY 2004

FY 2005

**Administration**

\$281,217

\$283,983

Responsible for directing and overseeing the Employee Relation activities for five units: Employee/Labor Relations, Employee Benefits, Equal Employment Opportunity, Organizational Development and Training and the Retirement Unit. Develop and monitor division's budget.

**Employee Relations**

\$359,490

\$359,490

Responsible for labor negotiations, arbitration, grievances, special conferences, pre-termination and pre-suspension hearings, appeals and Appeal Board hearings, processing and implementation of employee suggestions and interaction with departments regarding disciplines and employee referrals to TEAM (employee assistance).

**Objectives**

- Negotiate labor contracts and handle grievance, arbitration and unfair labor practice cases in the county's interest.
- Respond to questions related to Merit System Rule interpretations and provide recommendations for changes to Merit System Rules as necessary.
- Conduct pre-termination and pre-suspension hearings in compliance with legal guidelines and county policy.
- Coordinate Personnel Appeal Board hearings, ensuring Merit System Rules are followed.
- Oversee County's expanded Employee Assistance Program provided by TEAM, Inc.

**Performance Measures**

	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Administered Labor Relations Activities for Certified Bargaining Units	13	11	11	10
Began Negotiations on New Contracts	N/A	6	0	5
Labor Agreements Completed	N/A	1	3	2
Grievances Processed and Responded to	35	8	4	11
Special Conferences	N/A	7	7	5
Represented the County in Arbitration	N/A	2	6	0
Pre-termination Hearings Conducted	26	22	31	28
Personnel Appeal Board Appeals Processed	N/A	14	26	27
Appeal Board Hearings	11	11	6	5
Personnel Appeal Board Hearings Resolved	13	13	10	11
Employee Suggestions Processed and Reviewed	N/A	71	104	109
Employee Suggestions Implemented	N/A	12	14	15
Effectively disciplined employees in accordance with Merit System Rules	N/A	25	30	N/A
Represented County in union election process	N/A	N/A	2	1

**Employee Benefits**

\$519,542

\$522,542

This program processes and administers benefit programs; short term and long term disability, medical, dental, life insurance, vision care, COBRA benefits and payments for active employees. It works closely with the Retirement Unit to administer retiree benefits.

**Objectives**

- Cost-effectively implement and administer an employee flexible benefits program with the addition of web enrollment.
- Efficiently administer unemployment compensation benefits, COBRA and the deferred compensation program.
- Implement and administer changes to the employees' medical plans that added or expanded the employees' contributions to the cost of the plans.

- Implement new reports for employees that detail the total cost of the benefits plans provided by Oakland County as well as those mandated by Federal law.
- Modify flexible benefits plan to reflect a contributions and earnings approach rather than a price tags and credits approach. This will make it easier for the employees to understand the plans and their associated costs.
- Begin the implementation of Intranet-based employee self-service for selected benefits.
- Implement the privacy requirements for the Health Insurance Portability and Accountability Act (HIPAA).

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Employee (and retiree*) dental & vision coverage administered	N/A	5,272*	3,416	3,321
Disability claims processed	339	400	430	405
Unemployment claim responses	89	77	137	195
Life Insurance claims processed	26	31	7	3
COBRA Notices sent	N/A	N/A	734	570

\*Retirees included in FY2001 only. Administration moved to Retirement Unit in FY2002.

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<b>Retiree Benefits</b>	<b>\$399,083</b>	<b>\$421,152</b>
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Responsible for defined benefit plan retirement including processing monthly pension payments. Process defined contribution plan enrollments, changes and loans. Administer deferred compensation plan for active and retired employees. Process retiree health, dental, vision and life insurance enrollments, changes and Medicare reimbursement. Responsible for purchase and calculation of military time, maintaining PeopleSoft Human Resource system, including benefits administration for retirees. The retirement unit prepares materials needed for the retirement board meetings including agendas, meetings, maintaining books, and acting as an information resource.

#### Objectives

- Implement sidecar Traditional and Roth IRA's.
- Implement recordkeeping of beneficiaries for Deferred Compensation by Fidelity.
- Implement telephone distributions with Fidelity for the Deferred Compensation.
- Continue to pay retirees in an accurate and timely manner.
- Coordinate with ICMA and Fidelity to implement rollovers of qualified plans to Oakland County.
- Administer retiree health, dental, vision and life insurance benefits.

Performance Measures	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Administered for active employees:			
- Defined Contribution plans	2,389	2,514	2,573
- Defined Benefit plans	1,314	1,266	1,060
- Deferred Compensation	2,400	2,240	2,263
- Processed Defined Contribution loans	121	173	244
Administered for retirees:			
- Deferred Compensation	272	246	250
- Defined Benefit	1,593	1,597	1,918
- Defined Contribution*	*	232	278
- Health, dental and vision coverage*	*	1,667	1,905
Processed retirements for Defined Benefit and Defined Contribution employees	58	72	257
Evaluated terminating employees Defined Benefit, Defined Contribution, and/or Deferred Compensation plans for possible distribution*	*	250	421

\*Administration for retirees moved to Retirement Unit in FY 2002.

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**Equal Employment Opportunity****\$89,384****\$89,384**

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Responsible for coordinating the Affirmative Action Program and reports, mentor-mentee programs, investigate accommodation requests for Americans with disabilities, review examination for job relatedness to avoid potential adverse impact and provide EEO supervisory training to employees.

**Objectives**

- Coordinate the County's Affirmative Action Plan and EEO-related activities, provide guidance to departments and employees in EEO/AA issues and investigate any related complaints in a timely manner.
- Expand Mentor Program to promote success and development of new employees.

<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Actual</u></b>
EEO Supervisory Training to Employees Provided	44	37	30	N/A
Mentor Meetings Conducted	N/A	7	3	0
Mentee Training	N/A	2	10	0
Mentor Training	N/A	0	18	N/A
Internal ADA Accommodation Requests Processed	20	3	5	4
Internal EEO Complaints Investigated	24	2	10	2
New Employee Orientation Provided	277	1068	518	55
Job Affairs Attended/Attendees Serviced	N/A	N/A	30/1990	N/A
Recruitment Meetings Attended	N/A	N/A	51	N/A
Provide Employment Advice and Counseling to Community Agencies/Leaders/Schools/Applicants	N/A	N/A	628	N/A

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**Organizational Development and Training****\$234,701****\$248,023**

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Organizational Development is a new focus within the Department. It works with County operations to meet the changing requirements of customer service delivery and process improvement. It seeks to foster an environment of excellence in public service via the improvement of each County department's employees and organization.

Training seeks to ensure the training needs of the County departments and employees are met. They are responsible for designing and presenting training courses; contracting with outside vendors for courses; tracking employee participation; evaluating success of programs; administering the in-service training budget; facilitating off-site seminar registration and payment; administering the Tuition Reimbursement program and coordinating the annual Employees' Retirement and Service Awards Program.

**Objectives**

- Improve the efficiency and effectiveness of the County's personnel in both the short and long terms.
- Coordinate and administer training programs in a cost-effective and efficient manner by presenting in-house training programs or coordination of outside training vendors and programs.
- Administer the Tuition Reimbursement Program ensuring the Merit System Rule is followed.
- Coordinate the Employees' Retirement and Service Awards Program.

<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Actual</u></b>
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*Department Training Requests:* On or off-site training programs (not currently available through the Training Unit) that are directly related to an Individual's job or improved job performance.

• # of Sessions	N/A	291	320	289
• # of Attendees	N/A	507	551	412

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
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*County Wide Programs:* On-site classes and programs offered by the Oakland County Training Unit.

• # of Sessions	199	146	173	174
• # of Attendees	N/A	2,469	1,841	2,409

*Tuition Reimbursement Program:* Available to assist employees in furthering their educational qualifications and professional development in subjects and fields, which are directly related to the County's operations.

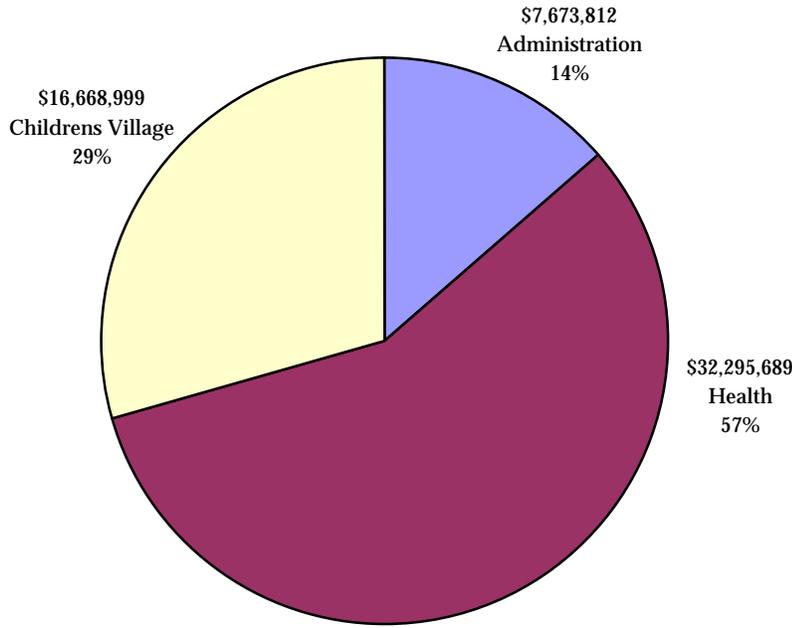
• # of Participants	N/A	299	345	330
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*Kmart, Lear Corporation, Kelly Services, Delphi Automotive, Federal-Mogul, Pulte Homes, United Auto Group, Collins & Aikman and ArvinMeritor are the Fortune 500 companies headquartered in Oakland County. DaimlerChrysler AG is also headquartered in the county.*

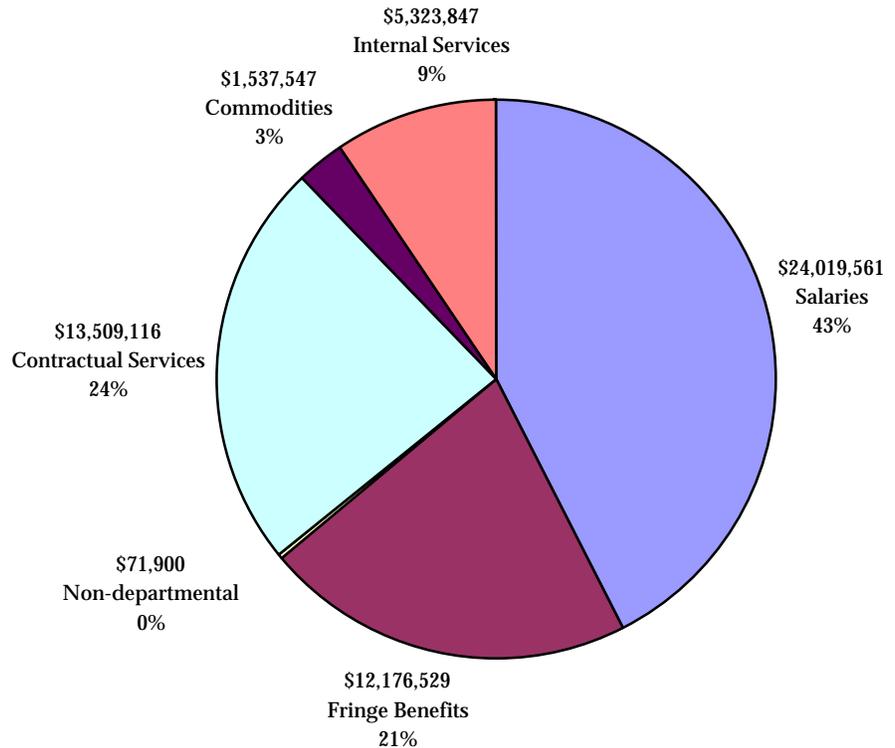
# Human Services

## FY 2004 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures



HUMAN SERVICES		
TOT		DIRECTOR - HUMAN SERVICES
FY 04	FY 05	
499	499	Gen Fund/Gen Purpose
107	107	Special Revenue
112	112	Proprietary
718	718	Total Positions

HUMAN SERVICES ADMINISTRATION		
TOT		DIRECTOR - HUMAN SERVICES
FY 04	FY 05	
4	4	Gen Fund/Gen Purpose
0	0	Special Revenue
4	4	Total Positions

HEALTH DIVISION		
TOT		MANAGER - HEALTH DIVISION
FY 04	FY 05	
335	335	Gen Fund/Gen Purpose
106	106	Special Revenue
441	441	Total Positions

MEDICAL CARE FACILITY		
TOT		MANAGER - MED CARE FACILITY
FY 04	FY 05	
		Gen Fund/Gen Purpose
112	112	Proprietary
112	112	Total Positions

CHILDREN'S VILLAGE		
TOT		MANAGER - CHILDREN'S VILLAGE
FY 04	FY 05	
160	160	Gen Fund/Gen Purpose
1	1	Special Revenue
161	161	Total Positions

Prepared by Human Resources Dept. 9/20/03.

## Department Revenue by Division (GF/GP)

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Administration	0	0
Children's Village	3,569,237	3,569,237
Medical Care Fac.	0	0
Health Division	<u>6,768,867</u>	<u>6,768,867</u>
<b>Total</b>	<b>\$10,338,104</b>	<b>\$10,338,104</b>

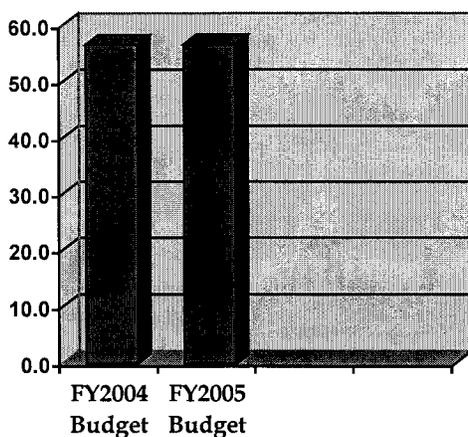
## Department Expenditures by Division (GF/GP)

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Administration	7,673,812	7,673,905
Children's Village	16,668,999	16,706,933
Medical Care Fac.	0	0
Health Division	<u>32,295,689</u>	<u>32,345,637</u>
<b>Total</b>	<b>\$56,638,500</b>	<b>\$56,726,475</b>

## Staffing

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Full Time Positions	669	669
Part Time Positions	<u>49</u>	<u>49</u>
<b>Total Positions</b>	<b>718</b>	<b>718</b>

## Department Expenditures (\$ in millions)



## Summary

The mission of the Department of Human Services is to provide, coordinate, and facilitate an array of high quality, population-based human services that 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, and in collaboration with, its various operating divisions (i.e., Children's Village, Health Division, and Medical Care Facility). 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 Family Independence Agency (formerly known as the Michigan Department of Social Services), and other private and public agencies. The Oakland-Livingston Human Service Agency provides services such as commodity food distribution, housing and energy assistance, and Head Start health services for children. The Family Independence Agency provides a variety of social welfare services, including Child Protective Services, for Oakland County residents.

Finally, the Human Services Department is the County Executive's primary human services liaison with various local, state, and federal organizations and legislative bodies; administers several service contracts; oversees the Indigent Hospitalization Program (IHP); and engages in needs assessment, planning, and evaluation activities and conflict-resolution efforts.

## Current Issues

- Focused Infant Mortality Reduction Project.
- Countywide assessment of water resources.
- Upgrading plans, protocols, equipment, and training related to response capability for biological, chemical, radiological, and natural emergency events.

## Department Goals

- Facilitate the development and implementation of a community needs assessment.
- Identify and secure the resources necessary to insure Department services and activities are carried out in an operationally effective and cost-efficient manner.
- OLHSA will continue to develop partnerships with and/or establish organizations that are geared toward providing job training programs for low-income families and will collaborate with programs to develop affordable housing for senior citizens.
- The Family Independence Agency (FIA) will continue to provide a variety of state-sponsored social welfare programs to residents of Oakland County.

# Human Services

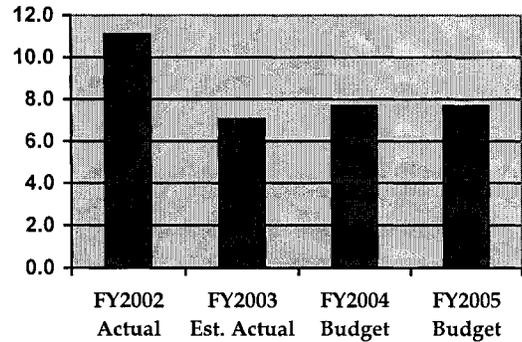
## Administration

The Administrative Unit of the Department of 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 the Medical Care Facility. It also serves as the County Executive's primary Human Services liaison with local, state, and federal organizations and legislative bodies.

### Division Goals

- Continue to improve coordination and cooperation among the Department of Human Services' divisions and other agencies.
- Enhance quality assurance and cost containment/cost avoidance efforts.
- Provide direction and support to the county Water Resource Assessment Project developed and implemented in partnership with the United States Geological Survey.
- Oversee and direct Department of Human Services' preparedness and response activities.

### Division Expenditures (\$ in millions)



### Division Revenue by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Charges for Services	0	0	0	0
Total GF/GP Revenue	\$0	\$0	\$0	\$0

### Program Expenditures

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Program Name</u>				
Administration	238,333	357,185	288,993	289,086
FIA Services	3,369,069	2,651,044	2,764,792	2,764,792
Family Services	126,840	184,920	151,900	151,900
Child Placement	2,648,913	1,990,341	2,600,000	2,600,000
Community Serv.	868,127	868,127	868,127	868,127
Indigent Health Plan	3,833,367	1,000,000	1,000,000	1,000,000
Total Prog. Exp.	\$11,084,649	\$7,051,617	\$7,673,812	\$7,673,905

### Division Expenditures by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	128,094	130,948	133,887	133,887
Fringe Benefits	37,486	40,086	49,547	49,547
Contractual Services	10,840,457	6,762,699	7,392,028	7,392,028
Commodities	1,478	19,089	12,745	12,745
Internal Services	18,669	98,795	13,705	13,798
Non-Departmental	58,465	0	71,900	71,900
Total GF/GP Exp.	\$11,084,649	\$7,051,617	\$7,673,812	\$7,673,905

### Staffing

	FY2002 <u>Budget</u>	FY2003 <u>Budget</u>
Full Time Positions	1	1
Part Time Positions	3	3
Total Positions	4	4

## Administration

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### Human Services Administration

\$10,044,526

\$10,044,747

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During 2001/2002, the nine Oakland County hospitals participating in the Indigent Hospitalization Program, under an agreement with the Department of Human Services, provided 6,944 days of service to 1,656 individuals.

During FY 2001/2002, the Child Abuse and Neglect Council, under contract to the Department of Human Services, provided case coordination services involving law enforcement, prosecutor, and Michigan Family Independence Agency-Child Protective Services (formerly known as the Department of Social Services) staff for 600 individual child abuse investigations.

During 2001/2002, Crossroads for Youth, under contract to the Department of Human Services, provided the following estimated days of service to delinquent troubled adolescent boys and girls:

Day Student	9,800
Boys' Center	4,500
Girls' Center	3,900
Work Education	5,100
Work Education/Day Student	1,800
Supervised Independent Living	2,200

During 2001/2002, the Department of Human Services continued to collaborate with and oversee an agreement with the United States Geological Survey to conduct a comprehensive, countywide "Water Resource Assessment" for Oakland County.

During 2002/2003, the Director served on the Oakland County Human Services Coordinating Council as a member of the Operations Committee and Chairman of the Proposal Review Committee.

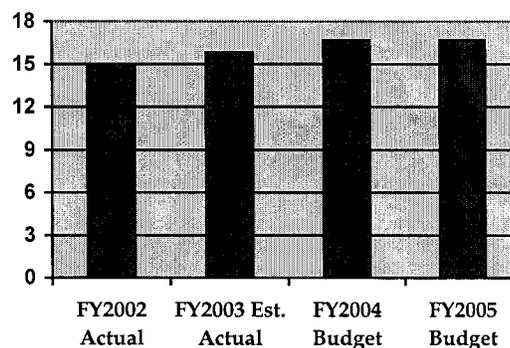
## Children's Village

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 Family Independence Agency. 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 correctional / rehabilitative 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 dependency, abuse or neglect. The current operational capacity of the facility is 220 beds. Children's Village residents attend school on campus, receiving educational services provided via contract with the local school district.

### 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)



### Program Expenditures

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<b>Gen. Fund/Gen. Purpose</b>				
Federal Grants	227,377	235,728	239,800	239,800
Charges for Services	2,796,214	2,930,792	3,329,437	3,329,437
Other Revenue	145,504	161,958	0	0
<b>Total GF/GP Rev.</b>	<b>\$3,169,095</b>	<b>\$3,328,478</b>	<b>\$3,569,237</b>	<b>\$3,569,237</b>
<b>Other Funds</b>				
Human Serv. Grants	42,108	70,337	0	0
Multi-Org Grants	23,840	0	0	0
<b>Total Revenues</b>	<b>\$3,235,043</b>	<b>\$3,398,815</b>	<b>\$3,569,237</b>	<b>\$3,569,237</b>

Program Name	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Administration	1,189,237	1,171,467	1,826,788	1,826,788
Operations	6,192,557	6,436,245	6,344,473	6,353,900
Intake Treatment	4,948,874	5,421,922	5,620,279	5,642,345
Residential Treat.	2,686,137	2,789,340	2,877,459	2,883,900
<b>Total Prog. Exp.</b>	<b>\$15,016,805</b>	<b>\$15,818,974</b>	<b>\$16,668,999</b>	<b>\$16,706,933</b>

### Division Expenditures by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<b>Gen. Fund/Gen. Purpose</b>				
Salaries	6,813,318	7,063,014	7,197,629	7,197,629
Fringe Benefits	2,712,786	2,866,229	3,733,892	3,733,892
Contractual Services	2,604,976	2,729,797	2,756,359	2,756,359
Commodities	543,932	720,985	687,557	687,557
Capital Outlay	43,183	0	0	0
Internal Services	2,232,662	2,368,612	2,293,562	2,331,496
<b>Total GF/GP Exp.</b>	<b>\$14,950,857</b>	<b>\$15,748,637</b>	<b>\$16,668,999</b>	<b>\$16,706,933</b>
<b>Other Funds</b>				
Human Serv. Grants	42,108	70,337	0	0
Multi-Org. Grants	23,840	0	0	0
<b>Total Expenditures</b>	<b>\$15,016,805</b>	<b>\$15,818,974</b>	<b>\$16,668,999</b>	<b>\$16,706,933</b>

### Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	156	156
Part Time Positions	5	5
<b>Total Positions</b>	<b>161</b>	<b>161</b>

**Children's Village****FY 2004****FY 2005****Administration****\$1,826,788****\$1,826,788**

Administrative services focus upon 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 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 Family Independence Agency 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 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**

- Maximize the KRONOS time and labor system by utilizing the "Absenteeism and Tardiness Reduction Program" which will track attendance and punctuality of staff and provide distance-early warning of problems in those areas.
- Finalize the program developmental process and implement the new web-based juvenile records tracking system and electronic case management/reporting system purchased in September 2001 with grant funding.

**Operations****\$6,344,473****\$6,353,900**

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. Operations areas include ensuring a properly maintained physical plant, providing transportation, food services, medical and dental 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.

**Objectives**

- Perform all necessary tasks within our resources, to ensure the completion of the secure detention addition construction project.
- Operationalize a computerized system of key control to ensure proper security, storage and distribution of facility keys.

**Intake Treatment Services****\$5,620,279****\$5,642,345**

To provide 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.

**Objectives**

- Meet the immediate needs of the resident-clientele while keeping in mind the welfare of the community. In so doing, team members consider the input of the referring agency or person (e.g., police department, Protective Services,

parents and court staff) as well as the nature of the offense and the emotional and physical state of the client at the time of admission.

- Orient the youth and family to the facility, to assist them toward understanding the court process and, if necessary, to prepare the youth for future out-of-home placement.
- Assess the needs for the resident to make desired behavioral changes, identifying same for the resident and then guiding and monitoring the resident in terms of achieving behavioral changes.
- Provide feedback to the referring agency as to the resident's adjustment, progress and unmet needs as they relate to further casework/treatment planning.
- In order to facilitate quality assurance, the team Administrator will be responsible for the development of a "customer satisfaction" survey format which will be provided to youngsters, parents/guardians, and agencies that utilize the services of shelter care and detention.

**Secure Detention Services** – For males and females, ages 12 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 community and/or self. Receive short-term services including emotional and physical health assessment and 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 Village residential treatment program. Children reside in open (i.e., unlocked) living quarters and receive short-term treatment services, including emotional and physical health assessment and treatment.

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## **Residential Treatment Services**

**\$2,877,459**

**\$2,883,900**

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To provide 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.

### **Objectives**

To provide a structured treatment milieu for dysfunctional youngsters that will facilitate and promote psychological growth via means of internalizing emotional controls, the enhancement of self-esteem, an increased sense of responsibility and a heightened awareness of the rights of others. Recognizing that ultimate achievement of this goal is a continuous process that will extend beyond the client's stay in the Village, the main objective is to provide the degree and intensity of services for the resident and family that would enable the youth to move from the facility to a less-restrictive setting in the least amount of time necessary to achieve the identified treatment goals.

**Residential Treatment Program** – Provides correctional/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 Family Independence Agency. Youths reside in either open living units or a secure setting depending upon the severity of their delinquency and dysfunctional behavior.

The Residential Treatment Services program is behaviorally-based, utilizing a therapeutic-milieu approach to daily living. Standard services include individual counseling and group therapy with individualized service plans, including aftercare. 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.

### **Objectives**

- Develop and make operational a substance abuse education and intervention modality for all juveniles residing in the correctional/treatment cottages.

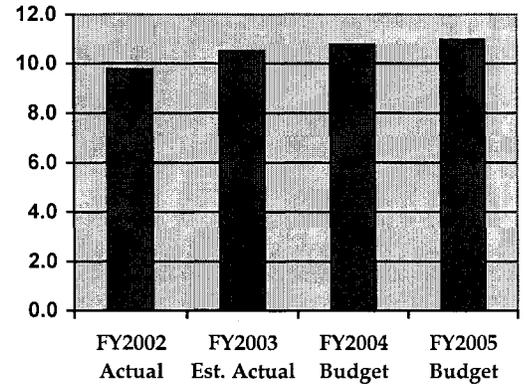
**Medical Care Facility**

The function of the Medical Care Facility is to provide quality skilled nursing care and related services for residents of Oakland County who require medical and nursing care, rehabilitative services and other health related care in a nursing facility.

**Division Goals**

- Maintain resident census at or above 90 - 95%.
- Pursue the feasibility of an Adult Day Care /Respite Program based on the needs of the community.

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



**Division Revenue by Category**

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Gen. Fund/Gen. Purpose	0	0	0	0
<b>Medical Care Facility Fund</b>				
Charges for Services	10,218,571	9,903,162	10,474,549	10,678,194
Other Revenue	218,689	588,534	382,961	382,961
Contributions	0	49,257	0	0
<b>Total Revenue</b>	<b>\$10,437,260</b>	<b>\$10,540,953</b>	<b>\$10,857,510</b>	<b>\$11,061,155</b>

**Program Expenditures**

Program Name	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Admin/Fin Serv.	1,346,486	1,656,202	2,709,045	2,722,432
Resident Care	6,527,383	6,662,000	6,328,576	6,497,997
Pharmacy Serv.	1,901,513	2,192,913	1,745,682	1,759,791
<b>Total Prog. Exp.</b>	<b>\$9,775,382</b>	<b>\$10,511,115</b>	<b>\$10,783,303</b>	<b>\$10,980,220</b>

**Division Expenditures by Category**

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<b>Medical Care Facility Fund</b>				
Salaries	3,819,167	3,927,471	4,225,137	4,329,702
Fringe Benefits	1,506,980	1,550,351	2,345,309	2,441,219
Contractual Services	1,710,976	2,125,975	1,715,320	1,715,320
Commodities	1,888,215	2,138,461	1,778,036	1,778,036
Depreciation	83,126	76,485	0	0
Internal Services	766,918	692,371	719,501	715,943
<b>Total Expenditures</b>	<b>\$9,775,382</b>	<b>\$10,511,115</b>	<b>\$10,783,303</b>	<b>\$10,980,220</b>

**Staffing**

	FY2004 Budget	FY2005 Budget
Full Time Positions	107	107
Part Time Positions	5	5
<b>Total Positions</b>	<b>112</b>	<b>112</b>

<b>Medical Care Facility</b>	<b>FY 2004</b>	<b>FY 2005</b>
<b>Administrative/Financial Services</b>	<b>\$2,709,045</b>	<b>\$2,722,432</b>

Administration Services provides administrative and clerical support to the Medical Care Facility. Additional activities include overseeing contracts with outside vendors; Corporate Compliance Plan; ensures compliance with federal as well as state rules & regulations; billing all third party payers for services rendered to in-house residents; and overseeing the operations of the Medical Care Facility.

**Objectives**

Provide a high level of customer service and satisfaction within the parameters of the rules & regulations and to ensure Compliance with applicable Corporate compliance Plan and rules and regulations.

<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Actual</u></b>
Audits/Monitors through QI Process.	N/A	N/A	N/A	N/A

<b>Pharmacy Services</b>	<b>\$1,745,682</b>	<b>\$1,759,791</b>
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The Pharmacy provides all drugs to the MCF residents per the physician orders and also provides pharmaceutical services to the Health Division Clinics, Children’s Village and the Jail Clinic.

**Objectives**

To dispense drugs to residents and outside clients of Oakland County in accordance with applicable standard of practice.

<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Actual</u></b>
Numbers of Drugs/Prescriptions Dispensed	N/A	N/A	N/A	N/A

<b>Resident Care Services</b>	<b>\$6,328,576</b>	<b>\$6,497,997</b>
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This includes medical services, nursing care, and rehabilitation services provided to the MCF in-house residents. All services provided are based on physician orders, assessment of the clinical needs of the residents and plans for care.

**Objectives**

To provide a high level of customer service and satisfaction in all aspects of care rendered in accordance with physician orders.

<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Actual</u></b>
<b>Audits/Monitors of Quality Care Indicators</b>				
<b>Revenue Source Per Patient Days</b>				
Medicare	3,740	4,551	N/A	N/A
Medicaid	29,118	35,195	N/A	N/A
Private Pay	1,250	586	N/A	N/A
Commercial	762	702	N/A	N/A
Blue Cross	44	99	N/A	N/A
<b>Total Patient Days</b>	<b>35,070</b>	<b>41,158</b>	<b>N/A</b>	<b>N/A</b>
Occupancy Rate	80%	94%	N/A	N/A
Total Clients Served	178	232	N/A	N/A

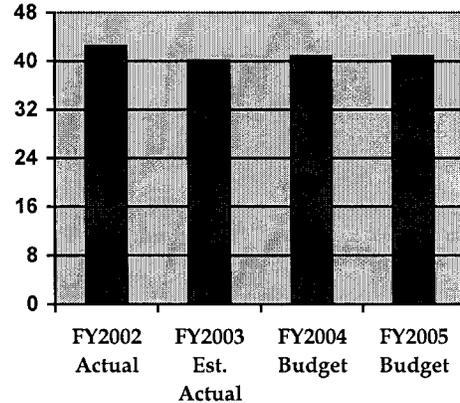
**Health Division**

The Health Division is responsible for protecting the public's health through health promotion, disease prevention and protection of the environment. The Division operates through the three distinctive core functions of public health: assessment, policy development and assurance. The Division performs essential public health functions for Oakland County residents.

**Division Goals**

- Conduct disease surveillance, outbreak investigation and facilitate community health assessment to provide information about Oakland County's health status, health needs, disease threats, and health services;
- Promote health through services that encourage individuals, families, and communities to become aware of and practice healthier lifestyles;
- Prevent disease through services, including early detection, that focus on populations at risk before the onset of disease or the adoption of poor health habits;
- Protect the environment as it affects human health through programs that focus on air, water, food, land, shelter and the community;
- Assure the availability of quality health services for individuals, families and the entire community.

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



**Division Revenue by Category**

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<b>Gen. Fund/Gen. Purpose</b>				
Charges for Services	2,906,761	3,261,611	3,126,248	3,126,248
State Grants	3,668,694	3,642,619	3,642,619	3,642,619
Other Revenue	64,071	487	0	0
<b>Total GF/GP Rev.</b>	<b>\$6,639,526</b>	<b>\$6,904,717</b>	<b>\$6,768,867</b>	<b>\$6,768,867</b>
<b>Other Funds:</b>				
Human Svs. Grants	12,022,794	10,624,941	8,504,965	8,504,965
<b>Total Revenue</b>	<b>\$18,662,320</b>	<b>\$17,529,658</b>	<b>\$15,273,832</b>	<b>\$15,273,832</b>

**Program Expenditures**

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<b>Program Name</b>				
Surv, Assess, Supp	6,607,071	6,933,507	8,255,813	8,302,673
Health Promo.	13,169,007	11,794,837	13,400,745	13,457,508
Disease Prev.	4,929,082	5,287,025	5,441,688	5,385,066
Environ. Health	5,632,409	5,214,883	5,370,177	5,373,092
Access to Care	12,201,045	10,863,379	8,332,231	8,332,263
<b>Total Prog. Exp.</b>	<b>\$42,537,971</b>	<b>\$40,093,631</b>	<b>\$40,800,654</b>	<b>\$40,850,602</b>

**Division Expenditures by Category**

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<b>Gen. Fund/Gen. Purpose</b>				
Salaries	15,902,912	15,569,993	16,688,045	16,688,045
Fringe Benefits	6,344,145	6,403,477	8,393,090	8,393,090
Contractual Services	3,844,444	3,210,283	3,360,729	3,360,729
Commodities	943,019	1,056,229	837,245	837,245
Oper. Transfer Out	99,995	49,115	0	0
Internal Services	3,380,662	3,179,593	3,016,580	3,066,528
<b>Total GF/GP Exp.</b>	<b>\$30,515,177</b>	<b>\$29,468,690</b>	<b>\$32,295,689</b>	<b>\$32,345,637</b>
<b>Other Funds:</b>				
Human Svs. Grants	12,022,794	10,624,941	8,504,965	8,504,965
<b>Total Expenditures</b>	<b>\$42,537,971</b>	<b>\$40,093,631</b>	<b>\$40,800,654</b>	<b>\$40,850,602</b>

**Staffing**

	FY2004 Budget	FY2005 Budget
Full Time Positions	405	405
Part Time Positions	36	36
<b>Total Positions</b>	<b>441</b>	<b>441</b>

**Health Division**

FY 2004

FY 2005

**Surveillance, Assessment and Support****\$8,255,813****\$8,302,673**

Activities in this area include conducting communicable and chronic disease surveillance in Epidemiology to monitor health status and identify community health problems. Health assessment also assists in diagnosing and investigating health problems, outbreaks, and health hazards in the community.

**Objectives**

- Conduct disease surveillance by obtaining data on reportable communicable diseases, chronic diseases, vital statistics, and behavior risk assessments.
- Analyze data in order to establish baselines for diseases and monitor health trends.

**Performance Measures**

	<u>FY2000 Actual</u>	<u>FY2001 Actual</u>	<u>FY2002 Actual</u>	<u>FY2003 Actual</u>
Reportable Communicable Diseases	36	36	N/A	N/A
Foodborne Outbreaks	8	13	N/A	N/A

**Health Promotion****\$13,400,745****\$13,457,508**

Health promotion activities inform, educate and empower people about health issues related to maternal and infant health, child and adolescent health, child safety, community nutrition, health education and aging. Health promotion efforts also mobilize community partnerships to identify and solve health problems, develop policies and plans that support individual and community health efforts and enforce regulations that protect health and ensure safety.

**Objectives**

- Mothers and infants will have reduced morbidity and improved access to care.
- Improve hearing ability and vision health for children.
- Reduce elevated blood lead levels for infants/children 6 months to 6 years of age.
- Provide well child care to children from birth to 5 years who are either uninsured or underinsured.
- Increase the percentage of school districts using the comprehensive school health education program and increase immunization status of school aged children.
- Reduce the number of traffic fatalities for children through the services of Child Passenger Safety.
- Reduce the number of children and adolescents who are overweight and obese.
- Reduce influenza and pneumonia mortality of Oakland County citizens aged 65+.

**Performance Measures**

	<u>FY2000 Actual</u>	<u>FY2001 Actual</u>	<u>FY2002 Actual</u>	<u>FY2003 Actual</u>
<u>Maternal Child Health</u>				
# of families referred for home visits	5,915	4,000	N/A	N/A
<u>Hearing</u>				
# of students screened	66,379	69,965	N/A	N/A

<u>Performance Measures</u>	<u>FY2000 Actual</u>	<u>FY2001 Actual</u>	<u>FY2002 Actual</u>	<u>FY2003 Actual</u>
<u>Vision</u>				
# of students screened	66,579	70,465	N/A	N/A
<u>Child Health Clinic (CHC)</u>				
# of CHC periodic health screenings	1,377	1,266	N/A	N/A
<u>School Health</u>				
# of teacher trainings	39	26	N/A	N/A
# immunization status assessed				
<u>Child Passenger Safety</u>				
# of car seats inspected	576	472	N/A	N/A
<u>Aging</u>				
# of outreach flu clinics	45	45	N/A	N/A
# of flu shots given	12,307	17,285	N/A	N/A

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## Disease Prevention

**\$5,441,688**

**\$5,385,066**

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Disease prevention activities include informing, educating and providing services to people for chronic disease prevention such as cardiovascular disease, cancer and substance abuse. The prevention of communicable diseases – HIV/AIDS, sexually transmitted diseases, tuberculosis and vaccine preventable diseases – is an essential function of public health.

### Objectives

- Reduce the prevalence of coronary heart disease and attributable deaths in Oakland County residents.
- Reduce the overall cancer death rate.
- Increase smoking cessation attempts by adult smokers.
- Reduce the incidence of HIV/AIDS and sexually transmitted diseases in Oakland County.
- Eliminate indigenous cases of vaccine preventable diseases.

<u>Performance Measures</u>	<u>FY2000 Actual</u>	<u>FY2001 Actual</u>	<u>FY2002 Actual</u>	<u>FY2003 Actual</u>
<u>Cardiovascular Disease</u>				
# low income/high risk residents participating in CVD risk screening	20,447	15,462	N/A	N/A
<u>Smoking Cessation</u>				
# of adults who complete smoking cessation programs	61	227	N/A	N/A
<u>HIV/STD</u>				
# of persons tested & counseled for HIV	7,905	6,827	N/A	N/A
# of clients tested for STD	8,512	8,284	N/A	N/A
<u>Tuberculosis</u>				
# of persons treated	150	34	N/A	N/A

<u>Performance Measures</u>	<u>FY2000 Actual</u>	<u>FY2001 Actual</u>	<u>FY2002 Actual</u>	<u>FY2003 Actual</u>
<u>Vaccine Preventable Diseases</u>				
# of vaccines administered	142,078	136,230	N/A	N/A
# of vaccines distributed	94,797	122,731	N/A	N/A
# of records assessed	71,112	68,920	N/A	N/A
# of schools & daycare programs ↑ 90%	716	676	N/A	N/A

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<b>Environmental Health</b>	<b>\$5,370,177</b>	<b>\$5,373,092</b>
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Environmental health activities inform and educate people about health issues associated with indoor air quality, food service sanitation, land development, on-site sewage, and water quality. Services are provided to enforce laws and regulations that protect health and assure safety.

### Objectives

- Improve indoor air quality through complaint investigations, education, consultation and referral.
- Decrease vector borne disease through monitoring and surveillance.
- All food service establishments serve wholesome food and minimize foodborne outbreaks.
- Assure new on-site sewage disposal systems are properly sited, and constructed; and existing sewage disposal systems are maintained.
- Inform the public of bathing beach closings and water quality history.
- All new and replaced private wells are properly sited and constructed.
- All new and existing public swimming facilities are correctly constructed, operated and maintained.

<u>Performance Measures</u>	<u>FY2000 Actual</u>	<u>FY2001 Actual</u>	<u>FY2002 Actual</u>	<u>FY2003 Actual</u>
<u>Indoor Air</u>				
# of complaint investigations	56	51	N/A	N/A
# of radon kits sold	165	246	N/A	N/A
<u>Community</u>				
# of surveys completed	24	181	N/A	N/A
<u>Food Service Sanitation</u>				
# of plan reviews	244	292	N/A	N/A
# of food service inspections	9,226	11,036	N/A	N/A
# of food establishments with certified managers	748	1,323	N/A	N/A
<u>On-Site Sewage</u>				
# of site evaluations	2,327	2,073	N/A	N/A
# permits issued	2,255	2,035	N/A	N/A
<u>Water</u>				
# of public bathing beaches monitored/surveyed	118	120	N/A	N/A
# of well site evaluations completed	2,308	1,961	N/A	N/A
# of swimming pool inspections	1,601	1,533	N/A	N/A

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**Access to Care****\$8,332,231    \$8,332,263**

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Access to care activities align with the core public health function of assurance. These services link people to needed personal health services and assure 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, dental services and jail health program services.

**Objectives**

- Increase the proportion of Oakland children with special health care needs who have access to a medical home.
- Women will have access to quality, affordable prenatal health care.
- Increase substance abuse treatment accessibility, enhance available treatment continuum, thereby reducing substance abuse prevalence.
- Provide dental services to low income residents of Oakland County who do not have another dental service provider.
- Provide health services to inmates of the Oakland County Jail.

**Performance Measures**

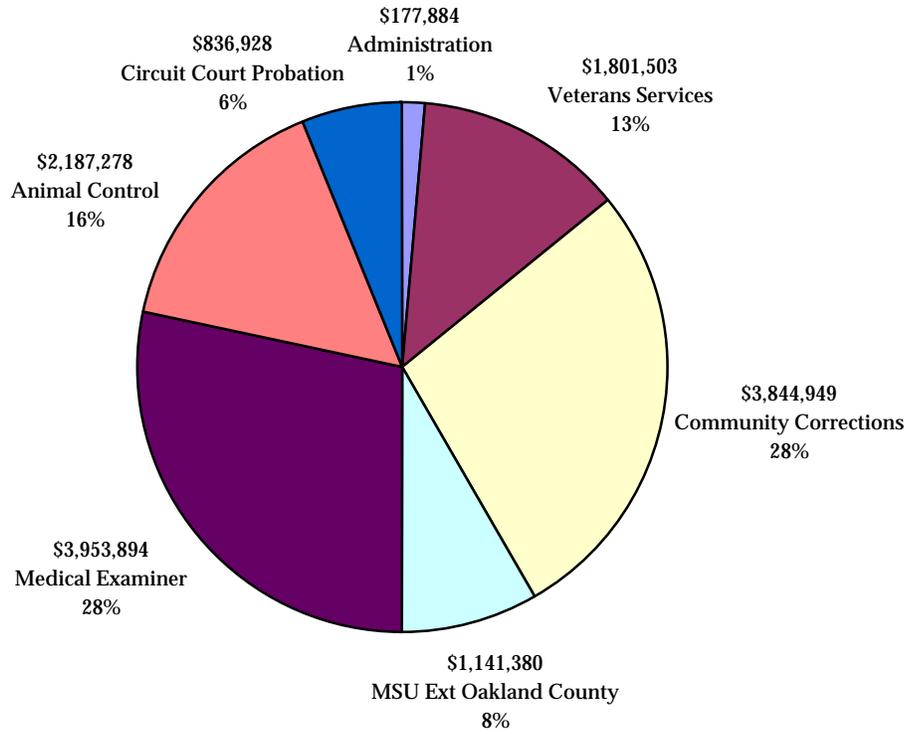
	<b>FY2000</b>	<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
<b><u>Substance Abuse (Medicaid)</u></b>				
# of treatment providers	22	22	N/A	N/A
% assessed within 24 hr. (urgent)	100%	100%	N/A	N/A
% admitted to treatment within 24 hr. (urgent)	63%	76%	N/A	N/A
% assessed within 5 days (non-urgent)	91%	92%	N/A	N/A
% admitted to treatment within 5 days (non-urgent)	86%	83.5%	N/A	N/A
<b><u>Dental Services</u></b>				
# of persons treated	1,450	1,482	N/A	N/A
<b><u>Jail Health</u></b>				
# of physicals done	7,048	6,912	N/A	N/A
# seen in sick call	8,291	8,100	N/A	N/A

*Retail sales in Oakland County during 2002 totaled \$22.5 billion. This exceeded the total retail sales of fourteen different states and the District of Columbia.*

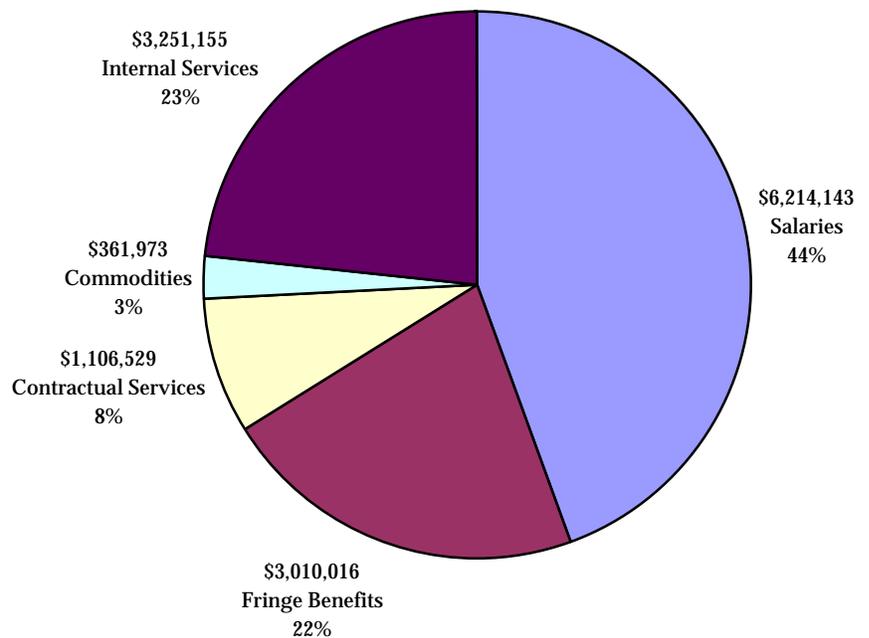
# Public Services

## FY 2004 General Fund/General Purpose

**Budget Distribution by Division**



**Budget Distribution by Expenditures**



PUBLIC SERVICES DEPARTMENT		
TOT		DIRECTOR OF
FY 04	FY 05	PUBLIC SERVICES
120	120	General Fund/General Purpose
26	26	Special Revenue Positions
146	146	Total Positions

PUBLIC SERVICES ADMINISTRATION		
TOT		DIRECTOR OF
FY 04	FY 05	PUBLIC SERVICES
1	1	Gen Fund/Gen Purpose
		Special Revenue Positions
1	1	Total Positions

VETERANS' SERVICES		
TOT		MANAGER -
FY 04	FY 05	VETERANS' SERVICES
16	16	Gen Fund/Gen Purpose
		Special Revenue
16	16	Total Positions

MSU EXTENSION - OAKLAND COUNTY		
TOT		DIVISION MANAGER
FY 04	FY 05	
13	13	Gen Fund/Gen Purpose
		Special Revenue Positions
13	13	Total County Funded Positions

COMMUNITY CORRECTIONS		
TOT		MANAGER -
FY 04	FY 05	COMMUNITY CORRECTIONS
41	41	Gen Fund/Gen Purpose
26	26	Special Revenue
67	67	Total Positions

ANIMAL CONTROL		
TOT		MANAGER -
FY 04	FY 05	ANIMAL CONTROL
23	23	Gen Fund/Gen Purpose
		Special Revenue Positions
23	23	Total Positions

MEDICAL EXAMINER DIVISION		
TOT		MEDICAL EXAMINER
FY 04	FY 05	
26	26	Gen Fund/Gen Purpose
		Special Revenue
26	26	Total Positions

Prepared by Human Resources Dept. 9/20/03.

**Department Revenue by Division (GF/GP)**

	FY2004 Budget	FY2005 Budget
Administration	0	0
Veterans Services	0	0
Community Corrections	272,000	272,000
MSU Extension	74,000	74,000
Medical Examiner	138,000	138,000
Animal Control	833,385	833,385
Circuit Ct. Prob.	0	0
<b>Total GF/GP Rev.</b>	<b>\$1,317,385</b>	<b>\$1,317,385</b>

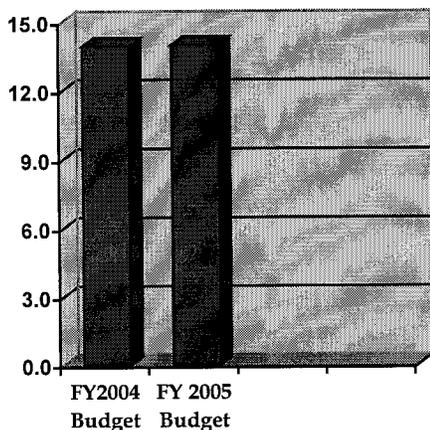
**Department Expenditures by Division (GF/GP)**

	FY2004 Budget	FY2005 Budget
Administration	177,884	177,982
Veterans Services	1,801,503	1,806,152
Community Corr.	3,844,949	3,853,231
MSU Extension	1,141,380	1,146,748
Medical Examiner	3,953,894	3,966,618
Animal Control	2,187,278	2,192,828
Circuit Ct. Prob.	836,928	848,215
<b>Total GF/GP Exp.</b>	<b>\$13,943,816</b>	<b>\$13,991,774</b>

**Staffing**

	FY2004 Budget	FY2005 Budget
Full Time Positions	137	137
Part Time Positions	9	9
<b>Total Positions</b>	<b>146</b>	<b>146</b>

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



**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 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: Prosecuting Attorney, Sheriff, Circuit Court, District Courts, Friend of the Court, local law enforcement agencies, and the Community Development Council.

**Current Issues**

In 2002, the US Department of Veterans Affairs purchased 544 acres in Oakland County for a new National Cemetery. It is estimated that this National Cemetery will provide burials for the next 50 years for veterans and their dependents. Approximately 460,000 veterans live in Southeastern Lower Michigan and within a 75-mile radius of the new cemetery. Oakland County worked with the US Department of Veterans Affairs regarding the purchase and current development of this site. The Veterans' Services Division will continue to monitor the progress of this cemetery and provide information, advocacy and future burial assistance to Oakland County veterans and their families.

**Department Goals**

- To enhance the quality of life for Oakland County citizens by providing excellent services in the most expedient, dependable and cost-effective manner possible.
- To recognize that county government is accountable to its citizens and make every effort to ensure it is as streamline and efficient as possible.
- To 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.
- To reinforce a commitment to technological advances in order to enhance the County's ability to compete in the marketplace of the 21<sup>st</sup> century.
- To continue promote economic growth throughout Oakland County while still preserving and enhancing the human and natural environments.
- To cultivate partnerships between governments, businesses, educators and artists that produce successful projects, which enhance the quality of life in Oakland County.

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**Summary of Major Program Changes****FY 2004****FY 2005**

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**Revenue**

The FY 2004 budget was reduced due to discontinued programs in the Community Corrections division (CLUB EM and Virtual Reality Step Down). Revenue increased for the Step Forward and Weekend Alternative Misdemeanants (WAM) programs due to rate increases and increased activity.

**Expenditures**

The FY 2004 budget reflects the full year savings for the positions deleted with Phase I Budget Amendments and Adjustments in Veteran's Services, Community Corrections, Medical Examiner, and Michigan State University (MSU) Extension divisions. Further operating reductions were approved for Capital Outlay, Office Supplies, Material & Supplies, Expendable Equipment, Workshops & Meetings, and Soldiers Burial. Additional allocations will be approved in FY 2004 for Grant Match, Information Technology (IT) Development and Maintenance Departments based on usage.

**Veterans' Services**

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, hospitalization, 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 for the Southeastern region of the County, Walled Lake for the Southwestern region of the County, and Pontiac at the County Service Center.

**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.

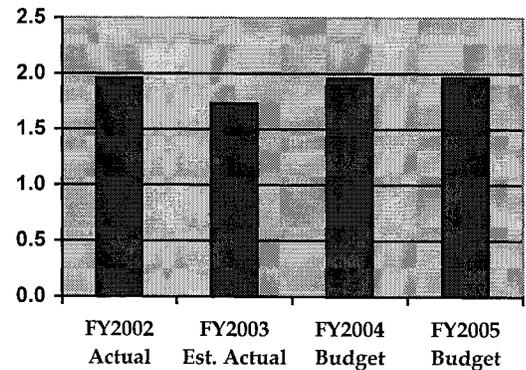
**Division Revenue by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Tot. GF/GP Revenue	0	0	0	0
<b>Other Funds</b>				
County Veterans Trust	170,076	74,536	160,000	160,000
<b>Total Revenues</b>	<b>\$170,076</b>	<b>\$74,536</b>	<b>\$160,000</b>	<b>\$160,000</b>

**Division Expenditures by Category**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<b>Gen. Fund/Gen. Purpose</b>				
Salaries	959,586	882,756	893,933	893,933
Fringe Benefits	366,161	348,899	424,373	424,373
Contractual Services	205,532	192,122	246,580	247,581
Commodities	9,889	5,622	6,799	6,799
Misc. Capital Outlay	0	0	0	0
Internal Services	237,709	227,640	229,818	233,466
<b>Total GF/GP Exp.</b>	<b>\$1,778,877</b>	<b>\$1,657,039</b>	<b>\$1,801,503</b>	<b>\$1,806,152</b>
<b>Other Funds</b>				
County Veterans Trust	181,247	76,518	160,000	160,000
<b>Total Expenditures</b>	<b>\$1,960,124</b>	<b>\$1,733,557</b>	<b>\$1,961,503</b>	<b>\$1,966,152</b>

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



**Program Expenditures**

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Vet. Benefits Serv.	1,528,713	1,416,127	1,514,966	1,518,614
Soldiers Rel/Burial	368,613	253,732	381,289	382,290
Veterans Trans.	62,798	63,698	65,248	65,248
<b>Total Prog. Exp.</b>	<b>\$1,960,124</b>	<b>\$1,733,557</b>	<b>\$1,961,503</b>	<b>\$1,966,152</b>

**Staffing**

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Full Time Positions	16	16
Part Time Positions	0	0
<b>Total Positions</b>	<b>16</b>	<b>16</b>

**Veterans' Services****FY 2004****FY 2005****Veterans' Benefits Services****\$1,514,966****\$1,518,614**

Veterans' Benefits Services is comprised of administration, client services, 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 Services is where staff provides veterans and their families with federal, state and local veterans' benefits counseling and advocacy. This service includes research, development and claims processing. 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, Veterans Organizations and other related professionals. Other training is also obtained for our staff related to computer software programs, clerical support, personnel and management.

<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Estimate</u></b>
Contracts (personal, phone, mail)	44,438	49,135	51,551	53,983
Claims Filed	4,929	5,510	6,258	6,547
VA Benefits to OC Veterans/Dependents	\$38,505,716	\$39,210,037	\$41,845,000	Unavailable

**Soldiers Relief/Burial****\$381,289****\$382,290**

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 \$18,086 for this program in FY 2001 and \$20,800 for FY2002. 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 \$25,000. 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. This program includes the County Veterans' Trust Fund, which is administered by the State of Michigan's Department of Military and Veterans' Affairs. Expenditures from the fund provide aid to needy veterans living within Oakland County.

<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Actual</u></b>
<b><u>Relief Program Indicators</u></b>				
Total Spent	\$ 17,921	\$ 19,453	\$ 20,686	\$19,041
Applications/Approved	366/360	438/431	475/470	442/426
<b><u>Burial Program Indicators</u></b>				
Burial Expense	\$131,100	\$129,000	\$132,600	\$127,800
Applications approved	437	430	442	426
Marker Foundation Expense	\$ 39,131	\$ 31,984	\$ 37,485	\$33,461
Applications approved	217	180	201	189
<b>Total Expense</b>	<b>\$170,231</b>	<b>\$160,984</b>	<b>\$170,085</b>	<b>\$161,261</b>

Performance Measures (cont'd)	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
<b><u>Flag Case Indicators</u></b>				
# Flag Cases Granted (effective 1/1/01)	0	179	332	340
Total Expense	0	\$2,192	\$ 4,177	\$4,277

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<b>Veterans' Transportation</b>			<b>\$65,248</b>	<b>\$65,248</b>
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Our transportation program provides wheelchair accessible transportation for veterans to and from the US Department of Veterans Affairs Medical Centers 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	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Trips Made	168	179	172	174
Veterans Transported to Detroit VAMC	233	221	239	223
Veterans Transported to Ann Arbor VAMC	<u>164</u>	<u>247</u>	<u>260</u>	<u>196</u>
Total Veterans Transported	397	468	499	419

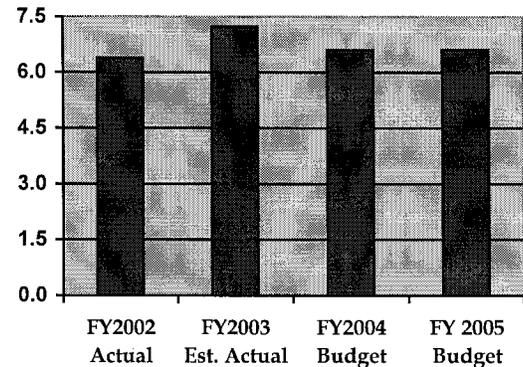
## Community Corrections

The Community Corrections Division is responsible for creating programs, which may be used in lieu of incarceration for non-violent offenders. These programs offer rehabilitative value to the punitive aspect of sentencing without compromising public safety. The programs are a cost effective alternative to jail space, which allows for the jail space to be reserved for the most serious offenders.

### Division Goals

- Ensure public safety through a comprehensive assessment process to identify non-violent offenders
- Provide rehabilitative services to offenders through effectively managed programs
- Minimize jail housing costs and reduce jail overcrowding through programs that serve as alternatives to incarceration
- Facilitate the court in making informed release decisions regarding pretrial defendants
- Assist the court in any way necessary to meet sentencing and/or release orders

### Division Expenditures (\$ in millions)



### Division Revenue by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<b>Gen. Fund/Gen. Purpose</b>				
Inter. Gov. Revenue	459,951	541,872	272,000	272,000
Charges for Services	0	12	0	0
Other Revenues	600	384	0	0
<b>Tot. GF/GP Revenue</b>	<b>\$460,551</b>	<b>\$542,268</b>	<b>\$272,000</b>	<b>\$272,000</b>
<b>Other Funds</b>				
Multi-Org. Grants	2,641,110	3,068,755	2,614,354	2,614,354
Other Grants	138,446	155,517	147,005	147,005
<b>Total Revenues</b>	<b>\$3,240,107</b>	<b>\$3,766,540</b>	<b>\$3,033,359</b>	<b>\$3,033,359</b>

### Program Expenditures

Program Name	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Administration	610,058	629,492	725,016	725,016
Pre-Trial Services	1,675,097	1,873,692	1,628,421	1,631,571
Comm. Based Prog.	1,361,858	1,341,296	1,496,906	1,499,737
Rehab. Services	2,745,913	3,389,729	2,755,965	2,758,266
<b>Total Prog. Exp.</b>	<b>\$6,392,926</b>	<b>\$7,234,209</b>	<b>\$6,606,308</b>	<b>\$6,614,590</b>

### Division Expenditures by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<b>Gen. Fund/Gen. Purpose</b>				
Salaries	1,675,907	1,803,716	1,906,256	1,906,256
Fringe Benefits	592,608	699,633	933,594	933,594
Contractual Services	489,306	825,951	473,008	473,008
Commodities	140,484	160,161	38,990	38,990
Capital Outlay	0	15,000	0	0
Internal Services	671,065	505,226	493,101	501,383
Transfers Out	44,000	250	0	0
<b>Total GF/GP Exp.</b>	<b>\$3,613,370</b>	<b>\$4,009,937</b>	<b>\$3,844,949</b>	<b>\$3,853,231</b>
<b>Other Funds</b>				
Multi-Org Grants	2,641,110	3,068,755	2,614,354	2,614,354
Other Grants	138,446	155,517	147,005	147,005
<b>Total Expenditures</b>	<b>\$6,392,926</b>	<b>\$7,234,209</b>	<b>\$6,606,308</b>	<b>\$6,614,590</b>

### Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	62	62
Part Time Positions	5	5
<b>Total Positions</b>	<b>67</b>	<b>67</b>

**Community Corrections Division**

FY 2004

FY 2005

**Pretrial Services****\$1,628,421****\$1,631,571**

The activities in this area include interviewing in custody defendants prior to arraignment or as soon as possible thereafter. The information gathered is verified then compiled into a narrative report, including a criminal history, and presented to the judicial officer. These reports assist the judicial officer in making an informed release decision. This area is also responsible for the supervision of offenders who are conditionally released by the court.

**Objectives**

- To maximize the number of pretrial defendant who may be safely released into the community
- To ensure that defendants released on a conditional bond return for all subsequent court appearances

**Performance Measures**

	<u>FY2000 Actual</u>	<u>FY2001 Actual</u>	<u>FY2002 Actual</u>	<u>FY2003 Actual</u>
Reports submitted to court	8,216	8,988	9,143	9,233
Offenders on Pretrial Supervision	850	880	2,394	3,582
Fail to Appear Rate	11%	6%	6%	5%

**Community Based Programs****\$1,496,906****\$1,499,737**

The activities in this area include managing programs for sentenced offenders, which operate within the community and/or provide restitution to the citizens of Oakland County.

**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

**Performance Measures**

	<u>FY2000 Actual</u>	<u>FY2001 Actual</u>	<u>FY2002 Actual</u>	<u>FY2003 Actual</u>
Adult Felony Community Service hours completed	23,902	22,832	97,966	123,957
# of days vehicles immobilized under CLUB'EM	18,995	19,363	17,573	10,326
Money saved by non-profit organizations for work performed by WAM crews.	\$620,032	\$689,152	\$741,888	\$879,680

**Rehabilitative Services****\$2,755,965****\$2,758,266**

The programs and activities in this area are centered around addressing the offenders needs. Matching the offender with services at an appropriate level is a major focus. These activities are intended to assist offenders in becoming productive, law abiding citizens of the county.

**Objectives**

- To ensure public safety by providing programs which rehabilitate offenders thereby reducing the risk of re-offending
- To promote positive lifestyle changes in offenders through programming and mentoring

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Referrals to Step Forward	434	503	1,774	1,839
Average # of days in program	102	127	117	143

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## Administration

**\$725,016**

**\$725,016**

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Activities within this area include the creation of new programs that meet the Division's goals and objectives. Creating policy for those programs and ensuring that all programs are managed in the most cost effective manner.

### Objectives

- To create innovative programming using the "what works" philosophy within Community Corrections
- To find alternative sources of financial support including grants and fee based programs

## Michigan State University Extension (MSUE)

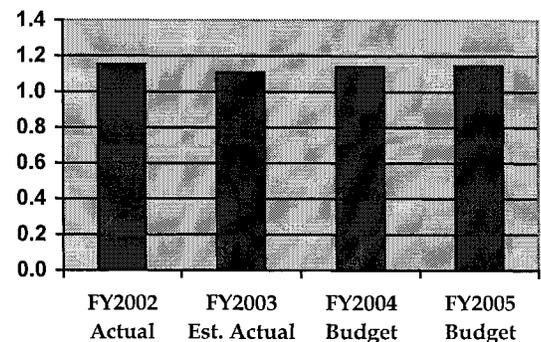
Michigan State University Extension (MSUE) is part of the National Cooperative Extension Service (CES) system that provides unbiased research based education to address critical issues. The mission of MSUE is to help people improve their lives through an educational process that applies knowledge to 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. Michigan State University Extension is "BRINGING KNOWLEDGE TO LIFE" for Oakland County individuals, families, neighborhoods, environments and workforce.

### 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 the 4-H Youth Development program, with its wide variety of educational programs, projects and activities that will give them personal and leadership skills they can use for a lifetime.
- 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.
- Provide food and nutrition educational programs for 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.
- Provide education for consumers interested in environmental issues, insect infestations and other horticultural subjects, by offering Master Gardener, Woodland Manager and Master Composter programs.
- Provide education and technical assistance on water quality issues to minimize threats to groundwater and promote the management of surface water resources.
- Provide education and support to families on child development, parent-child interactions, and positive discipline strategies.
- Facilitate the community development process via educational sessions that address the specific needs of groups and organizations.

### Division Expenditures (\$ in millions)



### Division Revenue by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Charges for Services	75,956	54,851	74,000	74,000
Tot. GF/GP Revenue	\$75,956	\$54,851	\$74,000	\$74,000

### Program Expenditures

Program Name	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Comm. Education	1,153,097	1,106,593	1,141,380	1,146,748
Total Programs	\$1,153,097	\$1,106,593	\$1,141,380	\$1,146,748

Division Expenditures by Category

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	486,999	466,506	444,572	444,572
Fringe Benefits	198,820	200,750	237,996	237,996
Contractual Services	90,638	62,667	88,860	88,860
Commodities	12,703	12,645	16,118	16,118
Internal Services	363,937	364,025	353,834	359,202
Total GF/GP Exp.	\$1,153,097	\$1,106,593	\$1,141,380	\$1,146,748

Staffing

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Full Time Positions	11	11
Part Time Positions	2	2
Total Positions	13	13

**Community Education****\$1,141,380    \$1,146,748**

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 diversity and multicultural environments through the elimination of discrimination at all levels. MSUE provides a wide variety of delivery modes that include educational programs, leadership workshops and diversity seminars conducted in the form of community forums, one-on-one or group instruction, the World Wide Web, satellite downlinks, desktop video conferencing, computer databases, software packages, instructional videos, consumer bulletins and research reports.

**Objectives**

- Enable Oakland County citizens to make informed decisions for themselves, their associations, and their institutions by "BRINGING KNOWLEDGE TO LIFE".

**Performance Measures (2002 Actuals)**

**Responding to community needs and requests, education has been provided as follows:**

**4-H Youth Development Programs****Provided educational experiences for:**

- 28,858 youth (ages 5-19) throughout Oakland County, for an average annual county investment of \$8.63 per youth.
- 124 4-H Community Clubs
- 3,609 low income youth
- 511 special interest youth groups during out of school hours when they are most at-risk
- 653 youth with disabilities in an inclusive, asset-building environment
- 809 volunteer leaders who work with Oakland County youth contribute more than 150,000 hours annually. This contribution is over \$2.4 million dollars. (According to the U.S. Dept. of Labor)
- A partnership with the Oakland County Board of Commissioners, Oakland United Way and corporate sponsors led to the development of the *Oakland County 4-H Youth Leadership Institute*, 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.
- Specialized programs to meet the needs of African-American, Asian, Chaldean and other minority families have been facilitated through special grant funded programs and community partnerships.

**Horticulture/Natural Sciences**

- 6141 consumer telephone calls and counter customers were assisted with technical expertise relating to pesticides, soil analysis, plant identification, yard and garden growth problems, etc.
- Master Gardener graduates are required to give back to their communities by volunteering after their training is complete. 673 Master Gardeners volunteered 37,737 hours. The U.S. Dept. of Labor values this contribution at approximately \$605,678.85.
- 116 Master Gardener volunteers were trained to scout areas within Oakland County for the Emerald Ash Borer and provide residents with educational materials.
- A public meeting was held for over 200 county residents from 31 different communities interested in the Emerald Ash Borer and the damage to local ash trees. This is a partnership with Michigan Department of Agriculture, Department of Natural Resources, Urban Forestry and MSU researchers.
- The Natural Science Department provided classroom instruction on various topics that provided 10,873 hours of instruction to 383 individuals.

### Food and Nutrition Programs

- 2148 consumer telephone calls were answered by the Food and Nutrition and Food Safety Hotline on subjects of food storage, food safety, nutrition, food buying and many other related topics.
- The Food Safety Hotline addressed a community problem when an unexpected ice storm left about 250,000 residents without power by answering 300 calls on safe food handling recommendations.
- 639 senior citizens attended 41 food and nutrition programs. 74% of participants made positive food behavior changes.
- 1508 people attended 16 food and nutrition programs, displays and fairs on handwashing, healthy eating etc.
- 627 low-income families consisting of 2042 members enrolled in the Expanded Food and Nutrition Education Program (EFNEP). 94 % of the graduated homemakers made positive food behavior changes.

### Youth & Community Development

- Facilitated 37 educational sessions throughout the community to address specific needs identified by organizations and groups. Eight-hundred fourteen (814) individuals participated in the sessions, which included topics such as: Group Process and Decision-Making Strategies; Facilitative Leadership; Volunteer Recruitment and Support within Diverse Communities; PATH Strategic Planning Process; and Service-Learning in Cross-Cultural Context.
- Conducted 66 hours of activity-based Youth Leadership Skill-Building workshops. Seventy-one (71) young people between the ages of 13 and 19 took part in the workshops, and 89% of the participants were able to identify at least five marketable skills that they built as a result of the activities.
- Provided support to the Oakland County *Quality of Life* Business Roundtable by facilitating the identification of key community indicators, in collaboration with Oakland County Community and Economic Development.
- Leveraged more than \$76,000 in non-governmental resources through grants and sponsorships, to support Youth & Community Development projects and programs.

### Water Quality Programs

- Provided 73 water quality programs for 2,481 students. Local schools requested these programs to meet state curriculum guidelines on water related issues.
- Provided 24 programs to 908 county residents, local elected and appointed officials, and riparians. Topics included water resource stewardship, well and septic maintenance, pond and lake management, storm water management, and pollution prevention.
- A monthly newsletter is distributed to 61 cities, villages and townships within the county to be reprinted for residents.
- Over 2000 people visited the Water Stewardship information booths.

### Parenting Programs

- Building Strong Families is a parenting and child development course for parents and caregivers of young children which was initiated in 2002. 16 families were enrolled in the program of which 90% graduated.
- 28 people received Better Kid Care training that consists of 36 hours of education and training for individuals who are interested in starting an in-home daycare.

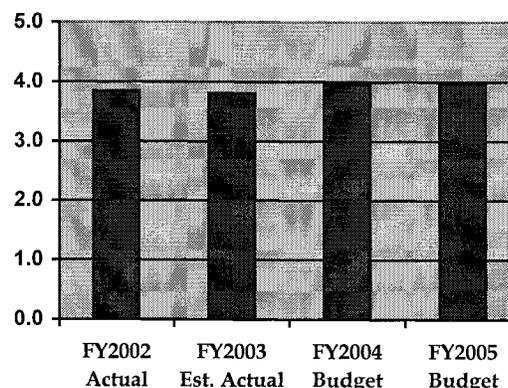
## Medical Examiner

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. This includes scene examination, through postmortem examination including, when indicated, a complete autopsy, determination of cause and manner of death, and issuing death certificates. 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 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.
- The next goal is electronic image capture and storage. This implementation is in progress and should be online in 2004. This will eliminate costly Polaroid photographs.
- Search and fill the Chief Toxicologist's position with a qualified candidate.
- Continue to cooperate with health care providers, emergency medical services, funeral homes, law enforcement agencies, and educational institutions through direct assistance, information, advisory and teaching services throughout the country. The manager 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.

### Division Expenditures (\$ in millions)



### Division Revenue by Category

Gen. Fund/ Gen. Purpose	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Charges for Services	134,098	146,642	138,000	138,000
Tot. GF/GP Revenue	\$134,098	\$146,642	\$138,000	\$138,000
<b>Other Funds:</b>				
Other Grants	10,428	0	0	0
Total Revenue	\$144,526	\$146,642	\$138,000	\$138,000

### Program Expenditures

Program Name	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Med. Examiner Serv.	3,771,461	3,735,252	3,870,098	3,882,822
Family Counseling	74,443	74,148	83,796	83,796
Total Program Exp.	\$3,845,904	\$3,809,400	\$3,953,894	\$3,966,618

### Division Expenditures by Category

Gen. Fund/Gen. Purpose	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Salaries	1,713,724	1,830,724	1,824,596	1,824,596
Fringe Benefits	589,777	639,222	828,352	828,352
Contractual Services	414,968	256,215	231,921	231,921
Commodities	206,376	216,915	219,991	219,991
Internal Services	910,631	866,324	849,034	861,758
Total GF/GP Exp.	\$3,835,476	\$3,809,400	\$3,953,894	\$3,966,618
<b>Other Funds:</b>				
Other Grants	10,428	0	0	0
Total Expenditures	\$3,845,904	\$3,809,400	\$3,953,894	\$3,966,618

### Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	26	26
Part Time Positions	0	0
Total Positions	26	26

**Medical Examiner****FY 2004****FY 2005****Medical Examiner Services****\$3,953,894****\$3,966,618**

The Medical Examiner provides cause and manner of death of all reportable medical examiners cases. We investigate and determine cause and manner of death in any violent, sudden, unexpected, suspicious or otherwise unexplained death, inclusive of all jail deaths and deaths in police custody occurring within Oakland County. The program includes a family counselor service which provides a full range of twenty-four-hour a-day support to families where death has taken place suddenly and unexpectedly and is under investigation by the Oakland County Medical Examiner. The program's objective is to ease the emotional trauma inevitably associated with the death of a loved one by way of facilitation of compassionate and tactful notification of next of kin, immediate/acute bereavement counseling, crisis assessment at the scene of death, assistance with coordination of funeral services, guidance in indigent families in burial.

**Performance Measures**

	<b>FY2000</b>	<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Total Cases	4,200	4,169	4,153	3,891
Cases Reported & Released	3,099	3,114	3,013	2,870
Inspections	134	104	90	67
Autopsies	967	1,001	970	808
Cremations	3,225	3,361	3,496	3,317

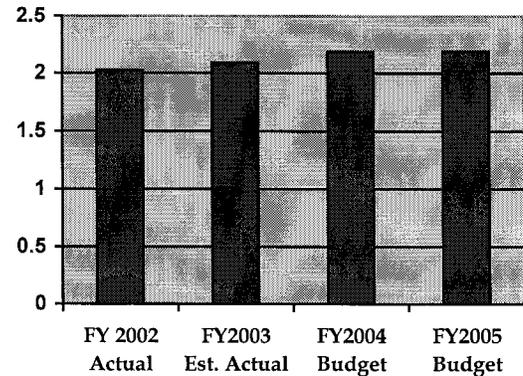
## Animal Control

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 animal care 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 Goals

- The Oakland County Animal Care 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 dog 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 Revenue by Category

Gen. Fund/Gen. Purpose	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Charges for Services	\$867,748	\$708,824	\$833,385	\$833,385
Other Revenue	80	14	0	0
<b>Total GF/GP Revenue</b>	<b>\$867,828</b>	<b>\$708,838</b>	<b>\$833,385</b>	<b>\$833,385</b>

### Program Expenditures

Program Name	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Administration	461,231	467,305	497,805	499,203
Animal Control	951,166	977,829	1,055,186	1,055,186
Kennel	613,449	645,966	634,287	638,439
<b>Total Prog. Exp.</b>	<b>\$2,025,846</b>	<b>\$2,091,100</b>	<b>\$2,187,278</b>	<b>\$2,192,828</b>

### Division Expenditures by Category

Gen. Fund/Gen. Purpose	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Salaries	960,304	1,026,616	1,027,701	1,027,701
Fringe Benefits	413,208	456,718	539,284	539,284
Contractual Services	55,336	38,034	53,988	53,988
Commodities	57,125	48,646	41,908	41,908
Internal Services	539,873	521,086	524,397	529,947
<b>Total GF/GP Exp.</b>	<b>\$2,025,846</b>	<b>\$2,091,100</b>	<b>\$2,187,278</b>	<b>\$2,192,828</b>

### Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	21	21
Part Time Positions	2	2
<b>Total Positions</b>	<b>23</b>	<b>23</b>

**Animal Control**

FY 2004

FY 2005

**Administration****\$497,805****\$499,203**

The Administration program provides managerial and clerical support to the Animal Control Division. Additional activities are to develop and monitor the Division budget, answering 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, overseeing contracts with seven (7) 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.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Dog Licenses Issued	53,692	55,480	47,776	49,673
Dog licenses processed within the Administration Unit via mail	8,400	8,700	7,700	7,200
Dog licenses entered into the Mainframe System	53,692	55,480	47,776	49,673

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. Six (6) positions are hired to go door to door taking statistical information on how many dogs in each household, how many dogs are licensed and how many cats 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	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Violations Issued	692	451	600	23
Dogs in Violation	840	574	921	27
Dog Licenses Purch.	700	455	723	18
Relinquished Animal	17	16	19	1
Regular Officer Sent	123	123	179	8

**Kennel****\$634,287****\$638,439**

The Kennel provides care for the animals held at the Animal Care Center. This program processes adoptions, returns animals to owners, takes in relinquished animals and accepts strays from the contracted Municipalities, Officers servicing our jurisdiction within Oakland County as well as private citizens. The shelter also hosts several special events throughout the year helping to boost our animal adoptions and public awareness.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Total Animals	9,622	9,491	9,191	7,251
Adopted	1,379	1,623	2,026	1,918
Returned to Owners	1,413	1,248	1,259	1,225
Euthanized	4,270	4,536	3,803	2,608
Dead on Arrival/Died	2,557	2,077	2,096	1,302
Taken for Service Dogs	3	7	7	2
Wildlife Released	N/A	N/A	N/A	196

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**Animal Control****\$1,055,186    \$1,055,186**

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The Animal Control program consists of contracted services with four (4) Municipalities for the disposal of animals and contracts with three (3) Municipalities for the boarding and disposal of animals. It also includes the Road Patrol which is responsible for enforcing the State Law, P.A. 339 of 1919. It services 790 square miles involving incorporated and unincorporated area of 18 townships and 11 cities. 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.

<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Actual</u></b>
Total Complaints Answered	13,072	13,653	13,713	13,694
Bite Complaints	838	844	893	871
Pick Up Complaints	2,687	2,626	2,734	2,586

**Contracted Municipalities**

- Berkley - Disposal Only
- Farmington - Disposal Only
- Madison Heights - Disposal Only
- Huntington Woods - Disposal Only
- Troy - Disposal and Boarding
- Pontiac - Disposal and Boarding
- Rochester - Disposal and Boarding

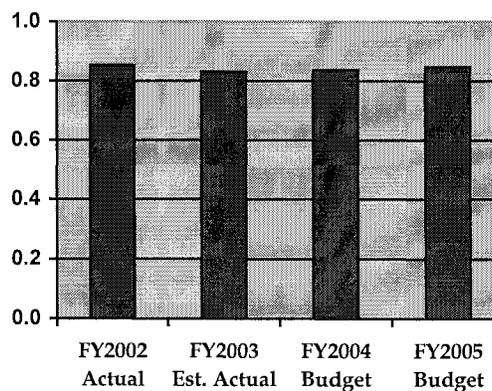
## Circuit Court Probation

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. 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 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.
- Engage offenders in meaningful supervision processes consisting of a balanced approach of treatment, surveillance, and enforcement.

### Division Expenditures (\$ in millions)



### Division Revenue by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Gen. Fund/Gen. Purpose	\$0	\$0	\$0	\$0

### Program Expenditures

Program Name	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Probationer Supv.	852,855	831,290	836,928	848,215
Total Prog. Exp.	\$852,855	\$831,290	\$836,928	\$848,215

### Division Expenditures by Category

Gen. Fund/Gen. Purpose	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Contractual Services	6,147	5,831	4,672	4,672
Commodities	33,406	30,533	37,867	37,867
Internal Services	811,439	794,926	794,389	805,676
Capital Outlay	1,863	0	0	0
Total GF/GP Exp.	\$852,855	\$831,290	\$836,928	\$848,215

### Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions*	0	0
Part Time Positions*	0	0

\* Division Staffed by State of Michigan Employees

**Circuit Court Probation****FY 2004****FY 2005****Probationer Supervision****\$836,928****\$848,215**

The Probationer Supervision program provides the Oakland County Circuit Court with a Pre-Sentence Investigation reports prior to sentencing on each defendant convicted of a felony. 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.

<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Actual</u></b>
Supervision Compliance Rate	99.1%	99.1%	99.4%	98.7%
Avg. # of Offenders Supervised	4,450	4,900	5,300	5,216

**Objectives**

- Efficiently and accurately investigate and prepare Pre-Sentence Investigation Reports to aid the Circuit Court in the *appropriate* sentencing of convicted felony offenders.

<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Actual</u></b>
Presentence Investigation Reports	5,479	5,576	5,501	5,133

**Objectives**

- Increase use of sentencing alternatives to divert offenders from more costly jail or prison days to programming consistent with their immediate needs. Alternative sentencing has dramatically impacted and reduced the Oakland County Jail inmate population and has resulted in significant associated cost savings.

<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Actual</u></b>
Offender Diversion	N/A	450	450	530

**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. This approach places the offender on notice that we will not settle for part-time good behavior, and further insures that public safety is not compromised by offenders given the privilege of a probationary term. During the first four years of operation, we have discovered a violation rate of 14%, which by all accounts, would have otherwise gone undetected.

<b>Performance Measures</b>	<b><u>FY2000 Actual</u></b>	<b><u>FY2001 Actual</u></b>	<b><u>FY2002 Actual</u></b>	<b><u>FY2003 Actual</u></b>
Number of Collaborating Police Departments	N/A	28	28	30
Home Calls during Non-traditional hours	N/A	2,023	609	583*
Violation Rate Identified during Non-traditional Hours	N/A	15.5%	18%	17%

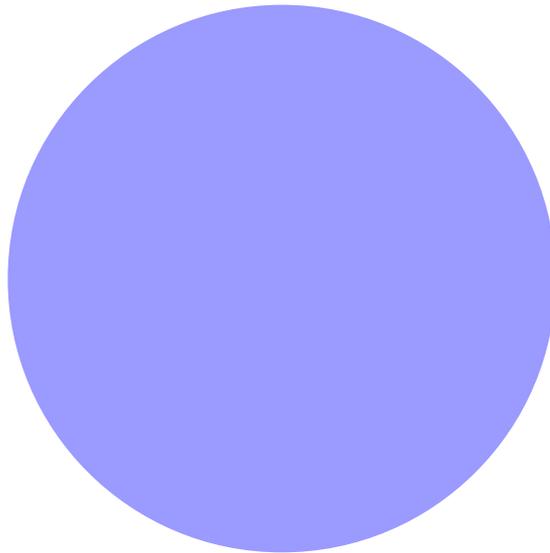
\*FY 2002 - Lost 45 staff to early retirement, participation in the program diminished because of increased workloads.

*Oakland County has more people than each of these nine states:  
Vermont, North Dakota, Montana, Alaska, South Dakota,  
Wyoming, Delaware, Rhode Island, District of Columbia.*

# Information Technology

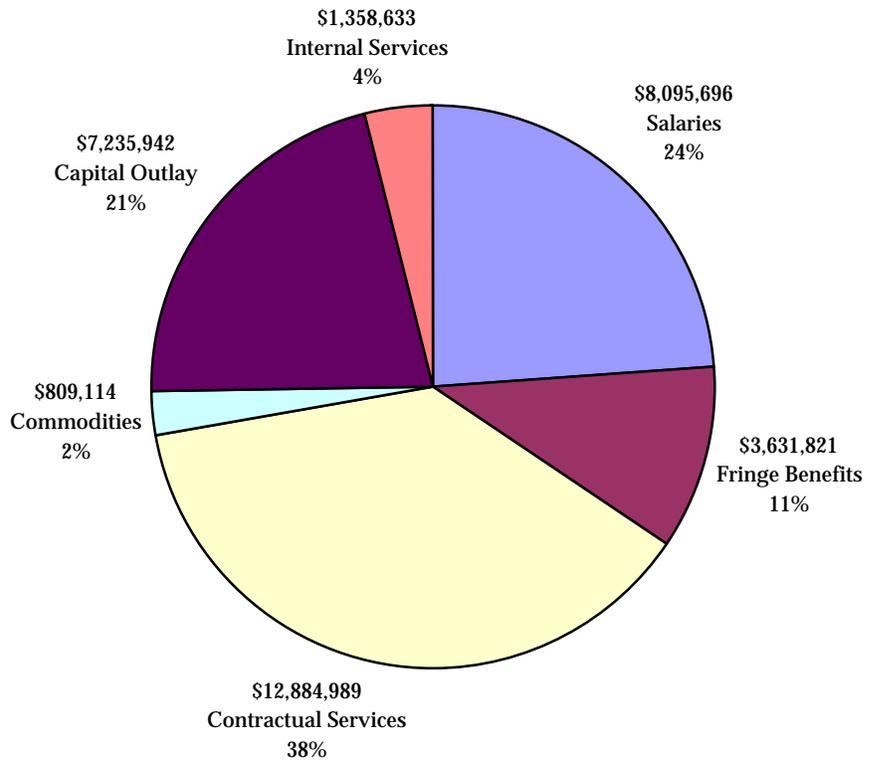
## FY 2004 Information Technology Fund

### Budget Distribution by Division



Information Technology  
Fund  
\$34,016,195  
100%

### Budget Distribution by Expenditures



INFORMATION TECHNOLOGY DEPARTMENT		
TOT		DIRECTOR - INFORMATION TECHNOLOGY
FY 04	FY 05	
		Gen Fund/Gen Purpose
11	11	Special Revenue
146	146	Proprietary
157	157	Total Positions

INFORMATION TECHNOLOGY ADMINISTRATION		
TOT		DIRECTOR - INFORMATION TECHNOLOGY
FY 04	FY 05	
		Gen Fund/Gen Purpose
		Special Revenue
26	26	Proprietary
26	26	Total Positions

SYSTEMS DEVELOPMENT & SUPPORT		
TOT		MANAGER - SYSTEMS DEVELOPMENT & SUPPORT
FY 04	FY 05	
		Gen Fund/Gen Purpose
		Special Revenue
23	23	Proprietary
23	23	Total Positions

DIGITAL INFORMATION SERVICE CENTER		
TOT		MANAGER - DIGITAL INFORMATION SERVICE CENTER
FY 04	FY 05	
		Gen Fund/Gen Purpose
		Special Revenue
32	32	Proprietary
32	32	Total Positions

TECHNICAL SYSTEMS & NETWORKING		
TOT		MANAGER - TECHNICAL SYSTEMS & NETWORKING
FY 04	FY 05	
		Gen Fund/Gen Purpose
6	6	Special Revenue
42	42	Proprietary
48	48	Total Positions

CLEMIS		
TOT		MANAGER - CLEMIS
FY 04	FY 05	
		Gen Fund/Gen Purpose
5	5	Special Revenue
23	23	Proprietary
28	28	Total Positions

Prepared by Human Resources Dept. 9/20/03.

# Information Technology

## Department Revenue by Division (IT Fund)

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Administration	\$24,232,625	\$24,686,000
System Dev & Support	0	0
Tech. Sys. & Networking	2,550,000	2,550,000
DISC	0	0
CLEMIS/Public Safety	0	0
<b>Total Revenue</b>	<b>\$26,782,625</b>	<b>\$27,236,000</b>

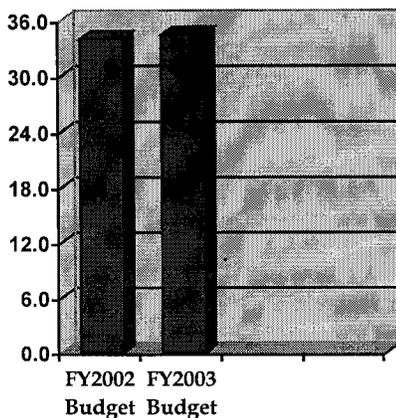
## Department Expenditures by Division (IT Fund)

	FY2004 <u>Budget</u>	FY2005 <u>Budget</u>
Administration	\$4,858,922	\$4,951,297
System Dev & Support	4,537,692	4,629,924
Data Center Operations	10,298,163	10,295,649
Info Mgmt & Tech	9,167,988	9,303,267
DISC	4,713,363	4,836,272
CLEMIS/Public Safety	440,067	453,161
<b>Total Expenditures</b>	<b>\$34,016,195</b>	<b>\$34,469,570</b>

## Staffing

	FY2002 <u>Budget</u>	FY2003 <u>Budget</u>
Full Time Positions	152	152
Part Time Positions	5	5
<b>Total Positions</b>	<b>157</b>	<b>157</b>

## Department Expenditures (\$ in millions)



## Summary

The Department of Information Technology 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 900 @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 almost all major systems applications.

## Current Issues

- Maintaining version control across operating systems, database engines and applications.
- 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 CVTs to leverage the enterprise technology solutions developed or acquired at the county level.
- Leveraging technology to extend the useful life of current equipment.

## Department Goals

- Provide the highest quality customer service in partnership with County agencies, citizens, communities and customers.
- Provide information technology leadership.
- Deploy creative and appropriate information technology for cost-effective solutions to business issues.
- Empower IT customers to become more self-sufficient and technologically confident.
- Encourage county departments and local governments to use information technology to improve services.
- Support a technically competent workforce through access to continuing education.
- Develop, maintain and distribute high-quality data in support of decision-making and the provision of government services.

## Information Technology

### Department Revenue by Category

	FY2002	FY2003	FY2004	FY2005
	<u>Actual</u>	<u>Est. Actual</u>	<u>Budget</u>	<u>Budget</u>
Gen. Fund/Gen. Purpose	\$0	\$0	\$0	\$0
<u>IT Fund</u>				
Charges for Serv.	23,139,423	22,905,308	24,166,559	24,619,934
Investment Income	53,778	150,491	51,066	51,066
Other Revenues	70	2,841	0	0
Capital Contributions	44,378	0	0	0
Gains on Sale	25,675	1,905	15,000	15,000
Oper. Transfer In	14,026,798	5,834,730	2,550,000	2,550,000
<b>Total IT Fund Rev</b>	<b>\$37,290,122</b>	<b>\$28,895,275</b>	<b>\$26,782,625</b>	<b>\$27,236,000</b>
<u>Other Funds</u>				
CLEMIS	2,926,695	4,264,481	3,524,659	3,524,659
Fire Records Mgmt	449,962	399,444	558,892	574,280
Radio Comm.	9,025,942	8,857,607	8,530,970	8,530,970
Telephone Comm	3,627,374	3,447,254	3,842,587	3,842,587
Cops More Grant	1,514,359	959,549	0	0
Other Grants	0	86,910	0	0
<b>Total Dept. Rev.</b>	<b>\$53,348,811</b>	<b>\$46,910,520</b>	<b>\$43,239,733</b>	<b>\$43,708,496</b>

### Program Expenditures

	FY2002	FY2003	FY2004	FY2005
	<u>Actual</u>	<u>Est. Actual</u>	<u>Budget</u>	<u>Budget</u>
Admin.	5,845,164	6,415,824	6,856,436	6,932,015
Finance	260,778	609,546	746,605	774,958
Court Systems	1,165,022	1,287,004	1,261,619	1,308,013
Gov. Services	181,657	350,148	418,716	434,383
System Support	11,415,611	6,400,297	8,236,584	8,269,213
GIS/Land Records	1,411,814	2,127,765	2,868,237	2,950,443
E-Government	73,080	1,063,469	330,264	343,040
Data Warehouse/ Access Oakland	1,096,562	816,238	212,885	221,070
Voice Comm.	3,752,017	3,379,307	4,138,314	4,174,305
Data Center Op	13,783,048	9,681,258	10,446,177	10,451,893
Tech Systems/ Networking	2,804,282	4,731,614	6,280,785	6,419,412
CLEMIS/Public Safety	8,560,324	8,309,070	11,939,077	12,008,500
<b>Total Prog. Exp.</b>	<b>\$50,349,359</b>	<b>\$45,171,540</b>	<b>\$53,735,699</b>	<b>\$54,287,245</b>

### Department Expenditures by Category

	FY2002	FY2003	FY2004	FY2005
	<u>Actual</u>	<u>Est. Actual</u>	<u>Budget</u>	<u>Budget</u>
Gen. Fund/Gen. Purpose	0	0	0	0
<u>IT Fund</u>				
Salaries	7,794,066	7,694,630	8,095,696	8,334,328
Fringe Benefits	2,781,422	2,863,097	3,631,821	3,830,125
Contractual Serv.	13,760,864	12,292,134	12,884,989	12,884,989
Commodities	596,744	985,978	809,114	806,600
Depreciation	9,437,113	5,884,756	7,235,942	7,235,942
Internal Services	1,353,937	1,308,011	1,358,633	1,377,586
Transfers Out	243,890	5,000	0	0
<b>Total IT Fund Exp</b>	<b>\$35,968,035</b>	<b>\$31,033,606</b>	<b>\$34,016,195</b>	<b>\$34,469,570</b>
<u>Other Funds</u>				
Other Grants	0	86,910	0	0
Cops More Grant	1,514,359	959,549	0	0
ROD Automation	0	0	650,000	650,000
CLEMIS	5,666,229	6,209,127	10,941,668	10,982,609
Fire Records Mgmt	463,406	463,653	557,342	572,730
Radio Comm.	3,123,747	2,794,431	3,774,886	3,797,892
Telephone Comm	3,613,583	3,624,264	3,795,608	3,814,444
<b>Total Dept Exp.</b>	<b>\$50,349,359</b>	<b>\$45,171,540</b>	<b>\$53,735,699</b>	<b>\$54,287,245</b>

Summary of Major Program Changes

FY 2004

FY 2005

The FY 2004 revenue budget reflects the current operations, known transfers for capital projects and the new Register of Deeds Office Automation Fund. The increase in the Controllable Personnel budget category is the result of the general salary increase partially offset by savings from reorganization which approved the deletion of eight (8) positions since the beginning of FY 2003. The decrease in the Controllable Operating category is caused primarily by the result of decreased professional services and software support for the various programs offset by costs of new program for Register of Deeds Office Automation fund. Implementation has begun on the Thin Client project and Gigabit upgrade. Upon completion of the Jail Management project, Video Arraignment and the new 821 MHz radio system project, they will be recorded and depreciated.

Administration - Internal Services

\$6,856,436

\$6,932,015

The Administration - Internal Services program supports Information Technology and the County in functions related to Project Management, Service Requests & Procurement, Help Desk, Training and Customer Support. Responsibilities include 1) Development of the Annual Master Plan and Directing the Leadership Group Processes; 2) Providing Project Management Support and Assistance to IT Project Managers; 3) Providing hands-on instruction and training, customized to the needs of County; 4) Help Desk Customer Support Services; 5) IT Employee Training and Education; 6) IT Department Communication Processes, Customer Service Requests, Telephone Communications, Purchasing, Billing and Clerical staff functions, Department Policies and Procedures and Personnel Administration.

CLEMIS and Public Safety

\$11,939,077

\$12,008,500

The CLEMIS (Courts and Law Enforcement Management Information System) and Public Safety program provides state of the art computer technology 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. Over 140 police, fire and emergency medical services agencies in a 5 County region rely on CLEMIS for their records 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 and policies, as established and monitored by the Advisory Committee, 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 program is also responsible for the County's E911 equipment and the development of a Fire Records Management system (FRMS). The FRMS is providing centralized fire records management to 27 fire departments located in Oakland County. This uniform system should allow relatively seamless data transmissions between dispatch stations and the records management system.

Objectives

- Ensure that County 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.

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**Data Center Operations****\$10,446,177****\$10,451,893**

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The Data Center Operations program supports the County in functions related to production computer operations. This includes 1) 24 hour, 365 day on-line / batch services; 2) Schedules and processes all production jobs; 3) Quality assurance of production systems; 4) Trouble-shoots all hardware, software and production systems; and 5) Hardware, software, supplies, equipment, and forms inventory.

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**Voice Communications****\$4,138,314****\$4,174,305**

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The Voice Communications program includes the activities of the Radio Communications system and the County's private branch exchange system (PBX). The radio portion is currently involved in replacing the County's 806 MHz analog radio system. The new radio system will enable the County, public safety answering points (that is, dispatchers) and public safety officials in the field the following benefits and will achieve the following objectives:

**Objectives**

- Interoperability - the ability to seamlessly communicate on disparate frequencies (or eliminate the reliance on the present local systems).
- Improve coverage over the present 806 MHz system.
- Permit the transmission of data in addition to voice communication.
- Position the County to enable a larger regional radio system using the County's system as a base, thus, reducing the overall costs to each County by sharing fixed costs.

The Voice Communications program also provides telephone services and equipment to all County departments. The program has its own private branch exchange (PBX) system telephone switch allowing for reduced costs for operations, including toll charges.

**Objectives**

- Connect remote County sites to the campus through the use of an OAKNet in order to save on telephone call charges.
- Convert remote sites to a McLeod PRI telephone line service.
- Replace the current Ameritech Centrex Service at Novi District Court and West Oakland Office Building with a Nortel Meridian Option 11 PBX.

**Digital Information Service Center (DISC)\***

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**Data Warehouse/Access Oakland****\$212,885****\$221,070**

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The County's enterprise Data Warehouse program centers on the extraction of data from any and all sources, to include analyzing, cleansing, integrating, and positioning that data for access by anyone with an officially authorized need to know. This data is made available for decision support knowledge workers, GIS analysts, and Internet customers. Currently, data from Equalization, Treasurers, Development and Planning, Management and Budget, Health Department, Courts, Sheriff and local law enforcement agencies are made available via the Data Warehouse. Decision support software tools and training are provided to end users to empower them with easy access to information. The Access Oakland portion is responsible for Internet access to data as provided through Michigan's Enhanced Access Act (P.A. 462 of 1996). The @ccess Oakland program provides a host of fee-based Land, Tax, Vital Statistics, Register of Deeds related informational products to title companies, lending institutions, real estate professionals, and the general public. These same products are provided free-of-charge to County and local governments as well. A portion (15%) of the revenue generated from these products is distributed back to the local units.

## Objectives

- Place County information into the hands of people when they need it, and where they need it, while recovering the costs of providing the enhanced delivery.
- Assist Courts and Jail staff in the management of inmate population in order to avoid emergency conditions that would require the release of prisoners
- Provide a common gateway or portal to any and all fee-based informational products or electronic services that the County will offer.
- Continue to develop innovative services and create new opportunities, which enhance both the business climate and the quality of life within Oakland County, further positioning the County as a leader in the global economy.

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## Geographic Information Systems/Land Records

\$2,868,237

\$2,950,443

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The GIS/Land Records 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 440,000 parcels of property. The system contains substantial land-related data and features (both county and CVT information) and covers 910 square miles. Responsibilities include the standardization of data and software used by local municipalities throughout the County. The system provides an enterprise-wide approach to GIS management, enabling County officials to better perform their functions and to share this information with the CVTs. The system has also allowed many of the CVTs to enter the GIS world. The program provides County departments immediate access to parcel changes. CVTs receive this information on a quarterly basis. This program is also responsible for County-wide orthophotography and other data layers that benefit a large number of users.

## 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.
- Elevate the expertise of the GIS user community and support staff.
- 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 GIS 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.

The program also provides IT development and support to the Oakland County Treasurer and Drain Commissioner Departments and Register of Deeds and Equalization divisions. 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 related to land records. The current portfolio of applications is based on several technology platforms including mainframe, client/server, and personal computers. 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

- Implement improvements to the County's land records systems to insure compliance with new requirements resulting from the adoption of Proposal A.
- Improve the sharing of information between the Equalization Division and the CVTs regarding assessments, economic development and other purposes.
- Complete the integration of digital pictures with land records to meet statutory assessment purposes and to facilitate the E9-1-1 dispatching of public safety vehicles.

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**eGovernment****\$330,264****\$343,040**

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The eGovernment program is responsible for maintaining and supporting the County's entire Internet presence. Today, the County's web site contains 6,766 Internet and 2,166 Intranet pages. Total pages maintained and supported are 8,932. The County's Web site averages 55,000 visitors per month with over 7,200,000 pages viewed per year (averages 600,000 pages per month). 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 development standards. In addition, the eGovernment group provides planning, marketing, and consulting activities for all eGovernment initiatives. As part of supporting the County's web site and applications the eGovernment team in conjunction with the @ccess Oakland team also operationally supports and maintains 24 hour/7 day a week the County's Internet infrastructure consisting 13 total servers. The eGovernment program works in conjunction with @ccess Oakland team in support of several new initiatives which include development of new products, marketing, promotion and enhancements to the @ccess Oakland Framework. The eGovernment program supports and maintains several centralized eGovernment Service initiatives, such as the Content Management System and Online Store/Shopping cart. Future centralized eGovernment service initiatives proposed include Web Group Calendar, Portal/Single Sign-on, Multimedia Center, Surveys/Polls, Mobile Synchronization Server, Search, Electronic Payments, Digital Signature, Document Library, Imaging API and Application Integration.

**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 effective use technology.
- Institutionalize the use of eGovernment information and services through the adoption of appropriate organizational models.

**Systems Development and Support****\$8,236,584 \*****\$8,269,213 \***

*\* The System Development and Support budget includes all costs, excluding salaries and fringe benefits, associated with the development and support of systems for the Finance, Court Service and Governmental Service areas. Salaries and fringe benefits are shown in the individual program areas.*

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**Courts****\$1,261,619****\$1,308,013**

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The Courts program provides IT development to Oakland County's Circuit Court, Probate Court, the 52<sup>nd</sup> District Courts, Prosecutor, County Clerk, Community Corrections, 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 personal computers. 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.
- Implement e-Payments, a system to facilitate the payment of traffic tickets by credit card over the internet.

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## Finance/Administration

**\$746,605**

**\$774,958**

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The Financial/Administrative program provides IT development and support to Oakland County's County Executive, Treasurer, Management and Budget, Personnel, 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 several technology platforms including mainframe, client/server, and personal computers. 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 Human Resource/Financial Information System upgrades in a timely manner to insure that departments can fully utilize available resources.
- Implement the Recruitment, Employee Self-Service, and Workflow modules of PeopleSoft.
- Deploy PeopleSoft in a web-based environment.
- Expand the existing web-based Purchasing vendor registration system to include a web-based procurement system that is fully integrated with existing purchasing and financial systems.
- Implement a web-based Water & Sewer billing system.
- Further automate IT inventory, workorder and billing systems.

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## Governmental Services

**\$418,716**

**\$434,383**

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The Governmental Services program provides IT development and support to Oakland County's Board of Commissioners, Community and Economic Development and Human Services Departments and the Aviation and Transportation, Parks and Recreation, Cooperative Extension, Veterans Services and Animal Control divisions. 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 personal computers. 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

- Implement an "eHealth" program to reduce the labor associated with restaurant, well, on-site sewage and swimming pool field inspection activities.
- To integrate the Clinical, Financial and Pharmacy Systems for the Oakland County Medical Care Facility (MCF) so that more accurate information processing will occur.

The Technical Systems and Networking program manages the County-wide network and computing infrastructure including 1) Monitoring, security, configuration, and troubleshooting activities; 2) Maintaining and extending a fiber optic network connecting the County and the CVTs to better coordinate data, video, and voice communications; 3) Managing file, print, application, and mail servers, including security administration, operating system upgrade and maintenance, capacity planning, anti-virus scanning, and monitoring; 4) Managing legacy applications; 5) New technology and system research and development; 6) 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; 7) Administering application databases and the associated database access software including the security administration, performance tuning, database design, database review, and monitoring; 8) Developing procedures and plans to facilitate disaster recovery, data protection, and data recovery; 9) production operation support of 24 hour, 365 day online and batch services; 10) setup, scheduling, processing, and quality assurance for production batch services; 11) workstation, workstation software, and workstation peripheral configuration, maintenance, delivery, and problem resolution; 12) hardware, software, supplies, equipment and forms inventory management. The Technical Services and Networking program staff operate and respond 24 hours a day in support of the mission critical applications and infrastructure.

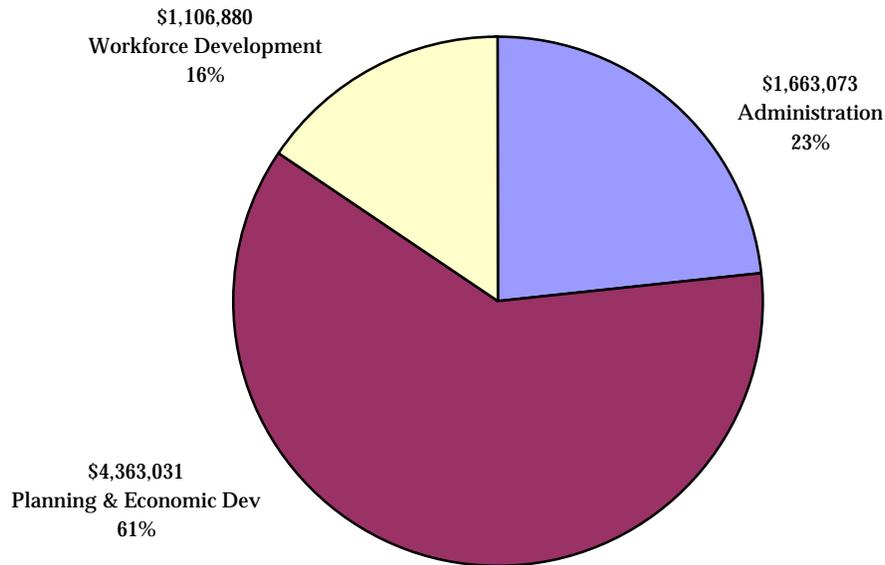
### Objectives

- Maintain and upgrade the Oakland County network (OAKNet) in support of radio, video, voice, and data communication.
- Implement a Thin Client computing environment to improve the management, security, and flexibility of the workstation computing environment for general applications
- Refine and maintain a disaster recovery program
- Enhance and maintain file, database, print, mail, and Internet services.

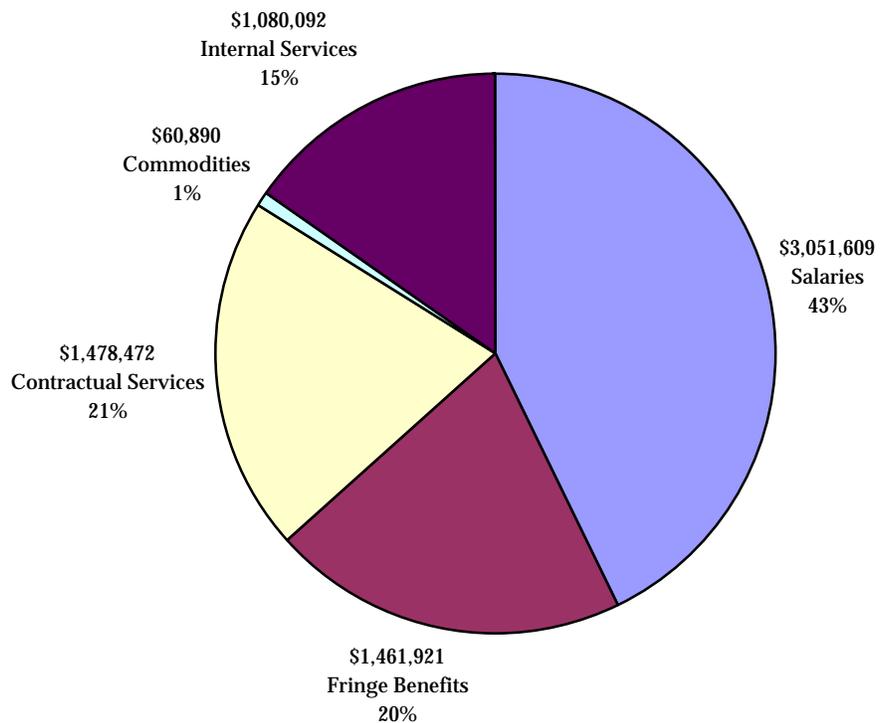
*More than 89,000 acres of parkland offer year round outdoor recreation. In addition, three major downhill ski sites operate in Oakland County.*

# Community & Economic Development Workforce Development FY 2004 General Fund/General Purpose

**Budget Distribution by Division**



**Budget Distribution by Expenditures**



COMMUNITY & ECONOMIC DEVELOPMENT		
TOT		DIRECTOR - COMMUNITY & ECONOMIC DEVELOP.
FY 04	FY 05	
53	53	Gen Fund/Gen Purpose
26	26	Special Revenue
79	79	Total Positions

ADMINISTRATION		
TOT		DIRECTOR - COMMUNITY & ECONOMIC DEVELOP.
FY 04	FY 05	
9	9	Gen Fund/Gen Purpose
		Special Revenue
9	9	Total Positions

PLANNING AND ECONOMIC DEVELOPMENT SERVICES		
TOT		MANAGER - PLANNING & ECON. DEV. SVCS.
FY 04	FY 05	
35	35	Gen Fund/Gen Purpose
5	5	Special Revenue
40	40	Total Positions

WORKFORCE DEVELOPMENT		
TOT		MANAGER - WORKFORCE DEVELOPMENT
FY 04	FY 05	
9	9	Gen Fund/Gen Purpose
		Special Revenue
9	9	Total Positions

COMMUNITY & HOME IMPROVEMENT		
TOT		MANAGER - COMMUNITY & HOME IMPROVEMENT
FY 04	FY 05	
		Gen Fund/Gen Purpose
21	21	Special Revenue
21	21	Total Positions

Prepared by Human Resources Dept. 9/20/03.

# Community and Economic Development

## Department Revenue by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	419,259	480,317
Planning & Economic Development Services	150,000	150,000
Community & Home Imp.	0	0
Workforce Development	1,106,880	1,133,254
<b>Total Revenue</b>	<b>\$1,676,139</b>	<b>\$1,763,571</b>

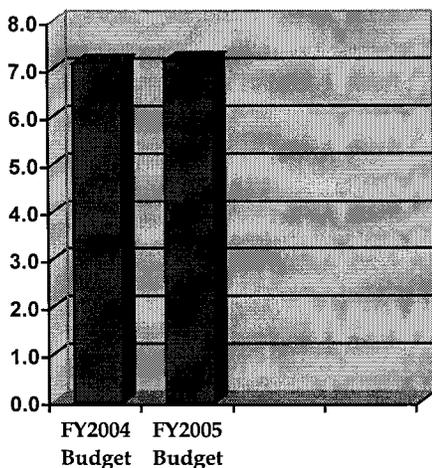
## Department Expenditures by Division (GF/GP)

	FY2004 Budget	FY2005 Budget
Administration	1,663,073	1,665,087
Planning & Economic Development Services	4,363,031	4,382,012
Community & Home Imp.	0	0
Workforce Development	1,106,880	1,133,254
<b>Total Expenditures</b>	<b>\$7,132,984</b>	<b>\$7,180,353</b>

## Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	78	78
Part Time Positions	1	1
<b>Total Positions</b>	<b>79</b>	<b>79</b>

## Department Expenditures (\$ in millions)



## Summary

The Community and Economic Development 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.

## Current Issues

Due to the growth of the County's information technology and manufacturing firms, the current challenge is finding and training skilled workers. These companies have products or processes that are dependent on continual scientific or technological innovation. To address this issue, this department was instrumental in the development of Automation Alley, a consortium of high-tech firms located along the I-75 and I-696 corridors. The consortium is developing new marketing strategies to leverage the combined strength of the County's private sector and increase their ability to compete in the international arena. Uniting businesses will create an awareness among technically oriented employees throughout the nation that this region is as challenging and rewarding as any place in the country.

## Department Goals

- Provide leadership and overall management guidance to the following departments; Planning & Economic Development (PEDS), Community Development, Solid 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.

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**Summary of Major Program Changes**

FY 2004

FY 2005

**Revenue**

The FY 2003 Amended Budget includes the final payment for land purchased and repayment of Host Fee in siting of waste management facilities.

**Expenditures**

The FY 2004 budget reflects the full year savings for the positions deleted with Phase I Budget Amendments and Adjustments that were approved mid FY 2003 and the addition of the Deputy Director position. Further operating reductions were approved for Printing, Membership Dues & Publications, Advertising, Business Recruitment and Travel. Additional allocations will be approved in FY 2004 for Grant Match, Information Technology (IT) Development and Maintenance Departments based on usage.

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**Automation Alley**

The Automation Alley program consists of an alliance between Oakland County and the private sector to build a high-performing, high-tech workforce. Cooperation between more than 300 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.

**Objectives**

- Assist the business community in attracting and retaining a highly skilled high-tech workforce.

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**Solid Waste Resource Management**

\$939,698

\$940,529

The Solid Waste 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. Certifications of solid waste disposal capacities within the County are prepared annually and interim siting mechanism applications for new facilities are processed as required.

**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.

*Note: Automation Alley is a part of the Administration program and the discussion is included for informational purposes only.*

# Community and Economic Development

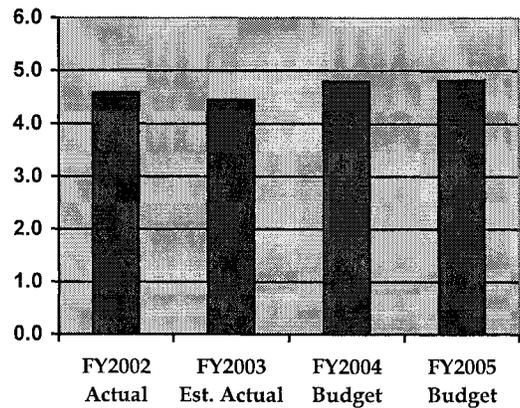
## Planning and Economic Development Services

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 Goals

- **Economic Vitality:** Maintain and improve Oakland County's economic base by assisting Oakland County businesses with comprehensive business assistance services and information products, and proactively recruit new business to Oakland County.
- **Environmental Stewardship:** Prepare and communicate information, plans, and options that conserve, promote and enhance Oakland County's natural environment while supporting beneficial economic growth.
- **Supporting District Communities:** Maximize the economic potential and preserve the heritage and sense of place of Oakland County's downtown areas; prepare and provide land use, zoning, and master plan information to and for Oakland County communities so as to enhance coordination and local decision making.

### Division Expenditures (\$ in millions)



### Division Revenue by Category

Gen. Fund/Gen. Purpose	FY2002	FY2003	FY2004	FY2005
	Actual	Est. Actual	Budget	Budget
Charges for Services	407,039	126,011	150,000	150,000
Other Revenues	68,900	0	0	0
Transfers In	0	5,000	0	0
<b>Tot. GF/GP Revenue</b>	<b>\$475,939</b>	<b>\$131,011</b>	<b>\$150,000</b>	<b>\$150,000</b>
<b>Other Funds:</b>				
Oak. Enhancement	366,622	397,990	432,571	432,571
<b>Total Revenues</b>	<b>\$842,561</b>	<b>\$529,001</b>	<b>\$582,571</b>	<b>\$582,571</b>

### Program Expenditures

Program Name	FY2002	FY2003	FY2004	FY2005
	Actual	Est. Actual	Budget	Budget
Administration	1,066,998	1,022,559	1,496,601	1,514,584
Comm. Dev. Serv.	794,376	790,084	617,792	617,859
Economic Dev.	1,077,610	1,048,784	930,422	930,422
Envir. Stewardship	263,235	306,409	333,760	333,760
Financing Services	450,945	469,782	543,986	543,986
Product Dev/Serv.	934,833	812,384	873,041	873,972
<b>Total Prog. Exp.</b>	<b>\$4,587,997</b>	<b>\$4,450,002</b>	<b>\$4,795,602</b>	<b>\$4,814,583</b>

### Division Expenditures by Category

Gen. Fund/Gen. Purpose	FY2002	FY2003	FY2004	FY2005
	Actual	Est. Actual	Budget	Budget
Salaries	1,989,044	2,021,658	2,054,625	2,054,625
Fringe Benefits	732,948	789,005	982,323	982,323
Contractual Services	666,390	369,533	430,890	430,890
Commodities	28,509	25,486	34,910	34,910
Internal Services	804,881	850,494	860,283	879,264
Transfers Out	10,000	0	0	0
<b>Total GF/GP Exp.</b>	<b>\$4,231,772</b>	<b>\$4,056,176</b>	<b>\$4,363,031</b>	<b>\$4,382,012</b>
<b>Other Funds:</b>				
Oak. Enhancement	356,225	393,826	432,571	432,571
<b>Total Expenditures</b>	<b>\$4,587,997</b>	<b>\$4,450,002</b>	<b>\$4,795,602</b>	<b>\$4,814,583</b>

### Staffing

	FY2004	FY2005
	Budget	Budget
Full Time Positions	40	40
Part Time Positions	0	0
<b>Total Positions</b>	<b>40</b>	<b>40</b>

## Planning and Economic Development Services

FY 2004

FY 2005

### Administration

\$1,496,601

\$1,514,584

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 and Automation Alley.

#### Objectives

- Oversee numeric goals for business retention, attraction and business loan targets
- Support to staff in achieving all program goals and events in the most efficient manner
- Continued and improved customer satisfaction rankings
- Repositioning of products and services in the One Stop Shop.

#### Performance Measures

##### Events/Publications

Annual Economic Outlook Forecast & Luncheon  
 Business Roundtable Annual Report  
 Oakland Focus (published quarterly)

Annual Consul General Meeting  
 Annual Wall Street Bond Presentation

### Community Development Services

\$617,792

\$617,859

The Community Development program prepares and provides land use, zoning, and master plan information to and for Oakland County communities to enhance coordination and land use decision-making. It also prepares and communicates information, plans, and options that conserve, promote, and enhance Oakland County's historic and cultural resources while encouraging economic growth. Downtown area and commercial redevelopment is encouraged through the use of the National Main Street Center approach.

#### Objectives

- Continue to perform mandated zoning and master plan reviews in a timely and professional manner (average township zoning reviews per year is 12).
- Research and compile County-wide land based data on the natural and built environment.
- Stay knowledgeable at the state level.
- Increase public awareness of the County's historic resources and cultural and economic benefits related to preservation.
- Assist in the inventory, survey and documentation of the County's historic resources.
- Continue to provide and refine technical services to Main Street Oakland County communities.
- Select up to three new communities per year to participate in the three-year program of technical assistance (eight communities to date).
- Develop and implement Main Street development tracking tool.
- Update Oakland County Master Plan composite GIS database and map.

#### Performance Measures

	FY2000	FY2001	FY2002	FY2003
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Master Plans Reviewed	5	5	4	11
Zoning Cases Reviewed	9	9	13	4
Main Street Initiatives:				
DDA/TIF Investment	N/A*	\$7.5 Million	\$6.7 Million	N/A
Private Investment Leveraged	N/A*	\$25 Million	\$28 Million	N/A

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Public Improvement Dollars Invested	N/A*	N/A	\$5.7 million	N/A
New Jobs Created	N/A*	454	524	N/A
Volunteer Hours	N/A*	6,786	9,240	N/A
New Businesses	N/A*	100	33	N/A
New Buildings	N/A*	8	7	N/A
Cash Sponsorships Received	N/A*	\$335,500	\$100,000	N/A

\*New Program in FY 2001

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## Economic Development

**\$930,422      \$930,422**

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The Economic Development Program supports existing County businesses and entrepreneurs through a comprehensive range of services and information. Increase Oakland County's economic base by attracting new companies throughout the world.

### Objectives

- Provide individualized and group small business consulting services.
- Increase the number of proactive business retention/customer sales calls of business in targeted industries and firm sizes.
- Counsel companies on export opportunities, procedures and trade mission opportunities.
- 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 and Business Roundtable programs with staff time
- Maintain, update and add marketing materials/information sets that help to promote Oakland County.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Number of Successful Investments	19	14	16	29
Jobs Retained and Created		6,040	5,686	2,826
Number of Retention Calls	342	401	522	435
Number of Small Businesses Counseled	2,200	1,999	2,205	2,638
Number of Small Business Workshop Attendees		350	731	615
Number of Business Starts (estimated)	429	307	419	485
Number of Start-Up Jobs	514	374	462	586
Successful Investments Value	\$209 million	\$244 million	\$215 million	\$182 million
Local Property Taxes Generated	\$5.2 million	\$6.1 million	\$5.3 million	\$4.3 million

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## Environmental Stewardship

**\$333,760      \$333,760**

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The Environmental Stewardship program prepares and communicates information, plans, and options that conserve, promote and enhance Oakland County's natural environment while supporting beneficial economic growth.

### Objectives

- Assist to develop a network of sustainable natural areas throughout Oakland County in order to preserve and/or enhance ecosystem integrity and the County's quality of life
- Continue to promote the County-wide vision of a linked trail and greenway system and to assist local initiatives
- Identify and communicate to local communities and interests their specific opportunities for watershed management, natural area preservation/restoration, and trail/path system implementation

- Develop a GIS measurement and tracking system for watershed management, which would be used as an indicator of progress at the local and County level
- Initiate process for Oakland County Land Cover and impervious surface coverage
- Complete the inventory/ranking of potential natural resource sites in Oakland County
- Promote an awareness of natural areas as functioning, dynamic entities

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Miles of trails completed	19	31	41	41
• <u>Natural Area</u>				
# of Presentations		14 *	5	12
# of Natural area reports, maps, GIS files distributed to local communities.		23 *	87	99

*\*Combined figures for FY2000 and FY2001*

- Watersheds: \_Actively working in 4 of the 5 watersheds in Oakland County (Huron, Clinton, Shiawassee and Rouge)
- Received National Associations of Counties Award for Shiawassee/Huron Resource Preservation Project
- Participated in Clinton River Trail Master Plan Study
- Participation with Oakland County Parks and Recreation on new trail system

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## Financial Services

**\$543,986**

**\$543,986**

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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 preferred status with the SBA
- Launch new marketing campaign with presentations to 12 leadership groups in 2002.
- Streamline approval and closing process

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
Number of BFC Loans	21	9	13	11
Capital Investment	\$26,242,000	\$12,758,000	\$14,525,800	\$14,420,600
Number of EDC Loans	3	7	1	4
Capital Investment	\$26,500,000	\$38,900,000	\$5,000,000	\$16,065,000
Total Jobs Created	298	256	214	163
Total Jobs Retained	661	1175	309	317

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**Product Development and Services****\$873,041****\$873,972**

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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**

- Increase access to information services and products by adding the community data base and custom search functionality to the Division web site.
- Respond to 95% of the information requests within 48 hours.
- Implement a process for capturing customer satisfaction information.
- Develop and implement multiple self-serve kiosks that will allow customers to access digital data in the One-Stop Shop or from home or work via the web.
- Continue to create and roll out GIS digital information.
- Replace current Point of Sale system with user friendly system.
- Phase out hard-copy photo lab.

**Performance Measures**

	<b>FY2000</b>	<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Number of One-Stop Shop Customers	5,149	6,785	5,500	5,372
Map Sales (in dollars)	\$198,325	\$140,778	\$104,689	\$105,574

New Products

- Launched new Web Site
- Custom Digital Aerial/Parcel Plots using DateMap
- Census 2000
- Community Profiles Book on the Web
- County Data Book on the Web
- Digitized Aerial Photos dating back to 1963

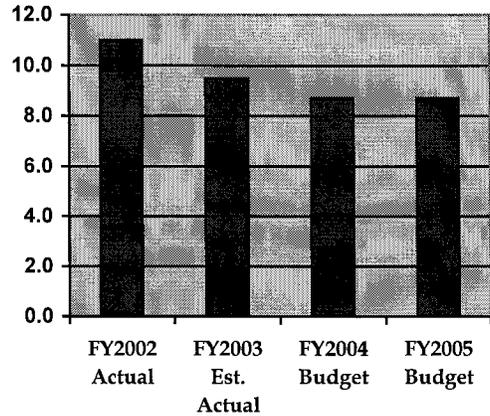
Community and Home Improvement

The Community & Home Improvement Division administers four 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, 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 and moderate income persons.
- Aid in the prevention and elimination of slums or blighted community conditions.
- Reduce the number of substandard dwelling units within the county through the rehabilitation and repair of single family owner occupied homes.
- Affirmatively further fair housing and equal opportunity.
- Build Community Housing Development Organization capacity to assist low and moderate-income homebuyers purchase affordable housing.
- 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 Revenue by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Gen. Fund/Gen. Purpose	0	0	0	0
<u>Other Funds</u>				
Housing & Comm.				
Dev. Grants	10,759,895	9,168,996	8,796,547	8,796,547
Total GF/GP Rev.	\$10,759,895	\$8,776,266	\$8,796,547	\$8,796,547

Program Expenditures

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<u>Program Name</u>				
Administration	791,857	780,803	765,948	765,948
Community Dev.	3,696,727	2,982,768	2,699,734	2,699,734
Emergency Shelter	129,968	142,000	140,000	140,000
Home Improve.	6,269,201	5,457,025	4,977,032	4,977,032
Housing Couns.	126,933	135,594	117,281	117,281
Total Prog. Exp.	\$11,014,687	\$9,498,190	\$8,699,995	\$8,699,995

Division Expenditures by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
Gen. Fund/Gen. Purpose				
Contractual Services	333,900	329,194	0	0
Total GF/GP Exp.	\$333,900	\$329,194	\$0	\$0
<u>Other Funds</u>				
Housing & Comm.				
Dev. Grants	10,680,787	9,168,996	8,699,995	8,699,995
Total GF/GP Exp.	\$11,014,687	\$9,498,190	\$8,699,995	\$8,699,995

Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	20	20
Part Time Positions	1	1
Total Positions	21	21

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**Community & Home Improvement****FY 2004****FY 2005**

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**Administration****\$765,948****\$765,948**

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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 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.

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**Community Development****\$2,699,734****\$2,699,734**

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The Community Development Block Grant Program provides funding to fifty county communities to initiate hundreds of housing, community improvement and public service activities that benefit low and moderate income persons and eliminate or prevent blighted community conditions.

**Objectives**

- Allocate annual CDBG funding to 50 communities based on a legislative formula to address the immediate needs of low and moderate income persons.
- Implement capital improvement activities to improve neighborhood conditions for low and moderate income persons and eliminate or prevent blighted community conditions.
- Provide a variety of human services that directly benefit low and moderate income households or persons.

<b>Performance Measures</b>	<b>FY2000 <u>Actual</u></b>	<b>FY2001 <u>Actual</u></b>	<b>FY2002 <u>Actual</u></b>	<b>FY2003 <u>Actual</u></b>
• Number of low and moderate income persons eligible for assistance in the 50 communities.	158,763	179,789	205,221	205,221
• Percent of expenditures benefiting low and moderate income persons (HUD requirement of 70%)	84%	85%	98%	98%

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**Emergency Shelter****\$140,000****\$140,000**

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Oakland County contracts with non-profit organizations to provide emergency shelters to defray operating expenses and provide overnight shelter, food, emergency medical services, transportation to overnight shelters, homeless prevention activities and similar essential services to the homeless.

**Objectives**

- Improve the quality of existing emergency shelters providing emergency lodging and services to the homeless by funding shelter operations, maintenance, organizational support and essential services.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
• Homeless population in Oakland County	5,000	5,100	5,100	5,000
• Number of emergency shelters	24	24	24	24
• Number of Emergency Shelters receiving assistance	5	5	6	6
• Number of homeless receiving shelter and service	2,024	2,100	2,416	1,857

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<b>Home Improvement</b>	<b>\$4,977,032</b>	<b>\$4,977,032</b>
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The Home Improvement Program provides comprehensive home improvement services to upgrade substandard housing conditions for qualified low and moderate income homeowners. Qualified single family owner occupants receive 0% interest deferred or 3% interest installment loans of up to \$18,000 for necessary repairs that address health and safety issues. In addition, the Division funds Community Housing Development Organizations to develop affordable housing for qualified low and moderate income homebuyers.

**Objectives**

- Upgrade about 200 substandard single family owner- occupied houses for low and moderate income homeowners throughout 50 county communities.
- Construct new or rehabilitate existing single family houses affordable to low and moderate income home buyers.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
• Number of substandard houses needing improvement	22,539	23,000	22,539	23,000
• Number of applications received for home improvement assistance	346	400	378	389
• Number of applications approved for home improvement assistance	177	250	263	207
• Number of single family homes rehabilitated.	229	300	269	208
• Number of homes built and/or rehabilitated by CHDOs and purchased by low and moderate income homebuyers.	2	12	12	7

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<b>Housing Counseling</b>	<b>\$117,281</b>	<b>\$117,281</b>
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The Housing Counseling unit 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.

<b>Performance Measures</b>	<b><u>FY2000 Actual</u></b>	<b><u>FY2001 Actual</u></b>	<b><u>FY2002 Actual</u></b>	<b><u>FY2003 Actual</u></b>
• Number of clients counseled including home-owners, mortgagors, homebuyers, renters potential renters, homeless, landlords, etc.	1,489	1,500	1,581	1,500

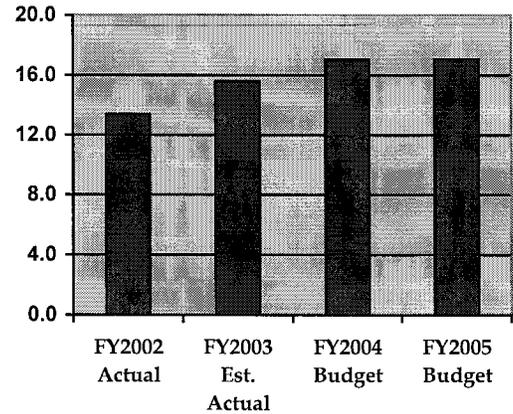
# Workforce Development

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.

## 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 to place them in -- the jobs Oakland County's employers create;
- Achieve or exceed seventeen performance indicators that are identified for various programs under the Workforce Investment Act (WIA)

## Division Expenditures (\$ in millions)



## Division Revenue by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<u>Gen. Fund/Gen. Purpose</u>				
Federal Grants	0	0	1,106,880	1,133,254
Tot. GF/GP Revenue	\$0	\$0	\$1,106,880	\$1,133,254
<u>Other Fund</u>				
Workforce Dev Grants	13,377,716	15,579,606	15,942,525	15,942,525
Total Revenue	\$13,377,716	\$15,579,606	\$17,049,405	\$17,075,779

## Program Expenditures

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<u>Program Name</u>				
Contract Adm.	986,570	1,011,124	1,106,880	1,133,254
Empl. Training	12,404,645	14,579,619	15,942,525	15,942,525
Total Prog Exp.	\$13,391,215	\$15,590,743	\$17,049,405	\$17,075,779

## Division Expenditures by Category

	FY2002 Actual	FY2003 Est. Actual	FY2004 Budget	FY2005 Budget
<u>Gen. Fund/Gen. Purpose</u>				
Salaries	2,510	3,553	451,381	464,914
Fringe Benefits	1,012	2,639	236,127	247,372
Contractual Services	8,588	4,858	324,792	324,792
Commodities	462	0	3,925	3,925
Internal Services	927	87	90,655	92,251
Total GF/GP Exp.	\$13,499	\$11,137	\$1,106,880	\$1,133,254

## Other Funds

Workforce Dev Grants	13,377,716	15,579,606	15,942,525	15,942,525
Total Expenditures	\$13,391,215	\$15,590,743	\$17,049,405	\$17,075,779

## Staffing

	FY2004 Budget	FY2005 Budget
Full Time Positions	9	9
Part Time Positions	0	0
Total Positions	9	9

## Workforce Development

FY 2004

FY 2005

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### Contract Administration

\$1,106,880

\$1,133,254

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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 Michigan Department of Career Development; 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.

#### Objectives

Insure that sub-contractors providing program services comply with all contract requirements.

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### Employment Training

\$15,942,525

\$15,942,525

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The Employment Training program provides a variety of workforce development services to assist job seekers in locating and qualifying for employment. 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; and 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.

#### Objectives

- Provide program participants with the requisite skills to qualify for meaningful employment.
- Place program participants in permanent, full-time employment.

Performance Measures	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
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#### Adult Program

# of Participants	295	281	509	N/A
% Who Entered Employment	71.8%	80.8%	96.3%	N/A
% Employed after Six Months	N/A	83.5%	89.1%	N/A
Average Earnings Increase after Six Months	N/A	\$ 4,996	\$1,707	N/A

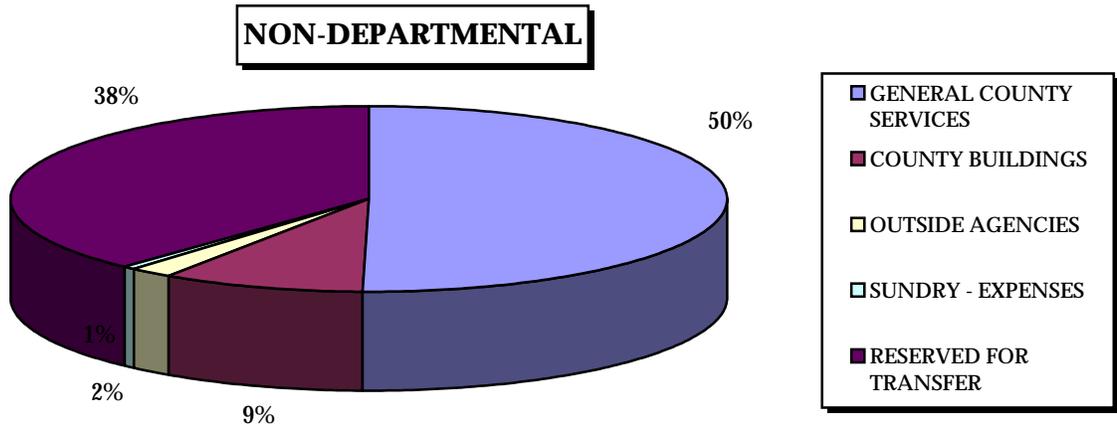
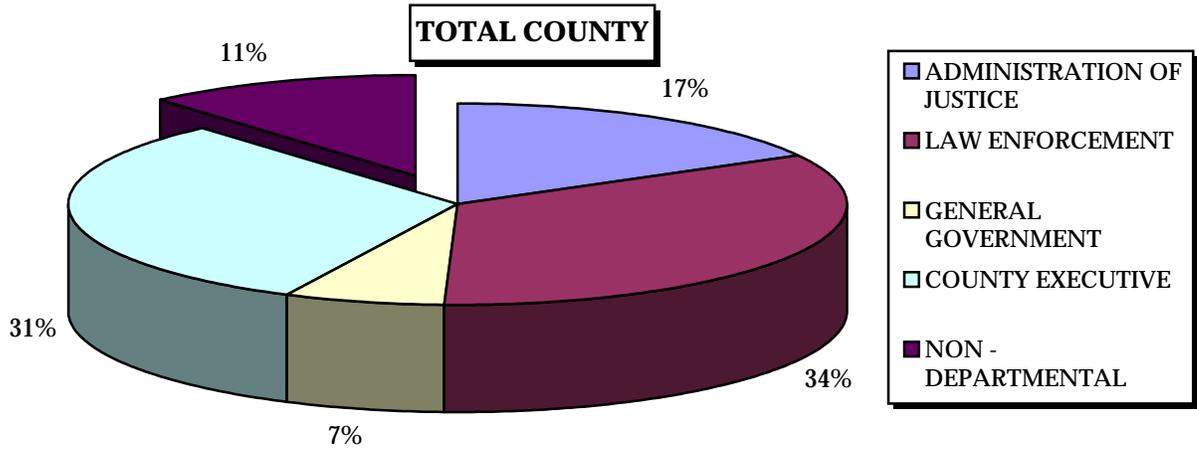
#### Youth Program

# of Youth Participants, Ages 19-21	51	12	62	N/A
% Who Entered Employment	63.3%	69.2%	76.5%	N/A
% Employed after Six Months	N/A	100.0%	71.4%	N/A
Average Earnings Increase after Six Months	N/A	\$12,590	\$1,858	N/A
# of Youth Participants, Ages 14-18	N/A	163	441	N/A
% Who Attained a Skill	N/A	100.0%	97.5%	N/A
% Who Attained a Diploma	N/A	80.0%	48.0%	N/A

Performance Measures (cont'd)	FY2000 <u>Actual</u>	FY2001 <u>Actual</u>	FY2002 <u>Actual</u>	FY2003 <u>Actual</u>
<u>Dislocated Worker Program</u>				
# of Participants	423	325	379	N/A
% Who Entered Employment	89.8%	87.7%	95.8%	N/A
% Employed after Six Months	N/A	90.1%	94.5%	N/A
% of Original Earnings after Six Months	N/A	94.0%	74.7%	N/A

*Oakland County has 26 private and 61 public golf courses with more than 1,500 golf holes available.*

## GENERAL FUND/GENERAL PURPOSE BUDGET NON - DEPARTMENTAL EXPENDITURES



# Non-Departmental

## Revenue Budget by Category (GF/GP)

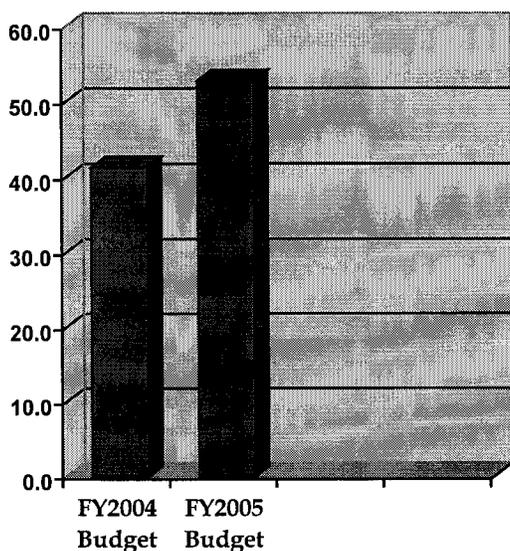
	FY2004 Budget	FY2005 Budget
Taxes	214,064,000	223,981,000
State Grants	9,715,000	9,715,000
Intergovernmental	28,922,827	28,922,827
Charges for Services	9,042,054	9,042,054
Investment Income	6,000,000	6,250,000
Other Revenues	3,503,694	4,570,828
Transfers In *	3,580,000	3,580,000
<b>Total Revenue</b>	<b>\$274,827,575</b>	<b>\$286,061,709</b>

\* Excludes transfers to support General Purpose funds.

## Expenditure Budget by Category (GF/GP)

	FY2004 Budget	FY2005 Budget
General County Oper.	20,767,866	21,778,044
County Buildings	3,814,029	3,501,299
Outside Agencies	751,500	751,500
Sundry	300,000	300,000
Reserved for Transfer	15,719,843	26,462,210
<b>Total Expenditures</b>	<b>\$41,353,238</b>	<b>\$52,793,053</b>

## Non-Departmental Expenditures (\$ in millions)



## 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.

## Summary of Major Program Changes

### Revenue

The FY 2004 budget was reduced to recognize updated projections for current programs and the end of the five-year Environmental Infrastructure program. Revenue budgets were reduced for State Revenue Sharing, Commission on Pay phones and increased due to property taxes as a result of increased property values.

### Expenditures

The FY 2004 budget reflects reduced programs for Summer Help, Office Automation, and Capital Improvement.

## Other County Operations

- **State Institutions:** Cost of care for juveniles, convicted of crimes in Circuit Court, however sentenced to state juvenile facilities.
- **Ambulance:** Appropriation for the transportation of emergency highway accident victims and Oakland County Hospital patients. PA 176 of 1937 places the responsibility on the County for paying the cost of transporting indigent persons who are injured on the highways of this state.
- **Insurance and Surety Bonds:** Appropriation for Employee Bonding and a portion of premiums for Property Damage, Boiler and Machinery, Building and Contents, and Employee Blanket policies.
- **Information Technology - CLEMIS:** Appropriation covers the County's contribution to the daily operations of the Court and Law Enforcement Management Information System.
- **Road Commission - Tri Party Agreement:** Annual appropriation to the Road Commission of Oakland County for County road improvement programs, under the Tri-Party Agreement. The program began in 1980, pursuant to Misc. Resolution #9246.

## Non-Departmental

### Revenue History by Category (GF/GP)

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>
Taxes	191,672,122	203,949,451
State Grants	9,729,469	9,149,064
Intergovernmental	36,938,591	34,769,251
Charges for Services	10,257,619	10,817,869
Investment Income	5,215,116	3,873,891
Other Revenues	1,487,766	1,439,955
Transfers In *	<u>10,029,000</u>	<u>7,101,832</u>
Total Revenue	\$265,329,683	\$271,101,313

\* Excludes transfers to support General Purpose funds.

### Expenditure History by Category (GF/GP)

	FY2002 <u>Actual</u>	FY2003 <u>Est. Actual</u>
General County Oper.	44,218,328	32,573,148
County Buildings	2,408,033	2,109,528
Outside Agencies	887,372	601,309
Sundry	875,974	648,744
Reserve for Transfer	280	149,690
Total Expenditures	<u>\$48,389,987</u>	<u>\$36,082,419</u>

### Other County Operations, Cont.

- **Road Commission - Current Drain Assessment:** Appropriation to cover the County's portion of drain assessments from Road Commission projects.
- **Community Mental Health Authority - Annual payment to the Oakland County Community Mental Health Authority, as required by the Mental Health Code.**
- **OakNet - Appropriation to cover the annual operating and debt service cost of the Metropolitan Area Network/ Wide Area Network computer system connecting the County with the local police departments as well as other offices in the cities, villages and townships.**

### State and Federal (Outside Agencies)

- **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.
- **Area Wide Water Quality Board:** Oakland County's payment for designated management agency service charge based on County's annual sewage flow.
- **National Association of Counties (NACo):** Annual membership dues.
- **Michigan Association of Counties (MAC):** Annual membership dues.
- **Traffic Improvement Association:** Appropriation to fund a professional services contract with the organization.
- **Senior Citizen Prescriptions:** Enrollment charges related to the county prescription program.
- **West Nile Virus:** Appropriation established to assist cities, villages and townships with mosquito control measures to prevent the spread of the West Nile Virus and to help protect the health and safety and welfare of the people of Oakland County.

### County Buildings

- Where possible, cost to maintain County buildings is budgeted in each division under the line-item "Building Space Cost Allocation". Costs for maintenance of some areas, and vacant space, as well as work as needed in the ensuing year for maintenance & special projects are budgeted here.

### Sundry

- **Miscellaneous:** Appropriation provides funds for adjustments of prior years' expenditures, Local Tax refunds, and miscellaneous non-recurring items.

### Reserved for Transfer

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- **Contingency:** Appropriation used to fund program changes throughout the year as authorized by the Board of Commissioners.
- **Legislative Expense:** Funding reflects anticipated increase in support staff for the Board of Commissioners. Transfer of these funds will occur after the creation of the appropriate positions through a Board resolution.
- **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.
- **Salary Adjustment:** The FY 2005 funding is to cover the governmental fund portion of a possible 3.0% increase effective October 1, 2004.
- **Classification and Rate Changes:** Funds for classification and rate changes as authorized by the Board of Commissioners throughout the year.
- **Overtime:** Funds for transfer to divisions when overtime is approved by the Director of Management & Budget, in accordance with the Overtime Regulations.
- **Summer Employment:** Appropriation for Governmental Funds to be transferred to Departments/Divisions at the start of the summer program.
- **Emergency Salaries:** Funds for transfer to divisions in anticipation of unusual workloads, and staffing problems including the Medical Care Facility, 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 Adjustment:** Cost to cover payroll driven fringe benefits related to the Salary Adjustment account.
- **Capital Outlay:** This program provides for the purchase of files, furniture and other equipment, not anticipated in Departmental Budgets.
- **Office Automation:** Reserve for transfer to provide for purchase of office automation hardware and software, subject to approval of the Board.
- **Administrative Leave:** Budget for the estimated savings for General Fund/General Purpose employees for authorized leave without pay per M.R.#03043.

### Operating Transfers

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- **Transfer to Environmental Infrastructure Fund:** Annual appropriations of \$5 million were made to establish an Environmental Infrastructure Fund totaling \$25 million. The final year of the five (5) year program was FY 2003.
- **Transfer to Building Fund:** This appropriation is reserved for transfer to the Capital Improvement Program for the development and maintenance of county buildings.
- **Transfer to Building Authority:** This appropriation covers debt service for the Computer Services Building and Court House West Wing Expansion, owed to the Building Authority.
- **Transfer to Oakland Community Partnerships:** This appropriation covers the County's portion of public / private partnerships designed to enhance economic development within the County.
- **Transfers to General Purpose Funds (Health, Juvenile Maintenance, and Social Welfare):** 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.

*The Palace of Auburn Hills is home to the NBA's Detroit Pistons. Other professional sports teams playing at the Palace include the Detroit Shock of the WNBA and the Detroit Fury of the Arena Football League.*

Premier cultural entertainment venues include the Palace of Auburn Hills, Meadow Brook Theatre, Meadow Brook Music Festival, and the outdoor DTE Energy Music Theatre.



Included among Oakland County's eight museums are the world renowned Cranbrook Academy of Art Museum, the Cranbrook Institute of Science and the Walter P. Chrysler Automotive Museum.

**CAPITAL IMPROVEMENT  
PROGRAM**



## 2004-2008 CAPITAL IMPROVEMENT PLAN

The development of a five-year Capital Improvement Program (CIP) can be best described as a never-ending process which attempts to compile, review, analyze and help justify considerable information from numerous sources in an effort to cost-effectively forecast, in a timely manner, future facility and utility needs. By description, the process is a difficult, complex, and an ever-changing one. The information included in this program is a preliminary step in a longer program development, approval, and construction process for each individual project.

Considerable effort has gone into this preliminary conceptual planning phase in order to provide the Board of Commissioners and the County Executive as much information about needed projects and conceptual cost estimates as early as possible for planning purposes. Even with a concentrated preplanning effort, everyone can be assured the scope and preliminary cost estimates of some projects will change when detailed planning begins, project scopes are better defined and unanticipated projects become known. Some projects may simply not be done or delayed if alternative solutions are found or funding is unavailable. The planning and approval process is a good one and results in a better understanding of the projects and trends, which leads to informed decisions, pro or con, regarding each project.

The CIP as presented here is NOT a budgetary commitment to purchase and build. Rather, it is a planning document, listing the priorities from the Administration's and Board of Commissioners' perspective. The process begins with an analysis of need, conducted by the Department of Facilities Management and the operating departments. This analysis is conducted on several levels and includes comparison to the Master Facilities Plan last adopted by the Board of Commissioners in the mid 1990's. Eventually, these needs are more clearly defined and are turned into projects, complete with tentative cost assigned and a tentative timetable for completion.

The 2004 - 2008 Program is an aggressive one which forecasts 17 projects with preliminary budgets of approximately \$423,024,000 over the next five (5) years. As the program reflects, and it is significant to note, that nearly 87% or approximately \$369,328,000 of the projects, are in the Law Enforcement arena. These projects primarily address Court, Jail and related support functions in this growing segment of county government.

The CIP is a collection of these projects. Facilities Management presents the CIP to the Board of Commissioners Planning and Building Committee for their review and comment during the summer. As with all County Executive Recommendations, the Committee can accept, reject, or modify the recommendation. At times the Planning and Building Committee prioritizes the projects. The Committee chose not to do so for FY 2004 and FY 2005. Once the Planning and Building Committee approves the CIP, it is passed along to the Finance Committee for inclusion in the Board of Commissioners Budget document.

The only budgetary appropriation made at this point in the process is a commitment of General Fund dollars to be used to support the CIP. This appropriation, located in the Non-Departmental accounts, is \$2,000,000 for FY2004 and \$5,500,000 for FY2005. It should be noted that the County is embarking on a process to change the method of funding the CIP. Current practice is to allocate a large base amount, from the general resources, to support the CIP. Beginning with FY 2004, the general resource allocation has been reduced.

However, should the County receive state revenue sharing payments in excess of the amounts anticipated in the budget, these excess payments will be used to supplement the CIP allocation. This change in process is intended to shift the use of state revenue sharing payments from supporting on-going operations, to having these state payments support one-time items. This shift is necessary, as is explained in the Executive's Budget Message, due to the decline in state revenue sharing payments and the uncertainty regarding the future of these payments.

The general fund appropriation is transferred to the Building Fund to support any approved projects. The fund balance remaining in the Building Fund is used to supplement the annual appropriations. Once a project is developed to the point of implementation, a resolution is presented to the Board of Commissioners for implementation. At this juncture, budgetary commitment is made for this individual project.

OAKLAND COUNTY, MICHIGAN  
CAPITAL IMPROVEMENT PROGRAM  
FY 2004 Through FY 2008

		<u>BUILDING PROJECTS</u>							
<u>Item No.</u>	<u>Project</u>	<u>Project Total</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Future On Going</u>	
1	2004 Roof Replacement Program	1,727,000	375,000	390,000	380,000	282,000	300,000		
2	Communications Center	11,400,000 *	11,400,000 *						
3	320 Bed Medium Security Jail & Infrastructure	35,000,000 *	1,000,000 **	34,000,000 *					
4	Facility Security Projects	1,900,000 ***	1,900,000 ***						
5	CMH Renovation-Sheriff's Administration	7,600,000	7,600,000						
6	P W Building Add, Renovation & Storage Bldg	6,800,000 *	400,000 **	6,400,000 *					
7	High Density Shelving - Phase 1	593,000	593,000						
8	Sheriff's Dept Equipment Storage Bldg	1,125,000 *	1,125,000 *						
9	Courthouse East & West Wing Caulking	190,000	190,000						
10	Electrical Emergency Generators	475,000	475,000						
11	Demolition of old Work Release Facility	160,000 *	160,000 *						
12	Relocation of Community & Home Improvement	80,000	80,000						
13	Miscellaneous Remodeling	1,500,000	300,000	300,000	300,000	300,000	300,000	On Going	
<b>Future Projects</b>									
14	52-1 District Court Addition & Renovation	2,015,000		2,015,000					
15	Jail Reno. & Additions - Phase 2	2,510,000 *		2,510,000 *					
16	Jail Renovation & Additions - Phase 3	14,600,000 *		14,600,000 *					
17	Future Electrical Upgrades	1,200,000		300,000	300,000	300,000	300,000	On Going	
18	Boot Camp Building Addition	768,000		768,000					
19	Central Garage Addition	287,000		287,000					
20	Executive Office Building Renovations	3,550,000		3,550,000					
21	North Office Building Renovations	1,268,000		1,268,000					
22	North Health Bldg. Renovations	1,485,000		1,485,000					
23	High Density Shelving - Phase 2	940,000			1,200,000				
24	CFC A.C. Refrigerant Replacement Prog.	1,200,000							
25	320 Bed Female Add. to Med. Security Facility	39,000,000 *						39,000,000 *	
26	Courthouse Add & Renovation-Phase 1	125,300,000 *						125,300,000 *	
27	Courthouse Addition - Phase 2	32,400,000 *						32,400,000 *	
28	52-1 District Courthouse	43,180,000 *						43,180,000 *	
29	Firing Range Relocation	3,500,000						3,500,000	
30	Oakland Pointe Addition & Renovation	8,620,000 *						8,620,000 *	
31	52-2 District Courthouse	24,090,000 *						24,090,000 *	
32	Crime Lab Addition	7,216,000						7,216,000	
33	North Satellite Office Bldg.	14,000,000 *						14,000,000 *	
<b>COST OF BUILDING PROJECTS</b>		<b>\$395,679,000</b>	<b>\$25,598,000</b>	<b>\$61,570,000</b>	<b>\$8,223,000</b>	<b>\$2,082,000</b>	<b>\$900,000</b>	<b>\$297,306,000</b>	

UTILITY, ROADS AND PARKING LOT PROJECTS

<u>Item No.</u>	<u>Project</u>						
1	Medical Care Facility Parking Lot Repaving	200,000					
2	Sewage Treatment Grinder	242,000					
3	IT Parking Lot & Exterior Security Improvements	600,000					360,000
4	Service Center Sidewalk Program	900,000	140,000	100,000	100,000	100,000	

OAKLAND COUNTY, MICHIGAN  
CAPITAL IMPROVEMENT PROGRAM  
FY 2004 Through FY 2008

Future Projects	Project Total	FY2004	FY2005	FY2006	FY2007	FY2008	Future
5 Replace Water Main	275,000		275,000				
6 Service Center Road Repair	310,000		36,000	274,000			
7 Mainland Drain	4,295,000 *		100,000 *	1,333,000 *	2,862,000 *		
8 Parking Lot Paving Program	2,690,000		650,000	840,000	600,000	600,000	On Going
9 Primary Electrical System Maintenance	500,000			500,000			
10 County Center Drive East Improvements	926,000			926,000			
11 Courthouse Road Relocation	1,150,000			150,000	1,000,000		
12 Courthouse Parking Deck	15,257,000 *						15,257,000 *
<b>COST OF UTILITY PROJECTS</b>	<b>\$27,345,000</b>	<b>\$1,182,000</b>	<b>\$1,161,000</b>	<b>\$4,123,000</b>	<b>\$4,562,000</b>	<b>\$700,000</b>	<b>\$15,617,000</b>

TOTAL COST OF CAPITAL IMPROVEMENT PROJECTS	\$423,024,000	\$26,780,000	\$62,731,000	\$12,346,000	\$6,644,000	\$1,600,000	\$312,923,000
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NOTE: All project cost estimates are projected to the year indicated in the program or to the midpoint of construction for multiyear projects

**FUNDING**

Est. Carry Forward From Building Fund From Previous Year	10,212,835	17,835	1,796,835		(3,716,165)	(1,998,165)	1,901,835
Plus Transfer from General Fund	2,000,000	2,000,000	5,500,000	5,500,000	5,500,000	5,500,000	On-Going

**Reimbursement From Bonds / Alternative Funding Sources**

Communications Center	11,400,000 *	11,400,000 *					
320 Bed Medium Security Jail & Infrastructure	35,000,000 **		35,000,000 **				
Facility Security Projects	1,900,000 ***	1,900,000 ***					
P W Building Addition & Renovation	6,800,000 *		6,800,000 *				
Sheriff's Dept Equipment Storage Bldg	1,125,000 *	1,125,000 *					
Demolition of old Work Release Facility	160,000 *	160,000 *					
Jail Reno. & Additions - Phase 2	2,510,000 *		2,510,000 *				
Jail Renovation & Additions - Phase 3	14,600,000 *		14,600,000 *				
320 Bed Female Add. To Med. Security Facility	39,000,000 *						
Courthouse Add & Renovation - Phase 1	125,300,000 *						
Courthouse Addition - Phase 2	32,400,000 *						
52-1 District Courthouse	43,180,000 *						39,000,000 *
Oakland Pointe Addition & Renovation	8,620,000 *						125,300,000 *
52-2 District Courthouse	24,090,000 *						32,400,000 *
North Satellite Office Bldg.	14,000,000 *						43,180,000 *
Mainland Drain	4,295,000 *		100,000 *				8,620,000 *
Courthouse Parking Deck	15,257,000 *			1,333,000 *	2,862,000 *		24,090,000 *
Total Reim. from Bonds/ Alternative Sources	\$379,637,000	\$14,585,000	\$59,010,000	\$1,333,000	\$2,862,000	\$0	14,000,000 *

**TOTAL AVAILABLE FOR CURRENT YEAR**

	\$14,585,000	\$26,797,835	64,527,835	8,629,835	4,645,835	3,501,835	303,748,835
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**MINUS Current Years Projects**

	26,780,000	26,780,000	62,731,000	12,346,000	6,644,000	1,600,000	312,923,000
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**CARRY FORWARD AVAILABLE FOR NEXT YEAR**

	\$17,835	\$17,835	\$1,796,835	(\$3,716,165)	(\$1,998,165)	\$1,901,835	(\$9,174,165)
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\* Funding source not identified / possible bond issue

\*\* Initial 'seed' funding from Building Fund to be reimbursed from other sources or future bond proceeds

\*\*\* Full or partial funding from General Fund Designated Fund Balance

All projects shown in this section reflect anticipated needs and preliminary cost estimates. Final approval of each project will require full review by the appropriate liaison committee and approval by the Board of Commissioners.

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: 2004 ROOF REPLACEMENT PROGRAM			Priority Rating: 01 of 33																																				
CIP Type: FACILITIES		Location: VARIOUS FACILITIES																																					
<b>General Description:</b>	This program recognizes the need for the scheduled replacement of aged and deteriorating roofs on County facilities.																																						
<b>Objectives and Justification:</b>	Maintenance of roofing systems.																																						
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th align="left">Est. Capital Costs:</th> <th align="left">Description</th> <th align="right">Estimated Cost</th> </tr> </thead> <tbody> <tr> <td><u>Item</u></td> <td></td> <td></td> </tr> <tr> <td></td> <td>2004 Annex II</td> <td align="right">\$ 375,000</td> </tr> <tr> <td></td> <td>2005 Executive Office Bldg.</td> <td align="right">390,000</td> </tr> <tr> <td></td> <td>2006 Courthouse East Wing</td> <td align="right">380,000</td> </tr> <tr> <td></td> <td>2007 Courthouse West Wing</td> <td align="right">282,000</td> </tr> <tr> <td></td> <td>2008 Undetermined</td> <td align="right">300,000</td> </tr> <tr> <td></td> <td><b>TOTAL ESTIMATED COST</b></td> <td align="right"><b>\$1,727,000</b></td> </tr> </tbody> </table>			Est. Capital Costs:	Description	Estimated Cost	<u>Item</u>				2004 Annex II	\$ 375,000		2005 Executive Office Bldg.	390,000		2006 Courthouse East Wing	380,000		2007 Courthouse West Wing	282,000		2008 Undetermined	300,000		<b>TOTAL ESTIMATED COST</b>	<b>\$1,727,000</b>	<b>Project Category</b> <input checked="" type="checkbox"/> Facilities <input type="checkbox"/> New <input type="checkbox"/> Utilities <input type="checkbox"/> Alteration <input type="checkbox"/> Roads <input checked="" type="checkbox"/> Maintenance <input type="checkbox"/> Parking												
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			<b>Project Funding</b> <u>Source</u> Cpt'l. Imp. Prog. <input checked="" type="checkbox"/> Other Sources <input type="checkbox"/>																																				
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th align="left">Estimated Additional Annual Maintenance and Operating Expense</th> <th align="left">Description</th> <th align="right">Estimated Cost</th> </tr> </thead> <tbody> <tr> <td><u>Item</u></td> <td></td> <td></td> </tr> <tr> <td></td> <td>None</td> <td></td> </tr> </tbody> </table>			Estimated Additional Annual Maintenance and Operating Expense	Description	Estimated Cost	<u>Item</u>				None		<b>Proposed Project Schedule</b> Planning and Design <u>Ongoing</u> Construction <u>Ongoing</u> Completion <u>Ongoing</u>																											
Estimated Additional Annual Maintenance and Operating Expense	Description	Estimated Cost																																					
<u>Item</u>																																							
	None																																						
Project Title: COMMUNICATIONS CENTER			Priority Rating: 02 of 33																																				
CIP Type: FACILITIES		Location: TO BE DETERMINED																																					
<b>General Description:</b>	New communication dispatch center is needed to replace 26 year old operation at the Administrative Annex I facility. Additionally it is proposed the facility house ERP, CLEMIS, SHERIFF'S DEPT. EQUIPMENT STORAGE and RADIO REPAIR operations. The facility would also function as the County's Emergency Disaster Control Center.																																						
<b>Objectives and Justification:</b>	The existing Sheriff's Dispatch area has limited room for expansion and is in need of upgrading. Consolidation of Dispatch, ERP, CLEMIS and other related functions at one location for improved operational efficiency.																																						
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**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: CMH RENOVATION - SHERIFF'S ADMINISTRATION			Priority Rating: 05 of 33
CIP Type: FACILITIES		Location: SERVICE CENTER	
<b>General Description:</b>	Renovate CMH for use by Sheriff's Administration, including Detective Bureau, Patrol Services, common space and lockers. The building will provide for expansion capability for approximately 15 years.		
<b>Objectives and Justification:</b>	Relocation of Sheriff's Administration functions from the Jail will allow for additional Jail functions to expand into the vacated space. Relocation to CMH will provide a very visible police presence near Telegraph Road and Children's Village.		
<b>Est. Capital Costs:</b>			<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities <input type="checkbox"/> New <input type="checkbox"/> Utilities <input checked="" type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input type="checkbox"/> Parking
	Construction	\$5,920,000	<b>Project Funding</b> <u>Source</u> Cpt'l. Imp. Prog. <input checked="" type="checkbox"/> Other Sources <input type="checkbox"/>
	Engineering	490,000	
	Estimated Cost	6,410,000	
	Contingency 20%	960,000	
	<b>TOTAL ESTIMATED COST</b>	<b>\$7,600,000</b>	
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design      2003 Construction                2004 Completion                   2005
	Loss of CMH rental revenues.		
Project Title: PUBLIC WORKS BUILDING ADDITION & RENOVATION			Priority Rating: 06 of 33
CIP Type: FACILITIES		Location: SERVICE CENTER	
<b>General Description:</b>	Project consists of construction of an estimated 8,000 square foot addition to the 30 year old Public Works Building renovation of some existing building area and construction of separate equipment storage building for Drain Commissioner's equipment. The 2003 portion of the project is to retain a consultant to confirm space needs and prepare building program and estimate project cost.		
<b>Objectives and Justification:</b>	Meet increased space needs of using departments. Relocate administrative offices located in garage and shop area. Allow for garage and shop areas to be used for their intended purposes.		
<b>Est. Capital Costs:</b>			<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities <input checked="" type="checkbox"/> New <input type="checkbox"/> Utilities <input checked="" type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input type="checkbox"/> Parking
	10,000 S.F.      Storage Building	\$750,000	<b>Project Funding</b> <u>Source</u> Cpt'l. Imp. Prog. <input type="checkbox"/> Other Sources <input checked="" type="checkbox"/>
	8,000 S.F. @ 350/S.F.      Construction	2,890,000	
	7,000 S.F. @ 150/S.F.      Renovation	1,050,000	
	Engineering	500,000	
	Furniture	250,000	
	Estimated Cost	5,440,000	
	Contingency 15%	800,000	
	<b>TOTAL ESTIMATED COST</b>	<b>\$6,240,000</b>	
	Escalated @ 3% x 3 years	\$6,800,000	
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design      2004 Construction                2005 Completion                   2006
	Unknown		

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: HIGH DENSITY SHELVING - PHASE 1			Priority Rating: 07 of 33																								
CIP Type: FACILITIES		Location: COURTHOUSE COMPLEX																									
<b>General Description:</b>	The existing record retention storage in the Courthouse is projected to be filled to capacity in 2004. This project consists of installing high density shelving in the current storage area to more efficiently utilize available space. Scope of this project would increase storage capacity by about 70%.																										
<b>Objectives and Justification:</b>	More efficient use of record retention storage space to relieve projected overcrowding of storage capacity.																										
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Project Title: SHERIFF'S DEPARTMENT EQUIPMENT STORAGE BUILDING			Priority Rating: 08 of 33																								
CIP Type: FACILITIES		Location: TRUSTY CAMP																									
<b>General Description:</b>	Construct a 13,00 S.F. pre-engineered metal building for storage of Sheriff's Department vehicles including the command vehicle, DARE vehicles, motorcycles.																										
<b>Objectives and Justification:</b>	Consolidate storage. Protect vehicles from weather and vandalism.																										
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	Unknown																										

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: COURTHOUSE EAST & WEST WING CAULKING PROJECT			Priority Rating: 09 of 33
CIP Type: FACILITIES		Location: SERVICE CENTER	
<b>General Description:</b>	Recaulk exterior of Courthouse East and West Wings.		
<b>Objectives and Justification:</b>	Twenty-one (21)-year old caulking joints beginning to fail.		
<b>Est. Capital Costs:</b>			<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities <input type="checkbox"/> New <input type="checkbox"/> Utilities <input type="checkbox"/> Alteration <input type="checkbox"/> Roads <input checked="" type="checkbox"/> Maintenance <input type="checkbox"/> Parking
	Estimated Labor & Materials	\$160,000	<b>Project Funding</b>
	Estimated Cost	160,000	
	Contingency	30,000	
	<b>TOTAL ESTIMATED COST</b>	<b>\$190,000</b>	
			<u>Source</u>
			Cpt'l. Imp. Prog. <input checked="" type="checkbox"/>
			Other Sources <input type="checkbox"/>
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<b>Proposed Project Schedule</b>
			Planning and Design    2003
			Construction            2004
			Completion              2004
Project Title: ELECTRICAL EMERGENCY GENERATORS			Priority Rating: 10 of 33
CIP Type: FACILITIES		Location: VARIOUS FACILITIES	
<b>General Description:</b>	This project provides for the installation of emergency electrical generators at: 1. West Oakland Office Building    2. South Oakland Health Center (SOHC)    3. South Oakland Office Building (SOOB)    4. Medical Examiner Facility		
<b>Objectives and Justification:</b>	Electrical generators needed to back-up the electrical service to the referenced facility to assure power to critical computer equipment for CLEMIS network and pharmaceuticals for Health Division flu and other immunizations. The South Oakland Office Building is the back-up computer site for Information Technology. The generator assures emergency power is available during electrical power failures.		
<b>Est. Capital Costs:</b>			<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities <input type="checkbox"/> New <input type="checkbox"/> Utilities <input type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input type="checkbox"/> Parking
	Construction	\$395,000	<b>Project Funding</b>
	Engineering Design	20,000	
	Estimated Cost	415,000	
	Contingency	60,000	
	<b>TOTAL ESTIMATED COST</b>	<b>\$475,000</b>	<u>Source</u>
			Cpt'l. Imp. Prog. <input checked="" type="checkbox"/>
			Other Sources <input type="checkbox"/>
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<b>Proposed Project Schedule</b>
			Planning and Design    2003
			Construction            2004
			Completion              2005

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: DEMOLITION OF OLD WORK RELEASE FACILITY			Priority Rating: 11 of 33
CIP Type: FACILITIES		Location: SERVICE CENTER	
<b>General Description:</b>	This is an 80 year old 16,665 S.F. facility that has exceeded its useful life. It is not air conditioned and all windows, mechanical, electrical and sanitary systems need replacement.		
<b>Objectives and Justification:</b>	The cost to upgrade this facility is not cost effective.  The facility is located very near to the Information Technology Center. The need to move parking away from IT for security purposes will require using this facility site for IT parking.		
<b>Est. Capital Costs:</b>			<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities <input type="checkbox"/> New <input type="checkbox"/> Utilities <input type="checkbox"/> Alteration <input type="checkbox"/> Roads <input checked="" type="checkbox"/> Maintenance <input type="checkbox"/> Parking
	Demolition of facility	\$100,000	
	Hazardous material inspection and removal	10,000	
	Disconnect primary electric, steam, water and sewer	10,000	
	Restore site	10,000	
	Estimated Cost	130,000	
	Contingency 15%	30,000	
	<b>TOTAL ESTIMATED COST</b>	<b>\$160,000</b>	
			<b>Project Funding</b>
			<u>Source</u>
			Cpt'l. Imp. Prog. <input checked="" type="checkbox"/>
			Other Sources <input type="checkbox"/>
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design      2003
	Estimated maintenance and operational savings of \$230,000 per year.		Construction                2004
			Completion                  2004
Project Title: RELOCATION OF COMMUNITY & HOME IMPROVEMENT			Priority Rating: 12 of 33
CIP Type: FACILITIES		Location: OAKLAND POINTE EXECUTIVE OFFICE BLDG.	
<b>General Description:</b>	Relocation of Community & Home Improvement from the Community Mental Health facility is necessary to renovate CMH to accommodate the Sheriff's Department Administration.		
<b>Objectives and Justification:</b>	Relocation of Sheriff's Administration from jail will free-up space for needed jail support functions such as Medical, Kitchen and Jail Administration units.		
<b>Est. Capital Costs:</b>			<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities <input type="checkbox"/> New <input type="checkbox"/> Utilities <input checked="" type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input type="checkbox"/> Parking
		Estimated Cost	
		\$70,000	
		Contingency	
		10,000	
		<b>TOTAL ESTIMATED COST</b>	
		<b>\$80,000</b>	
			<b>Project Funding</b>
			<u>Source</u>
			Cpt'l. Imp. Prog. <input checked="" type="checkbox"/>
			Other Sources <input type="checkbox"/>
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design      2004
			Construction                2004
			Completion                  2004

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: MISCELLANEOUS REMODELING			Priority Rating: 13 of 33																																																
CIP Type: FACILITIES		Location: VARIOUS																																																	
<b>General Description:</b>	Occasionally there are unanticipated remodeling projects which are requested by departments throughout the year. \$300,000 has been set aside in the Capital Improvement Program as a funding source for these projects or use as a fund contingency for the 2004 Capital Improvement Program.																																																		
<b>Objectives and Justification:</b>	Available funding source for unanticipated projects.																																																		
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Planning and Design	Unknown																																																		
Construction	Unknown																																																		
Completion	Unknown																																																		
Project Title: 52-1 DISTRICT COURT ADDITION & RENOVATION			Priority Rating: 14 of 33																																																
CIP Type: FACILITIES		Location: NOVI																																																	
<b>General Description:</b>	Construction of 3,700 square foot addition for the Probation Department and renovation of existing probation and clerical space. Add approximately 30 parking spaces and rework handicap access to building..																																																		
<b>Objectives and Justification:</b>	Provide offices, clerical, file storage space and parking for expanding probation functions and case loads.																																																		
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**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: JAIL RENOVATION & ADDITION - PHASE 2			Priority Rating: 15 of 33
CIP Type: FACILITIES		Location: SERVICE CENTER	
<b>General Description:</b>	Construct an addition to the existing Public Visitation on the west side of the Jail, and designate it for Male visitation. Construct a female visitation facility on the south side of the Jail Annex. Construct an addition to the existing kitchen on the north side of the Jail.		
<b>Objectives and Justification:</b>	Improvement to the public visitation facility is a priority of the Sheriff's Department. The current facility is too small to provide for secure, controlled processing of an enlarging population. There is currently no separate location for female visitation, which makes it difficult to provide for this function without impacting the whole visitation program. Receiving and holding of food and supplies is currently very difficult due to inadequate space.		
<b>Est. Capital Costs:</b>			<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities <input checked="" type="checkbox"/> New <input type="checkbox"/> Utilities <input checked="" type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input type="checkbox"/> Parking
	Male Visitation Addition	\$1,285,000	<b>Project Funding</b> <u>Source</u> Cpt'l. Imp. Prog. <input type="checkbox"/> Other Sources <input checked="" type="checkbox"/>
	Female Visitation Addition	735,000	
	Kitchen Addition	490,000	
	<b>TOTAL ESTIMATED COST</b>	<b>\$2,510,000</b>	
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design    2005 Construction                2005 Completion                 2005
Project Title: JAIL RENOVATION & ADDITION - PHASE 3			Priority Rating: 16 of 33
CIP Type: FACILITIES		Location: SERVICE CENTER	
<b>General Description:</b>	Construct infill of existing yard for medium security housing of approximately 44 beds. Renovate existing gym for medium security housing of approximately 44 beds. Renovate existing chapel area for program space. Construct second floor over I-block for program space. Construct addition north of kitchen for trusty dorm of approximately 48 beds. Renovate existing intake area for booking and male holding. Renovate existing trusty dorm for male holding and detox. Renovate existing I-block for female holding and detox. Renovate existing Sheriff's Administration area for clinic expansion and offices.		
<b>Objectives and Justification:</b>	Provide additional beds and improve inadequate booking, holding and detox facilities originally sized for smaller, facility constructed 30 years ago.		
<b>Est. Capital Costs:</b>			<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities <input checked="" type="checkbox"/> New <input type="checkbox"/> Utilities <input checked="" type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input type="checkbox"/> Parking
	Infill - 44 beds	\$2,008,000	<b>Project Funding</b> <u>Source</u> Cpt'l. Imp. Prog. <input type="checkbox"/> Other Sources <input checked="" type="checkbox"/>
	Gym - 44 beds	1,290,000	
	Chapel - Program	338,000	
	Second Floor - Program	1,285,000	
	Kitchen Trusty - 48 beds	2,100,000	
	<b>TOTAL ESTIMATED COST</b>	<b>\$14,600,000</b>	
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design    2004 Construction                2005 Completion                 2006

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: FUTURE ELECTRICAL UPGRADES			Priority Rating: 17 of 33																																													
CIP Type: FACILITIES		Location: COUNTY FACILITIES																																														
<b>General Description:</b>	This project is part of a scheduled program for maintenance and the upgrading and replacement of obsolete and aged electrical switchgear, power panels, emergency lighting, motor control centers, and fire alarm systems in County Facilities.  The projects for 2004 and beyond will be identified for each year.																																															
<b>Objectives and Justification:</b>	Maintain reliability of electrical systems and equipment in County facilities.																																															
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Project Title: ADDITION TO BOOT CAMP			Priority Rating: 18 of 33																																													
CIP Type: FACILITIES		Location: TRUSTY CAMP, AUBURN HILLS																																														
<b>General Description:</b>	Construct 3,500 square foot addition to the Boot Camp "Blue Building" to provide classroom, squad room, office and storage space.																																															
<b>Objectives and Justification:</b>	Provide needed space for expanding program functions. The Boot Camp is currently operating 10-12 squads of 30 inmates for eight (8) week durations per year. The tents previously used to house some of the squads were removed from use in 2000 following determination they were fire hazards. Therefore, the Boot Camp building is overloaded with some squads housed on the drill room floor. In addition, housing for females is inadequate.																																															
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**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: CENTRAL GARAGE ADDITION			Priority Rating: 19 of 33																																																
CIP Type: FACILITIES		Location: SERVICE CENTER																																																	
<b>General Description:</b>	Construct a 2,000 square foot addition to existing garage to accommodate County vehicle fleet service area. Scope of project could change as space needs are further analyzed.																																																		
<b>Objectives and Justification:</b>	Additional vehicle service bays and hoists required for expanding number of vehicles.																																																		
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Construction	2005																																																		
Completion	2005																																																		
Project Title: EXECUTIVE OFFICE BUILDING RENOVATION			Priority Rating: 20 of 33																																																
CIP Type: FACILITIES		Location: SERVICE CENTER																																																	
<b>General Description:</b>	This project assumes the occupants of the E.O.B. move into the purchased Oakland Schools Administration Building. However, what departments move and the chain of other potential moves has not been determined at this time.																																																		
<b>Objectives and Justification:</b>	County office buildings are overcrowded.																																																		
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**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: NORTH OFFICE BUILDING RENOVATION			Priority Rating: 21 of 33
CIP Type: FACILITIES		Location: SERVICE CENTER	
<b>General Description:</b>	This project assumes the relocation of the Cooperative Extension Division to another facility which will provide additional space for the overcrowded Circuit Court Probation and the Veteran's Services Division.		
<b>Objectives and Justification:</b>	Relieves crowded conditions of the North Office Building.		
<b>Est. Capital Costs:</b>			<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities <input type="checkbox"/> New <input type="checkbox"/> Utilities <input checked="" type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input type="checkbox"/> Parking
	Spectrum Strategies		
	Design	\$66,000	
	Renovation	732,000	
	Furniture & other costs	145,000	
	Estimated Cost	943,000	<b>Project Funding</b>
	Contingency 15%	141,000	<u>Source</u>
	<b>TOTAL ESTIMATED COST</b>	\$1,084,000	Cpt'l. Imp. Prog. <input checked="" type="checkbox"/>
	Escalated @ 4% per year	\$1,268,000	Other Sources <input type="checkbox"/>
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design      2005 Construction                2006 Completion                   2006
None			
Project Title: NORTH HEALTH BUILDING RENOVATION			Priority Rating: 22 of 33
CIP Type: FACILITIES		Location: SERVICE CENTER	
<b>General Description:</b>	This project assumes relocation of the Health Department to the current Executive Office Building.		
<b>Objectives and Justification:</b>	Relieves crowded conditions. Provides for future growth of services. Probable occupant is Community Corrections which would be relocated from leased space.		
<b>Est. Capital Costs:</b>			<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities <input type="checkbox"/> New <input type="checkbox"/> Utilities <input checked="" type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input type="checkbox"/> Parking
	Design	\$77,000	
	Renovation	858,000	
	Furniture and other costs	170,000	
	Estimated Cost	1,105,000	<b>Project Funding</b>
	Contingency 15%	165,000	<u>Source</u>
	<b>TOTAL ESTIMATED COST</b>	\$1,270,000	Cpt'l. Imp. Prog. <input checked="" type="checkbox"/>
	Escalated @ 4% per year	\$1,485,000	Other Sources <input type="checkbox"/>
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design      2005 Construction                2006 Completion                   2006
None			

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: HIGH DENSITY SHELVING - PHASE 2			Priority Rating: 23 of 33																																					
CIP Type: FACILITIES		Location: ANNEX I & COURTHOUSE W.WING EXTENSION																																						
<b>General Description:</b>	Remove existing fixed shelving and provide and install new high-density mobile file systems at Annex II (basement) and Courthouse West Wing Extension (Law Library). Preliminary estimates include disassembly and removal of existing shelving, labor and material for manually operated high-density system with additional safety feature packages.																																							
<b>Objectives and Justification:</b>	More efficient use of existing storage areas; the high-density mobile systems will accommodate approximately 60% more material than the existing shelving, within the same space. This will address future needs for records and other storage and could also free up space currently devoted to storage for other future space needs.																																							
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Planning and Design	2005																																							
Construction	2006																																							
Completion	2006																																							
Project Title: CFC AIR CONDITIONING REFRIGERANT REPLACEMENT PROGR			Priority Rating: 24 of 33																																					
CIP Type: FACILITIES		Location: SERVICE CENTER																																						
<b>General Description:</b>	Future planned retrofit of CFC containing chillers in a number of Oakland County facilities, including Information Technology, are appropriate to avoid large unplanned change-over and unscheduled down-time.																																							
<b>Objectives and Justification:</b>	As a result of world-wide concern for the effects of chloroflourocarbons (CFCs) on global warming, production of traditional refrigerants (R-11, R-12, R113, R114 and R115) has been scheduled for a production ban by 2010. New 134A refrigerant equipment appears to be an acceptable replacement.																																							
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**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: 320 BED FEMALE ADDITION TO MEDIUM SECURITY JAIL		Priority Rating: 25 of 33
CIP Type: FACILITIES		Location: SERVICE CENTER
<b>General Description:</b>	Construct an addition to the medium security jail facility of approximately 320 beds for female inmates. Along with the described housing, the facility will include admission and release processing, visitation, medical clinic, kitchen and administration facilities.	
<b>Objectives and Justification:</b>	Facility will relieve chronic condition of near-overcrowding of the jail system.	

Est. Capital Costs:			Project Category	
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities	<input checked="" type="checkbox"/> New
	Facility Acquisition	\$26,494,000	<input type="checkbox"/> Utilities	<input type="checkbox"/> Alteration
	Engineering	1,988,000	<input type="checkbox"/> Roads	<input type="checkbox"/> Maintenance
	Estimated Cost	28,482,000	<input type="checkbox"/> Parking	
	Contingency 15%	4,272,000	Project Funding	
	<b>TOTAL ESTIMATED COST</b>	<b>32,754,000</b>	<u>Source</u>	
	Escalated @ 3% to 2008	\$39,000,000	Cpt'l. Imp. Prog.	<input type="checkbox"/>
			Other Sources	<input checked="" type="checkbox"/>

Estimated Additional Annual Maintenance and Operating Expense			Proposed Project Schedule	
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design	<u>Future</u>
			Construction	<u>Future</u>
			Completion	<u>Future</u>

Project Title: COURTHOUSE ADDITION & RENOVATION - PHASE 1		Priority Rating: 26 of 33
CIP Type: FACILITIES		Location: SERVICE CENTER

<b>General Description:</b>	Construct Courthouse addition and renovate existing Courthouse including, Tower, East Wing, West Wing, and West Wing Extension. The project is an anticipated result of recommendations from the updating of the 1990 Courthouse Master Plan which was not fully implemented. The new recommendations were completed in September 1998.	
<b>Objectives and Justification:</b>	Meet space needs through the year 2020 of Circuit and Probate Courts including all other courthouse users in accordance with the updated 1998 Courthouse Master Plan Update.	

Est. Capital Costs:			Project Category	
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities	<input checked="" type="checkbox"/> New
PRELIMINARY COST	Design & Finance	\$7,735,000	<input type="checkbox"/> Utilities	<input checked="" type="checkbox"/> Alteration
ESTIMATE - PHASE 1	New Construction	52,500,000	<input type="checkbox"/> Roads	<input type="checkbox"/> Maintenance
	Renovation	30,500,000	<input type="checkbox"/> Parking	
	Furniture, Phone and Other Costs	8,000,000	Project Funding	
	Site Improvements	2,000,000	<u>Source</u>	
	Estimated Cost	100,735,000	Cpt'l. Imp. Prog.	<input type="checkbox"/>
	Contingency 15%	15,110,000	Other Sources	<input checked="" type="checkbox"/>
	<b>TOTAL ESTIMATED COST</b>	<b>\$115,845,000</b>		
	Escalated @ 4% per year	\$125,300,000		

Estimated Additional Annual Maintenance and Operating Expense			Proposed Project Schedule	
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design	<u>Future</u>
			Construction	<u>Future</u>
			Completion	<u>Future</u>

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: COURTHOUSE ADDITION - PHASE 2		Priority Rating: 27 of 33																																										
CIP Type: FACILITIES		Location: SERVICE CENTER																																										
<b>General Description:</b>	Construction of addition to the Courthouse to relocate Friend of the Court (FOC) from the Oakland Pointe Office Building and consolidate all Circuit Court functions in one facility for improved efficiency.																																											
<b>Objectives and Justification:</b>	Consolidation of all Circuit Court functions into one facility for improved efficiency.																																											
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Project Title: 52-1 DISTRICT COURTHOUSE		Priority Rating: 28 of 33																																										
CIP Type: FACILITIES		Location: SOUTHWESTERN OAKLAND COUNTY																																										
<b>General Description:</b>	The existing Courthouse is located in leased space in Novi. The site is small and expansion area is available but will only be a short-term solution to the future space needs for the fastest growing District Court in the 52nd Division.																																											
<b>Objectives and Justification:</b>	Plan for future growth of court. Estimate 50,000 S.F. and nine (9) acres of property needed.																																											
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**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: FIRING RANGE RELOCATION			Priority Rating: 29 of 33		
CIP Type: FACILITIES			Location: SERVICE CENTER		
<b>General Description:</b>	Construction of a new facility providing 5 firing stations. Assumes facility will be an addition to current Community Mental Health Facility. Project needs further review to determine if additional firing stations are needed.				
<b>Objectives and Justification:</b>	Upgrade inadequate and noisy range in basement of jail. Space in jail can be better used by functions requiring location at the jail. Improve ventilation.				
<b>Est. Capital Costs:</b>			<b>Project Category</b>		
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities <input checked="" type="checkbox"/> New <input type="checkbox"/> Utilities <input type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input type="checkbox"/> Parking		
CONCEPTUAL COST ESTIMATE			\$3,500,000		
			<b>Project Funding</b>		
			<u>Source</u> Cpt'l. Imp. Prog. <input checked="" type="checkbox"/> Other Sources <input type="checkbox"/>		
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>		
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design <u>Future</u> Construction <u>Future</u> Completion <u>Future</u>		
Unknown					
Project Title: OAKLAND POINTE ADDITION & RENOVATION			Priority Rating: 30 of 33		
CIP Type: FACILITIES			Location: ELIZABETH LAKE ROAD, PONTIAC		
<b>General Description:</b>	This project contemplates the construction of a 7,500 square foot addition to join the two (2) Oakland Pointe facilities to accommodate the entire Friend of the Court (FOC) and most of the Probate Court case workers and support staff in the future. The project also includes extensive renovations of one (1) of the 36,270 square foot facilities.				
<b>Objectives and Justification:</b>	Long term planning for continued growth of Court functions. Possible consolidation of Friend of the Court and Probate Court functions.				
<b>Est. Capital Costs:</b>			<b>Project Category</b>		
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities <input checked="" type="checkbox"/> New <input type="checkbox"/> Utilities <input checked="" type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input type="checkbox"/> Parking		
	Geo. Auch				
	Design	\$414,000			
	Construction	1,983,000			
	Renovation	3,300,000			
	Other Costs	225,000			
	Estimated Cost	5,922,000	<b>Project Funding</b>		
	Contingency 15%	888,000	<u>Source</u>		
	TOTAL ESTIMATED COST	\$6,810,000	Cpt'l. Imp. Prog. <input type="checkbox"/>		
	Escalated @ 4% per year	\$8,620,000	Other Sources <input checked="" type="checkbox"/>		
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>		
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design <u>2006</u> Construction <u>2007</u> Completion <u>2008</u>		

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: 52-2 DISTRICT COURTHOUSE			Priority Rating: 31 of 33	
CIP Type: FACILITIES			Location: NORTHWEST OAKLAND COUNTY	
<b>General Description:</b>	An additional judge will be added to the 52-2 District Court in 2003 to help reduce the caseload per judge. In the long term, the 11,415 square foot 52-2 Courthouse should be replaced since the population is exploding in this area. Additionally, parking is minimal and the possibility of expanding parking significantly does not appear to exist.			
<b>Objectives and Justification:</b>	To relieve overcrowded conditions and provide additional parking. To provide more efficient layout for improved security.			
<b>Est. Capital Costs:</b>			<b>Project Category</b>	
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities	<input checked="" type="checkbox"/> New
VERY CONCEPTUAL ESTIMATE				
Property (nine (9) acres)		\$3,000,000	<input type="checkbox"/> Utilities	<input type="checkbox"/> Alteration
Construction 35,000 S.F.	\$275/S.F.	9,600,000	<input type="checkbox"/> Roads	<input type="checkbox"/> Maintenance
Utilities, Site and Parking 150 cars		1,500,000	<input type="checkbox"/> Parking	
Engr. & CM Fees @ 15% of Construc		1,600,000		
Furniture		800,000		
	Estimated Cost	16,500,000	<b>Project Funding</b>	
	Contingency 20%	3,300,000	<u>Source</u>	
	<b>TOTAL ESTIMATED COST</b>	<b>\$19,800,000</b>	Cpt'l. Imp. Prog.	<input type="checkbox"/>
	Escalated @ 4% per year	\$24,090,000	Other Sources	<input checked="" type="checkbox"/>
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>	
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design	2006
1. 35,000 S.F. @ \$12/S.F. (new facility)	=	\$540,000	Construction	2007
2. Current annual rent, tax & utility cost	=	\$242,825	Completion	2008
Project Title: CRIME LABORATORY ADDITION			Priority Rating: 32 of 33	
CIP Type: FACILITIES			Location: SERVICE CENTER	
<b>General Description:</b>	Construct 13,000 S.F. addition to CMH building at Crime Lab wing.			
<b>Objectives and Justification:</b>	Provide expansion space for growth of services including DNA lab.			
<b>Est. Capital Costs:</b>			<b>Project Category</b>	
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input checked="" type="checkbox"/> Facilities	<input checked="" type="checkbox"/> New
	Design	\$384,000	<input type="checkbox"/> Utilities	<input checked="" type="checkbox"/> Alteration
	Construction	4,216,000	<input type="checkbox"/> Roads	<input type="checkbox"/> Maintenance
	Site	200,000	<input type="checkbox"/> Parking	
	Other Costs	160,000	<b>Project Funding</b>	
	Estimated Cost	4,960,000	<u>Source</u>	
	Contingency 15%	744,000	Cpt'l. Imp. Prog.	<input checked="" type="checkbox"/>
	<b>TOTAL ESTIMATED COST</b>	<b>\$5,704,000</b>	Other Sources	<input type="checkbox"/>
	Escalated @ 4% per year	\$7,216,000		
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>	
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design	2007
	Unknown		Construction	2007
			Completion	2008

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: NORTH SATELLITE OFFICE BUILDING			Priority Rating: 33 of 33																		
CIP Type: FACILITIES		Location: NORTH CENTRAL OAKLAND COUNTY																			
<b>General Description:</b>	This project anticipates buying or constructing a facility in the northern part of Oakland County for circuit court, and probate court probation officers, health services and other functions similar to the services provided at the County's South and West Oakland Office Buildings.																				
<b>Objectives and Justification:</b>	Provide better services to County citizens.																				
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<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>																			
	unknown																				
Project Title: MEDICAL CARE FACILITY PARKING LOT REPAVING			Priority Rating:																		
CIP Type: UTILITES, ROADS, AND PARKING		Location: SERVICE CENTER																			
<b>General Description:</b>	Resurface deteriorating parking lot at the Medical Care Facility.																				
<b>Objectives and Justification:</b>	Normal maintenance repair.																				
<b>Est. Capital Costs:</b> <table style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Item</u></th> <th style="text-align: left;"><u>Description</u></th> <th style="text-align: left;"><u>Estimated Cost</u></th> </tr> </thead> <tbody> <tr> <td></td> <td>Engineering</td> <td align="right">\$30,000</td> </tr> <tr> <td></td> <td>Construction</td> <td align="right">135,000</td> </tr> <tr> <td></td> <td>Estimated Cost</td> <td align="right">165,000</td> </tr> <tr> <td></td> <td>Contingency</td> <td align="right">35,000</td> </tr> <tr> <td></td> <td><b>TOTAL ESTIMATED COST</b></td> <td align="right"><b>\$200,000</b></td> </tr> </tbody> </table>			<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>		Engineering	\$30,000		Construction	135,000		Estimated Cost	165,000		Contingency	35,000		<b>TOTAL ESTIMATED COST</b>	<b>\$200,000</b>	<b>Project Category</b> <input checked="" type="checkbox"/> Facilities <input type="checkbox"/> New <input type="checkbox"/> Utilities <input type="checkbox"/> Alteration <input type="checkbox"/> Roads <input checked="" type="checkbox"/> Maintenance <input checked="" type="checkbox"/> Parking
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<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>																			

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: SEWAGE TREATMENT GRINDER INSTALLATION			Priority Rating: 02 of 12
CIP Type: UTILITES, ROADS, AND PARKING		Location: LAW ENFORCEMENT COMPLEX	
<b>General Description:</b>	Install sewage grinder station down stream of Law Enforcement Center to meet City of Pontiac sewage code.		
<b>Objectives and Justification:</b>	Reduce illegal discharge of oversized solids into municipal sewage system.		
<b>Est. Capital Costs:</b>			<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input type="checkbox"/> Facilities <input checked="" type="checkbox"/> New <input checked="" type="checkbox"/> Utilities <input type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input type="checkbox"/> Parking
	21" sewage grinder including structur and electrical supply	\$200,000	<b>Project Funding</b> <u>Source</u> Cpt'l. Imp. Prog. <input checked="" type="checkbox"/> Other Sources <input type="checkbox"/>
	Design, engineering & inspection	20,000	
	Estimated Cost	220,000	
	Contingency 10%	22,000	
	<b>TOTAL ESTIMATED COST</b>	<b>\$242,000</b>	
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design    2004 Construction              2004 Completion                2004
Project Title: INFORMATION TECHNOLOGY PARKING ADDITION & REPAVING			Priority Rating: 03 of 12
CIP Type: UTILITES, ROADS, AND PARKING		Location: SERVICE CENTER	
<b>General Description:</b>	Resurface deteriorating parking lot at the Information Technology Center.		
	Following demolition of old Work Release Facility, construct additional parking space and remove spaces currently located within 15 feet of building.		
<b>Objectives and Justification:</b>	Provide for full parking required by heavy IT building traffic. Improve security by removing spaces located too close to building.		
<b>Est. Capital Costs:</b>			<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input type="checkbox"/> Facilities <input checked="" type="checkbox"/> New <input checked="" type="checkbox"/> Utilities <input type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input checked="" type="checkbox"/> Parking
	Engineering	\$50,000	<b>Project Funding</b> <u>Source</u> Cpt'l. Imp. Prog. <input checked="" type="checkbox"/> Other Sources <input type="checkbox"/>
	Construction	450,000	
	Estimated Cost	500,000	
	Contingency	100,000	
	<b>TOTAL ESTIMATED COST</b>	<b>\$600,000</b>	
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design    2003 Construction              2004 Completion                2004

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: SERVICE CENTER SIDEWALK PROGRAM		Priority Rating: 04 of 12
CIP Type: UTILITES, ROADS, AND PARKING		Location: SERVICE CENTER
<b>General Description:</b>	Provide a network of approximately 2 miles of sidewalk for the Service Center Campus and along Telegraph Road from the Oakland Pointe Shopping Center to the railroad overpass crossing Telegraph Road north of the Service Center. 2004 program provides a 7 foot sidewalk from the Jail south to Telegraph Road connecting to the existing sidewalk by the Circuit City and Media Play facilities. Project also includes a connecting sidewalk south of the Courthouse to the existing sidewalk west of the Courthouse West Wing Extension.	
<b>Objectives and Justification:</b>	Provide safe means of egress from building to building and on the Campus for pedestrian traffic. People are walking on the shoulders or in the roads in some areas of the Service Center.	

<b>Est. Capital Costs:</b>	<b>Project Category</b>																					
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align:left;"><u>Item</u></th> <th style="text-align:left;"><u>Description</u></th> <th style="text-align:right;"><u>Estimated Cost</u></th> </tr> </thead> <tbody> <tr> <td colspan="3">Project estimated @ 2000 costs and escalated to the year proposed in the CIP</td> </tr> <tr> <td></td> <td>Design</td> <td align="right">\$ 20,000</td> </tr> <tr> <td></td> <td>Construction</td> <td align="right">800,000</td> </tr> <tr> <td></td> <td>Estimated Cost</td> <td align="right">820,000</td> </tr> <tr> <td></td> <td>Contingency</td> <td align="right">80,000</td> </tr> <tr> <td></td> <td><b>TOTAL ESTIMATED COST</b></td> <td align="right"><b>\$900,000</b></td> </tr> </tbody> </table>	<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Project estimated @ 2000 costs and escalated to the year proposed in the CIP				Design	\$ 20,000		Construction	800,000		Estimated Cost	820,000		Contingency	80,000		<b>TOTAL ESTIMATED COST</b>	<b>\$900,000</b>	<input type="checkbox"/> Facilities <input checked="" type="checkbox"/> New <input checked="" type="checkbox"/> Utilities <input type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input type="checkbox"/> Parking
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>																				
Project estimated @ 2000 costs and escalated to the year proposed in the CIP																						
	Design	\$ 20,000																				
	Construction	800,000																				
	Estimated Cost	820,000																				
	Contingency	80,000																				
	<b>TOTAL ESTIMATED COST</b>	<b>\$900,000</b>																				
	<b>Project Funding</b>																					
	<u>Source</u> Cpt'l. Imp. Prog. <input checked="" type="checkbox"/> Other Sources <input type="checkbox"/>																					

<b>Estimated Additional Annual Maintenance and Operating Expense</b>	<b>Proposed Project Schedule</b>						
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align:left;"><u>Item</u></th> <th style="text-align:left;"><u>Description</u></th> <th style="text-align:right;"><u>Estimated Cost</u></th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>				Planning and Design      2004 Construction      2004 Completion      Future
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>					

Project Title: REPLACE WATER MAIN		Priority Rating: 05 of 12
CIP Type: UTILITES, ROADS, AND PARKING		Location: SERVICE CENTER

<b>General Description:</b>	Approximately 1,400 feet of 51 year old six (6) inch water main has averaged over two (2) failures a year for several years. The long term reliability of this portion of the system is of concern.	
<b>Objectives and Justification:</b>	Maintain reliability of water distribution system on the east side of Telegraph Road.	

<b>Est. Capital Costs:</b>	<b>Project Category</b>																		
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align:left;"><u>Item</u></th> <th style="text-align:left;"><u>Description</u></th> <th style="text-align:right;"><u>Estimated Cost</u></th> </tr> </thead> <tbody> <tr> <td></td> <td>Engineering</td> <td align="right">\$ 50,000</td> </tr> <tr> <td></td> <td>Construction</td> <td align="right">200,000</td> </tr> <tr> <td></td> <td>Estimated Cost</td> <td align="right">250,000</td> </tr> <tr> <td></td> <td>Contingency</td> <td align="right">25,000</td> </tr> <tr> <td></td> <td><b>TOTAL ESTIMATED COST</b></td> <td align="right"><b>\$275,000</b></td> </tr> </tbody> </table>	<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>		Engineering	\$ 50,000		Construction	200,000		Estimated Cost	250,000		Contingency	25,000		<b>TOTAL ESTIMATED COST</b>	<b>\$275,000</b>	<input type="checkbox"/> Facilities <input type="checkbox"/> New <input checked="" type="checkbox"/> Utilities <input type="checkbox"/> Alteration <input type="checkbox"/> Roads <input checked="" type="checkbox"/> Maintenance <input type="checkbox"/> Parking
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>																	
	Engineering	\$ 50,000																	
	Construction	200,000																	
	Estimated Cost	250,000																	
	Contingency	25,000																	
	<b>TOTAL ESTIMATED COST</b>	<b>\$275,000</b>																	
	<b>Project Funding</b>																		
	<u>Source</u> Cpt'l. Imp. Prog. <input checked="" type="checkbox"/> Other Sources <input type="checkbox"/>																		

<b>Estimated Additional Annual Maintenance and Operating Expense</b>	<b>Proposed Project Schedule</b>						
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align:left;"><u>Item</u></th> <th style="text-align:left;"><u>Description</u></th> <th style="text-align:right;"><u>Estimated Cost</u></th> </tr> </thead> <tbody> <tr> <td>None</td> <td></td> <td></td> </tr> </tbody> </table>	<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	None			Planning and Design      2005 Construction      2005 Completion      2005
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>					
None							

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: SERVICE CENTER ROAD REPAIR Priority Rating: 06 of 12

CIP Type: UTILITIES, ROADS, AND PARKING Location: SERVICE CENTER

**General Description:** Repaving of deteriorating four (4) lane road portion of County Center Drive East in front of Law Enforcement Complex.

**Objectives and Justification:** Maintenance of road system.

<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<b>Project Category</b>
	Design	\$30,000	<input type="checkbox"/> Facilities <input type="checkbox"/> New <input type="checkbox"/> Utilities <input type="checkbox"/> Alteration <input checked="" type="checkbox"/> Roads <input checked="" type="checkbox"/> Maintenance <input type="checkbox"/> Parking
	Construction	\$200,000	
	Estimated Cost	230,000	
	Contingency 20%	46,000	
	<b>TOTAL ESTIMATED COST</b>	<b>\$276,000</b>	
	Escalated @ 4% per year	\$310,000	
			<b>Project Funding</b>
			<u>Source</u>
			Cpt'l. Imp. Prog. <input checked="" type="checkbox"/>
			Other Sources <input type="checkbox"/>

<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<b>Proposed Project Schedule</b>
			Planning and Design <u>Future</u>
			Construction <u>Future</u>
			Completion <u>Future</u>

Project Title: MAINLAND DRAIN Priority Rating: 07 of 12

CIP Type: UTILITIES, ROADS, AND PARKING Location: SERVICE CENTER

**General Description:**

1. Reroute and enclose the Drain east of the Jail from the Central Garage headwall south to the old rail spur culverts. Reroute and straighten the south branch of the Drain from County Center Drive East to the main branch of the Drain.
2. Enclose the drain from Public Works Building to former CMH facility and reroute to Pontiac Creek Drain.

**Objectives and Justification:** Improve drainage and retrieve usable land east and south of the Jail.

<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<b>Project Category</b>
	Design	\$ 283,000	<input type="checkbox"/> Facilities <input type="checkbox"/> New <input checked="" type="checkbox"/> Utilities <input checked="" type="checkbox"/> Alteration <input type="checkbox"/> Roads <input checked="" type="checkbox"/> Maintenance <input type="checkbox"/> Parking
	Construction	2,911,000	
	Estimated Cost	3,144,400	
	Contingency 15%	472,000	
	<b>TOTAL ESTIMATED COST</b>	<b>\$3,616,000</b>	
	Escalated @ 4% per year	\$4,295,000	
			<b>Project Funding</b>
			<u>Source</u>
			Cpt'l. Imp. Prog. <input type="checkbox"/>
			Other Sources <input checked="" type="checkbox"/>

<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<b>Proposed Project Schedule</b>
			Planning and Design <u>2005</u>
			Construction <u>2006</u>
			Completion <u>2008</u>

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: PARKING LOT PAVING PROGRAM			Priority Rating: 08 of 12		
CIP Type: UTILITES, ROADS, AND PARKING			Location: VARIOUS LOCATIONS		
<b>General Description:</b>	This project addressed the need for routine repair and maintenance of the County's aged and deteriorating parking lots.				
<b>Objectives and Justification:</b>	Necessary maintenance and repair of parking lots.				
<b>Est. Capital Costs:</b>			<b>Project Category</b>		
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input type="checkbox"/> Facilities <input type="checkbox"/> New <input type="checkbox"/> Utilities <input checked="" type="checkbox"/> Alteration <input type="checkbox"/> Roads <input checked="" type="checkbox"/> Maintenance <input checked="" type="checkbox"/> Parking		
Public Works	Year 2005	\$650,000	<b>Project Funding</b>		
Children's Village	Year 2006	840,000			
S. Oakland Office Bldg.	Year 2007	600,000			
Unknown	Year 2008	600,000			
TOTAL ESTIMATED COST		\$2,690,000	<u>Source</u> Cpt'l. Imp. Prog. <input checked="" type="checkbox"/> Other Sources <input type="checkbox"/>		
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>		
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design <u>Future</u> Construction <u>Future</u> Completion <u>Future</u>		
Project Title: PRIMARY ELECTRICAL SYSTEM MAINTENANCE			Priority Rating: 09 of 12		
CIP Type: UTILITES, ROADS, AND PARKING			Location: SERVICE CENTER		
<b>General Description:</b>	Replace five (5) obsolete, 31-year-old 13, 200 volt primary electrical circuit breakers on County-owned primary distribution system with solid state primary breakers.				
<b>Objectives and Justification:</b>	Maintain reliability of County owned primary electrical distribution system on the Service Center.				
<b>Est. Capital Costs:</b>			<b>Project Category</b>		
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<input type="checkbox"/> Facilities <input type="checkbox"/> New <input checked="" type="checkbox"/> Utilities <input type="checkbox"/> Alteration <input type="checkbox"/> Roads <input checked="" type="checkbox"/> Maintenance <input type="checkbox"/> Parking		
PRELIMINARY ESTIMATE	Labor & Materials	\$500,000	<b>Project Funding</b>		
			<u>Source</u> Cpt'l. Imp. Prog. <input checked="" type="checkbox"/> Other Sources <input type="checkbox"/>		
<b>Estimated Additional Annual Maintenance and Operating Expense</b>			<b>Proposed Project Schedule</b>		
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	Planning and Design <u>2006</u> Construction <u>2006</u> Completion <u>2006</u>		

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: COUNTY CENTER DRIVE EAST IMPROVEMENTS		Priority Rating: 10 of 12
CIP Type: UTILITES, ROADS, AND PARKING		Location: SERVICE CENTER
<b>General Description:</b>	Add curbs gutters to the roadways at the Pontiac Lake Road intersection entrance to the Service Center, extending north to the Jail, and enhance the adjacent landscaping. Area difficult to maintain because of drainage problems in roadway median.	
<b>Objectives and Justification:</b>	Improve storm water drainage control and landscaping performance at Service Center entrance.	
<b>Est. Capital Costs:</b>		<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>
	Construction	\$585,000
	Engineering	13,000
	Landscaping	90,000
	Estimated Cost	688,000
	Contingency 15%	104,000
	<b>TOTAL ESTIMATED COST</b>	<b>\$792,000</b>
	Escalated @ 4% per year	\$926,000
<b>Estimated Additional Annual Maintenance and Operating Expense</b>		<b>Project Funding</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>
<b>Proposed Project Schedule</b>		<u>Source</u>
Planning and Design	2006	Cpt'l. Imp. Prog. <input checked="" type="checkbox"/>
Construction	2006	Other Sources <input type="checkbox"/>
Completion	2006	

Project Title: COURTHOUSE ROAD RELOCATION		Priority Rating: 11 of 12
CIP Type: UTILITES, ROADS, AND PARKING		Location: SERVICE CENTER
<b>General Description:</b>	Project includes the rerouting of the road south of the Courthouse Complex to an area south of the South Parking Lot.	
<b>Objectives and Justification:</b>	Project should be completed prior to construction of next Courthouse addition because existing road area will be needed for construction layout area.	
<b>Est. Capital Costs:</b>		<b>Project Category</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>
	Design	\$80,000
	Construction	750,000
	Lighting	110,000
	Landscaping	60,000
	Estimated Cost	1,000,000
	Contingency 15%	150,000
	<b>TOTAL ESTIMATED COST</b>	<b>\$1,150,000</b>
<b>Estimated Additional Annual Maintenance and Operating Expense</b>		<b>Project Funding</b>
<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>
	Nominal Increase	
<b>Proposed Project Schedule</b>		<u>Source</u>
Planning and Design	2006	Cpt'l. Imp. Prog. <input checked="" type="checkbox"/>
Construction	2006	Other Sources <input type="checkbox"/>
Completion	2006	

**COUNTY EXECUTIVE - FACILITIES MANAGEMENT  
2004-2008 CAPITAL IMPROVEMENT PROGRAM**

Project Title: COURTHOUSE PARKING DECK		Priority Rating: 12 of 12
CIP Type: UTILITES, ROADS, AND PARKING		Location: SERVICE CENTER
<b>General Description:</b>	Construct a 980 space parking deck over the Courthouse South Parking Lot.	
<b>Objectives and Justification:</b>	Provide for parking demand beyond 2008.	

<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<b>Project Category</b>
	Design	\$600,000	<input type="checkbox"/> Facilities <input checked="" type="checkbox"/> New <input type="checkbox"/> Utilities <input type="checkbox"/> Alteration <input type="checkbox"/> Roads <input type="checkbox"/> Maintenance <input checked="" type="checkbox"/> Parking
	Construction	7,350,000	
	Other Costs	700,000	
	Estimated Cost	8,650,000	
	Contingency 15%	1,270,000	
	<b>TOTAL ESTIMATED COST</b>	<b>\$9,920,000</b>	<b>Project Funding</b>
	Escalated @ 4% per year	\$15,257,000	<u>Source</u> Cpt'l. Imp. Prog. <input type="checkbox"/> Other Sources <input checked="" type="checkbox"/>

<u>Item</u>	<u>Description</u>	<u>Estimated Cost</u>	<b>Proposed Project Schedule</b>
	Unknown		Planning and Design     Future Construction     Future Completion     Future

*The quality of life in Oakland County is sustained by excellent medical facilities, recreational parks and activities, sports teams, shopping centers, theaters, musical venues, and museums.*

**SPECIAL PROJECTS  
BUDGET**

## FY 2004 SPECIAL PROJECTS

<u>Building</u>	<u>Description</u>	<u>Cost</u>
006/008 - Oakland Pointe	Friend of the Court - Airlock Entry Door - Install 3 @ \$4,000	\$12,000
	Equalization - Airlock Entry Door - Install 1 @ \$4,000	4,000
013/014 - Childrens' Village B & C	Replace 30-Year Old Condensing Units - \$7,500 each	15,000
025 - Courthouse	Probate Estates Vault - High Density Filing System	37,000
	Bench and Court Reporter Upgrade	4,500
033 - Jail	Replacement of 30-Year Old Stainless Steel Fixtures - Phase 2	25,000
038 - Annex I	Replace Carpet in Sheriff's Dispatch Raised Floor	15,000
044 - Public Works	Replace 30-Year Old Deteriorated Ceiling	14,000
045 - Medical Care	Replace Wainscot in Hallway and High Use Areas	8,500
052 - Service Center	Information Sign Upgrade (2)	5,000
	Service Center Sidewalk and Curb Replacement	30,000
	Steam Tunnel Repairs	9,000
	Facility Assessment Software Purchase, Integration, and Training	39,000
207 - Central Heating	Bio Remediation - Phase I	55,000
339 - Animal Control	Purchase and Install Fencing, Shelters, and Water Installation for Dog Runs	45,000
429 - 52/2 District Court	Construct Security Holding Cell Interview Room	7,000
<b>Total FY 2004 Special Projects</b>		<u><u>\$325,000</u></u>

*One of Michigan's most popular tourist attractions is Great Lakes Crossing. This 200-store mall and entertainment venue contains restaurants, department store outlets, big box retailers and a 25-screen theater complex with stadium seating.*

**INTERNAL SERVICE  
CAPITAL BUDGETS**

**CAPITAL BUDGET PLAN FOR CLEMIS OPERATING FUND**

<u>Asset Category</u>	<u>Cost @ 3/31/03</u>	<u>Accumulated Depreciation</u>	<u>Net Book Value @ 3/31/03</u>	<u>Capital Additions</u>	<u>Remaining FY 2003</u>	<u>Projected Depreciation</u>	
						<u>FY 2004</u>	<u>FY 2005</u>
Call-taking equipment	2,570,699	1,542,419	1,028,280	0	257,070	514,140	257,070
Mugshot	228,546	226,043	2,503	0	2,503	0	0
COPS MORE	6,470,035	6,050,760	419,275	0	124,249	248,498	46,528
<b>Total Equipment Assets</b>	<b>9,269,280</b>	<b>7,819,222</b>	<b>1,450,058</b>	<b>0</b>	<b>383,822</b>	<b>762,638</b>	<b>303,598</b>
<b>CAPITAL PROJECTS IN PROGRESS</b>							
COPS MORE Purchases	9,170,553	0	9,170,553	0	1,528,426	3,056,850	3,056,850
<b>TOTAL CAPITAL PROJECT ASSETS</b>	<b>9,170,553</b>	<b>0</b>	<b>9,170,553</b>	<b>0</b>	<b>1,528,426</b>	<b>3,056,850</b>	<b>3,056,850</b>
<b>Capital Program</b>							
COPS MORE grant	0	0	0	5,118,214	0	1,808,119	1,808,119
Fingerprint	0	0	0	3,000,000	0	300,000	600,000
Jail management / mugshot	0	0	0	4,900,000	0	490,000	980,000
Video arraignment	0	0	0	6,700,000	0	670,000	1,340,000
Other	0	0	0	425,000	0	125,000	150,000
	0	0	0	20,143,214	0	3,393,119	4,878,119
<b>GRAND TOTAL OF ALL ASSETS</b>	<b>18,439,833</b>	<b>7,819,222</b>	<b>10,620,611</b>	<b>20,143,214</b>	<b>1,912,248</b>	<b>7,212,607</b>	<b>8,238,567</b>

**Useful life of assets:**

Technology equipment (over \$5,000)      3 years  
 Equipment over \$50,000                      5 years  
 Intangible assets (infrastructure, software, etc.)                      5 years

Note A - The jail management and mugshot systems have been combined as a project as the industry has now considered these two functions as one. Booking, which includes mugshots, is now a function of the jail management systems under consideration.

Note B - The CLEMIS Advisory Board has yet to take action on determining the funding a plan to replace the COPS MORE equipment being deployed. Some of the equipment may have to be replaced starting in late fiscal year 2004 or so.

CAPITAL BUDGET PLAN FOR INFORMATION TECHNOLOGY FUND 636

Asset Category Equipment (GL #1112)	Cost at 3/31/2003	Accumulated Depreciation 3/31/2003	Book Value 3/31/2003	Capital Additions	Projected Depreciation		
					Remaining FY 2003	2004	2005
Acorn II	\$4,490,138	\$3,125,979	\$1,364,159	\$0	\$391,120	\$708,058	\$216,826
Office Automation	2,785,530	2,449,218	356,312	0	105,328	181,892	40,918
Mainframe	4,856,188	3,640,163	1,016,025	0	328,025	172,000	172,000
Video Conferencing	574,852	572,500	2,152	0	2,152	0	0
CLEMIS	22,918	22,918	0	0	0	0	0
Mugshot	104,610	104,610	0	0	0	0	0
LAN Based Imaging	842,772	812,357	30,415	0	20,384	2,875	2,875
Acorn I	548,637	541,790	6,847	0	1,786	3,572	1,489
Office Equipment	55,023	7,337	47,686	0	47,686	0	0
WAN/OakNet	3,261,605	2,431,040	830,565	0	286,864	543,801	0
GIS	68,019	68,019	0	0	0	0	0
<b>TOTAL EQUIPMENT ASSETS (GL#1112)</b>	<b>17,410,092</b>	<b>13,775,931</b>	<b>3,634,161</b>	<b>0</b>	<b>1,183,445</b>	<b>1,611,598</b>	<b>433,908</b>

INTANGIBLE ASSETS (GL#1115)

HRFIS	7,283,478	6,199,466	1,084,022	0	729,348	364,674	0
Data Warehouse	521,247	382,207	139,040	0	15,576	30,888	30,888
Y2K Services	1,950,704	1,734,318	216,386	0	216,386	0	0
Computer Associates	3,192,510	1,711,781	1,480,729	291,817	347,532	663,547	548,020
Oracle	655,456	382,350	273,106	0	65,546	131,091	76,469
Oracle 9i	448,386	52,312	396,074	0	44,839	89,677	89,677
Interwoven	250,100	79,198	170,902	0	25,010	50,020	50,020
ELVIS (Imaging Project)	1,578,578	1,325,536	253,042	0	157,858	95,184	0
Road Centerline	189,280	94,640	94,640	0	18,928	37,856	37,856
Digital Ortho Photos	636,308	318,154	318,154	0	106,051	212,103	0
Digital Ortho Framework	1,272,615	190,892	1,081,723	0	63,631	127,262	127,262
PeopleSoft	1,366,520	254,195	1,132,325	0	138,652	277,304	277,304

**CAPITAL BUDGET PLAN FOR INFORMATION TECHNOLOGY FUND 636**

Asset Category	Cost at 3/31/2003	Accumulated Depreciation 3/31/2003	Book Value 3/31/2003	Capital Additions	Projected Depreciation	
					Remaining FY 2003	2004
<b>INTANGIBLE ASSETS CONT'D (GL#1116)</b>						
OakNet Fiber	2,935,603	114,162	2,821,441	0	97,853	195,707
OakNet Engineer Installs	1,000,000	300,000	700,000	0	100,000	200,000
OakNet Proj Mgmt	345,000	103,500	241,500	0	34,500	69,000
Websphere	82,661	27,544	55,117	0	8,266	16,532
<b>TOTAL INTANGIBLE ASSETS (GL#1116)</b>	<b>23,738,446</b>	<b>13,270,245</b>	<b>10,468,201</b>	<b>291,817</b>	<b>2,169,976</b>	<b>2,660,845</b>
<b>CAPITAL PROJECTS IN PROGRESS (GL#1102)</b>						
General Equipment not in service	122,246	0	122,246	0	20,374	40,749
JIMS	6,033,982	0	6,033,982	0	603,270	1,206,540
<b>TOTAL CAPITAL PROJECT ASSETS (GL#1102)</b>	<b>6,156,228</b>	<b>0</b>	<b>6,156,228</b>	<b>0</b>	<b>623,644</b>	<b>1,247,289</b>
<b>FUTURE ACQUISITIONS:</b>						
Portal Single SignOn	0	0	0	1,200,000	0	120,000
Video Arrangement	0	0	0	5,500,000	0	550,000
Jail Management	0	0	0	3,000,000	0	300,000
Drain Phase I	0	0	0	4,000,000	0	0
Mugshot	0	0	0	1,400,000	0	140,000
GIS Workstations/GPS Hardware	0	0	0	105,000	0	35,000
Technology Upgrade	0	0	0	1,500,000	0	500,000
<b>TOTAL FUTURE ACQUISITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,705,000</b>	<b>0</b>	<b>1,845,000</b>
<b>GRAND TOTAL OF ALL ASSETS</b>	<b>\$47,304,768</b>	<b>\$27,046,176</b>	<b>\$20,258,580</b>	<b>\$16,996,817</b>	<b>\$3,977,065</b>	<b>\$7,064,732</b>

Useful Life of Assets:  
 Technology Equipment  
 Equipment over \$50,000 (servers)  
 Intangible Assets (project services, software)  
 Fiber (OAKNet)  
 Digital Ortho Photos (1/3 of project)  
 Digital Ortho Framework (2/3 of project)

3 years  
 5 years  
 5 years  
 15 years  
 3 years  
 10 years

Notes:  
 -OAKNet Fiber will be fully depreciated in FY 2016.  
 -Digital Ortho framework will be fully depreciated in FY 2010.  
 -Subject to change upon determination of on-going technology needs.

CAPITAL BUDGET PLAN FOR DRAIN EQUIPMENT FUND 639

GL #	ASSET CATEGORY	TOTAL ASSETS	DEPRECIATION THRU 09/30/02	BOOK VALUE 09/30/02	DEPRECIATION					TOTAL		
					2003	2004	2005	2006	2007		2008	FUTURE
1102	CAPITAL PROJECTS IN PROGRESS	\$360,333	\$0	\$360,333	\$0	\$18,017	\$36,033	\$36,033	\$36,033	\$36,033	\$198,183	\$360,333
1106	BUILDINGS	371,407	67,297	304,110	13,810	13,810	13,810	13,810	13,810	13,810	221,250	371,407
1112	EQUIPMENT	1,702,204	1,275,862	426,342	213,171	106,586	0	0	0	0	0	1,702,204
1115	COMPUTER SOFTWARE	400,667	322,984	77,683	0	0	0	0	0	0	0	400,667
1116	VEHICLES	3,514,592	2,067,108	1,447,484	326,326	326,326	468,506	0	0	0	0	3,514,592
1120	LAND	130,000	0	130,000	0	0	0	0	0	0	0	0
	<b>TOTAL ASSETS</b>	<b>6,479,203</b>	<b>3,733,251</b>	<b>2,745,952</b>	<b>630,890</b>	<b>464,738</b>	<b>482,755</b>	<b>518,349</b>	<b>49,843</b>	<b>49,843</b>	<b>419,433</b>	<b>6,349,203</b>
<b>FISCAL YR CAPITAL ACQUISITION</b>												
2003	Miscellaneous Equipment (Compressors, Generators, tools, etc.)	70,000	0	0	7,000	14,000	14,000	14,000	14,000	14,000	7,000	70,000
2004	Drain Record Conversion Project	2,070,000	0	0	0	0	103,500	207,000	207,000	207,000	207,000	2,070,000
2005	Specialty Vehicles (Vacator, Jets, Sewer Jets, Tractor)	113,500	0	0	0	0	8,107	16,214	16,214	16,214	16,214	113,500
2006	Miscellaneous Equipment (Compressors, Generators, tools, etc.)	70,000	0	0	0	0	7,000	14,000	14,000	14,000	14,000	70,000
2007	Miscellaneous Equipment (Compressors, Generators, tools, etc.)	70,000	0	0	0	0	0	7,000	14,000	14,000	14,000	70,000
2008	Miscellaneous Equipment (Compressors, Generators, tools, etc.)	70,000	0	0	0	0	0	0	7,000	14,000	14,000	70,000
	<b>TOTAL CAPITAL ACQUISITION</b>	<b>2,533,500</b>	<b>0</b>	<b>0</b>	<b>7,000</b>	<b>14,000</b>	<b>132,607</b>	<b>258,214</b>	<b>272,214</b>	<b>272,214</b>	<b>1,570,250</b>	<b>2,533,500</b>
	<b>GRAND TOTAL</b>	<b>\$9,012,703</b>	<b>\$3,733,251</b>	<b>\$2,745,952</b>	<b>\$637,990</b>	<b>\$478,738</b>	<b>\$615,362</b>	<b>\$776,584</b>	<b>\$322,068</b>	<b>\$329,058</b>	<b>\$1,989,693</b>	<b>\$8,882,703</b>

NOTES:  
 Capitalization Threshold = \$5,000  
 Useful Life of Assets:  
 Vehicles  
 Specialty Vehicles (Vacator Trucks, Sewer Jet Trucks, TV Vans, etc)  
 Maintenance Equip.  
 Technology Systems (GIS, SCADA)  
 Buildings  
 Land

4 years  
 Varies - 5 to 10 years  
 5 years  
 10 years  
 40 years  
 Not depreciated

**MICROGRAPHICS FUND CAPITAL BUDGET PLAN**  
**FISCAL YEARS: 2004, 2005 AND 2006**

TYPE OF EQUIPMENT	TOTAL ASSET VALUE	DEPRECIATION THROUGH 09/30/2002	NET BOOK VALUE 09/30/2002	CAPITAL ADDITIONS	DREPRECIATION			
					FY 2003	FY 2004	FY 2005	FY 2006
Kodak Imagemink Microimager	\$26,218	\$8,529	\$17,689	\$0	\$8,233	\$8,233	\$1,224	\$0
Processor/Replenisher System	19,805	10,233	9,572	0	1,981	1,981	1,981	1,981
Kodak Prostaer Archive Processor	22,458	5,989	16,469	0	4,941	4,941	4,941	1,048
Reader	13,425	7,608	5,818	0	2,685	2,685	448	0
Reader	13,425	7,608	5,818	0	2,685	2,685	448	0
Imagemink Printer	10,507	6,304	4,203	0	2,101	2,101	0	0
Imagemink Printer	10,507	6,304	4,203	0	2,101	2,101	0	0
Imagemink Printer	10,507	6,304	4,203	0	2,101	2,101	0	0
Imagemink Digital Workstation	21,665	12,999	8,666	0	2,167	2,167	2,167	2,166
Imagemink Digital Workstation	21,665	12,999	8,666	0	2,167	2,167	2,167	2,166
Imagemink Digital Workstation	21,665	12,999	8,666	0	2,167	2,167	2,167	2,166
Kodak Inagemink Microimager 30/A	22,840	3,997	18,843	0	2,284	2,284	2,284	2,284
Kodak Imagemink Microimager 70	38,198	6,685	31,513	0	3,820	3,820	3,820	3,820
Kodak Imagemink Microimager 70	38,198	6,685	31,513	0	3,820	3,820	3,820	3,820
<b>TOTAL</b>								
	291,082	115,241	175,841	0	43,251	43,251	25,465	19,451

## SUPPORT SERVICES

### 2004 CAPITAL ACQUISITIONS

#### FLEET OPERATIONS

QTY	DESCRIPTION	PRICE	TOTAL
23	INTERMEDIATE	\$18,900	\$434,700
6	USED CARS	\$16,500	\$99,000
2	FULL SIZE	\$28,000	\$56,000
20	PICK UP	\$19,950	\$399,000
8	VANS	\$21,000	\$168,000
8	SUV	\$23,750	\$190,000
2	PATROL TAHOE	\$27,000	\$54,000
46	PATROL VEHICLES	\$20,000	\$920,000
<u>115</u>			<u>\$2,320,700</u>

**OFFICE EQUIPMENT FUND CAPITAL BUDGET PLAN  
FISCAL YEARS: 2004, 2005 AND 2006**

Type of Equipment	Total Asset Value	Depreciation thru 09/30/2002	Net Book Value 09/30/2002	Capital Additions	Depreciation			
					FY2003	FY 2004	FY 2005	FY 2006
Audio-Video	276,027.03	158,046.05	117,980.98	100,000.00	39,159.83	34,979.95	32,983.44	27,867.11
Cash Registers	117,659.50	58,843.82	58,815.68	0.00	17,612.80	12,661.68	8,883.06	8,883.06
Dictation	108,153.30	74,733.43	33,419.87	0.00	14,042.92	11,362.60	6,306.06	1,708.29
General	1,636,859.30	1,302,641.14	334,218.16	0.00	109,103.03	119,021.36	22,114.41	1,312.82
Lab/Medical	1,066,738.05	823,065.31	243,672.74	0.00	58,002.21	65,567.59	60,828.06	59,274.88
Mailing	259,096.15	19,910.32	239,185.83	0.00	23,703.92	25,350.81	25,350.81	25,350.81
Microfilm	106,195.70	43,069.04	63,126.66	0.00	12,168.24	11,294.45	11,294.45	9,394.73
Power Files	150,684.81	101,846.11	48,838.70	0.00	14,575.27	8,667.15	8,667.15	8,667.15
Printers	50,640.86	26,485.84	24,155.02	0.00	14,445.22	9,709.80	0.00	0.00
<b>TOTALS</b>	<b>3,772,054.70</b>	<b>2,608,641.06</b>	<b>1,163,413.64</b>	<b>100,000.00</b>	<b>302,813.44</b>	<b>298,615.39</b>	<b>176,427.44</b>	<b>142,458.85</b>

**CAPITAL BUDGET PLAN FOR RADIO COMMUNICATIONS FUND**

<u>Asset Category</u>	<u>Cost @ 3/31/03</u>	<u>Accumulated Depreciation</u>	<u>Net Book Value @ 3/31/03</u>	<u>Fiscal Year Depreciation / Remaining FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>
Equipment: radios	\$ 4,587,620	\$ 3,564,592	\$ 1,023,028	329,935	553,462	139,631
Equipment: sites, towers	6,603,339	4,105,388	2,497,951	237,600	474,738	888,569
Capital projects in progress	7,043,042	-	7,043,042	-	-	-
	<u>\$ 18,234,001</u>	<u>7,669,980</u>	<u>10,564,021</u>	<u>567,535</u>	<u>1,028,200</u>	<u>1,028,200</u>

**Capital Program**

Radios, mobile units, central electronics bank, consoles, control stations, etc.  
Towers and related equipment  
Network upgrades  
Other

	\$ 6,364,280	\$ 8,512,000	\$ 8,514,000
	250,000	2,700,000	150,000
	400,000	1,200,000	-
	175,000	550,000	1,200,000
	<u>\$ 7,189,280</u>	<u>\$ 12,962,000</u>	<u>\$ 9,864,000</u>

**Useful life of assets:**

Technology equipment (over \$5,000) 3 years  
Equipment over \$50,000 5 years  
Intangible assets (infrastructure, software, etc.) 5 years

NOTE A - the capital expenditures have been derived from a memorandum dated May 25, 2002 sent to the Public Services and Finance Committees covering the status of the negotiations with the successful vendor.

**CAPITAL BUDGET PLAN FOR TELEPHONE COMMUNICATIONS FUND 675**

<u>Asset Category</u>	<u>Cost @ 3/30/03</u>	<u>Accumulated Depreciation</u>	<u>Net Book Value @ 3/30/03</u>	<u>Fiscal Year Depreciation / Expenditure</u>		
				<u>Remaining FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>
Equipment > \$5,000	\$ 3,352,294	\$ 1,334,483	\$ 2,017,811	\$ 116,934	\$ 230,548	\$ 230,548
Software	947,284	110,516	836,768	31,576	63,152	63,152
	<b>\$ 4,299,578</b>	<b>\$ 1,444,999</b>	<b>\$ 2,854,579</b>	<b>\$ 148,510</b>	<b>\$ 293,700</b>	<b>\$ 293,700</b>

**Capital Program**

Equipment & Software > \$5,000

\$ 13,300 \$ 225,000 \$ -

**Useful life of assets:**

Technology equipment (over \$5,000)

Equipment over \$50,000

Intangible assets such as software

SL-100

PBX Cable, Fiber, & Installations

3 years

5 years

3 - 15 years

10 years

15 years

*People from all over the world come to participate in the largest celebration of the car culture, the **WOODWARD DREAM CRUISE**.*

**PARKS & RECREATION  
CAPITAL BUDGETS**

# 2004 Capital Improvement Budget and 4-Year Forecast

(In Dollars)  
as of 5/31/03

## Administration

Project	Proposed 2004 Capital Budget	Four Year Forecast			
		2005	2006	2007	2008
ADM 1 Future Acquisition & Improvements	\$2,775,000.00	\$300,000	\$300,000	\$300,000	\$300,000
Total	<u>\$2,775,000.00</u>	<u>\$300,000</u>	<u>\$300,000</u>	<u>\$300,000</u>	<u>\$300,000</u>

Note: Proposed new 2004 Projects are a net figure:

## Addison Oaks

Project	Proposed 2004 Capital Budget	Four Year Forecast			
		2005	2006	2007	2008
AO 14 Contact Station Design	0.00	\$0	\$0	\$0	\$0
AO 15 Contact Station Construction	34,995.43	0	0	0	0
AO 20 Camping, Phase III	0.00	0	0	0	0
AO 35 Beach Improvements	0.00	0	0	600,000	0
AO 37 Roads, East Side & South Entry, Asphalt	(0.00)	0	0	0	0
AO 38 New Golf Course	0.00	0	0	0	5,000,000
AO 39 Picnic Shelter, Lake	80,000.00	0	0	0	0
AO 41 Pole Barn	0.00	0	50,000	0	0
AO 42 Conference Center Drive Improvement	0.00	0	0	150,000	0
AO 47 Pool Building	0.00	0	10,000		0
AO 49 Buel Lake Boathouse	0.00	15,000	0	0	0
AO 51 Cabins (2) Phase II	60,000.00	0	0	0	0
AO 53 Group Camping, Phase II	0.00	0	0	0	650,000
AO 54 Camping - Modern, Phase IV	0.00	0	0	350,000	0
AO 58 Lagoon Expansion	(0.00)	0	0	0	0
AO 59 Restrooms, Camping Phase III	48,525.98	0	0	0	0
AO 63 Docks *	0.00	18,000	0	0	0
AO 64 Retaining Wall	0.00	20,000		0	0
AO 65 Play Lot, Modern Campground	1,459.24	0	0	0	0
AO 66 Cabins (2) Phase III	0.00	0	60,000	0	0
AO 68 Storage Facility Expansion, C.C.	0.00	0	100,000	0	0
AO 69 Land Acquisition, Sullivan (A)	4,300,000.00	0	0	0	0
AO 70 Road Paving, Day Use/Camping	17,159.50	0	0	0	0
AO 71 Asphalt Trails, Design	25,000.00	0	0	0	0
AO 72 Asphalt Trails, Development	250,000.00	0	0	0	0
AO 73 Campground Recreation Pavilion	0.00	0	110,000	0	0
AO 74 Asphalt Disc Golf Paths	0.00	7,000	0	0	0
AO 75 Picnic Shelter, Cabin Circle	10,000.00	0	0	0	0
AO 76 Electric, Campground D	45,000.00	0	0	0	0
AO 77 Well, Campground D	8,000.00	0	0	0	0
AO 78 Water System, Campground D	15,000.00	0	0	0	0
Total	<u>\$4,895,140.15</u>	<u>\$60,000</u>	<u>\$330,000</u>	<u>\$1,100,000</u>	<u>\$5,650,000</u>

(A) D.N.R. Grant \$2,580,000/O.C.P.& R. Funds \$1,720,000

\*Project Postponed

**2004 Capital Improvement Budget and 4-Year Forecast**  
(In Dollars)  
as of 5/31/2003

*Glen Oaks*

Project	Proposed 2004 Capital Budget	Four Year Forecast			
		2005	2006	2007	2008
GLO 8 Paving, Cart Paths	0.00	\$0	\$0	\$0	\$0
GLO 12 Drainage Improvements	0.00	0	50,000	0	0
GLO 31 Storage Building Addition	10,000.00	80,000	0	0	0
GLO 33 Greens & Putting, #4 & #5	0.00	0	0	80,000	0
GLO 36 Refreshment Center	0.00	0	0	75,000	0
GLO 38 Asphalt Maintenance Lot	0.00	0	20,000	0	0
GLO 40 Pond Retaining Wall	22,000.00	0	0	0	0
GLO 41 Putting Green, Back 9	0.00	40,000	0	0	0
GLO 42 Parking Lot Curbing	40,000.00	0	0	0	0
GLO 43 Asphalt Cart Paths	62,000.00	0	0	0	0
<b>Total</b>	<b><u>\$134,000.00</u></b>	<b><u>\$120,000</u></b>	<b><u>\$70,000</u></b>	<b><u>\$155,000</u></b>	<b><u>\$0</u></b>

*Groveland Oaks*

Project	Proposed 2004 Capital Budget	Four Year Forecast			
		2005	2006	2007	2008
GRO 20 Beach Improvement	\$0.00	\$0	\$0	\$100,000	\$0
GRO 23 Court Improvement	0.00	0	50,000	0	0
GRO 29 Restroom/Laundromat Facility	53,941.14	0	0	0	0
GRO 38 Golf Course (A)	0.00	0	0	0	5,500,000
GRO 41 New Play Structure, Pines	3,960.04	0	0	0	0
GRO 42 Cabins (2) Phase II	0.00	0	0	0	0
GRO 47 Asphalt Maint. Lot & Roads	0.00	0	100,000	0	0
GRO 49 Cabins (2) Phase III	0.00	60,000	0	0	0
GRO 50 Bike Rental Storage Building	0.00	0	15,000	0	0
GRO 51 Adventure Golf	55,000.00	0	0	0	0
GRO 52 Bark Park	25,000.00	0	0	0	0
<b>Total</b>	<b><u>\$137,901.18</u></b>	<b><u>\$60,000</u></b>	<b><u>\$165,000</u></b>	<b><u>\$100,000</u></b>	<b><u>\$5,500,000</u></b>

(A) Subject to appropriate funding.

**2004 Capital Improvement Budget and 4-Year Forecast**  
(In Dollars)  
as of 5/31/2003

*Independence Oaks*

Project	Proposed 2004 Capital Budget	Four Year Forecast			
		2005	2006	2007	2008
IO 19 Fence NE Property	\$0.00	\$0	\$0	\$50,000	\$0
IO 25 Nature Center Exhibit	0.00	0	0	0	240,000
IO 40 Nature Interpretive Pond	0.00	0	0	20,000	0
IO 42 Land Acquisition Upper Bushman Lake	0.00	0	0	4,000,000	0
IO 49 Meadow Restoration	0.00	10,000	0	0	0
IO 53 Asphalt Lakeshore Trail (Design)	255,000.00	0	0	0	0
IO 56 Site Dev. & Access Rd., Youth Camp (A)	13,711.01	0	0	0	0
IO 61 Parking Lot, Beach Cove	0.00	0	150,000	0	0
IO 65 Twin Chimneys Renovation*	0.00	25,000	0	0	0
IO 66 Trail, Youth Camp (A)	0.00	0	0	0	0
IO 67 Well, Youth Camp (A)	0.00	0	0	0	0
IO 68 Septic Field, Youth Camp (A)	0.00	0	0	0	0
IO 69 Electrical, Youth Camp (A)	2,917.50	0	0	0	0
IO 70 Restroom/Bathhouse, Youth Camp (A)	(0.00)	0	0	0	0
IO 71 Boardwalk & Tent Platforms, Youth Camp (A)	13,651.50	0	0	0	0
IO 72 Shelter #1, Youth Camp (A)	0.00	0	0	0	0
IO 73 Shelter #2, Youth Camp (A)	0.00	0	0	0	0
IO 75 ADA Restroom Ramp, Moraine Knoll	7,000.00	0	0	0	0
IO 76 Asphalt Maintenance Road	20,000.00	0	0	0	0
<b>Total</b>	<b><u>\$312,280.01</u></b>	<b><u>\$35,000</u></b>	<b><u>\$150,000</u></b>	<b><u>\$4,070,000</u></b>	<b><u>\$240,000</u></b>

\*Postponed

(A) State Grant \$163,200/O.C. Parks & Rec. funds \$316,012

# 2004 Capital Improvement Budget and 4-Year Forecast

(In Dollars)  
as of 5/31/2003

## Lyon Oaks

Project	Proposed 2004 Capital Budget	Four Year Forecast			
		2005	2006	2007	2008
LO 3 Day Use Design*	\$236,044.17	\$0	\$0	\$0	\$0
LO 5 Entrance Sign	15,000.00	0	0	0	0
LO 9 Golf Course Design	0.00	0	0	0	0
LO 13 Development, Phase I**	0.00	0	0	0	0
LO 14 Day Use Development, Phase III	0.00	0	1,000,000	0	0
LO 15 Nature Center Building	0.00	0	0	1,000,000	0
LO 16 Clubhouse Design*	(602.43)	0	0	0	0
LO 23 Day Use Utilities-Septic, Woods Edge**	0.00	0	0	0	0
LO 24 Day Use New Well, Woods Edge**	0.00	0	0	0	0
LO 25 Day Use Drive & Parking Lot**	0.00	0	0	0	0
LO 26 Day Use Outdoor Lighting, Woods Edge**	0.00	0	0	0	0
LO 27 Day Use Landscaping, Woods Edge**	0.00	0	0	0	0
LO 28 Day Use Restroom, Woods Edge**	0.00	0	0	0	0
LO 29 Day Use Shelter, Woods Edge**	0.00	0	0	0	0
LO 32 Golf Course Storage Building**	0.00	0	0	0	0
LO 33 Golf Course Pumphouse**	0.00	0	0	0	0
LO 34 Golf Course Vending Equip. Bldg., Dr. Range**	0.00	0	0	0	0
LO 35 Golf Course Maintenance Building**	0.00	0	0	0	0
LO 36 Trail Development	111,593.87	0	0	0	0
LO 37 Day Use Fencing**	0.00	0	0	0	0
LO 38 Golf Course Utilities-Septic, Mnt. Bldg.**	0.00	0	0	0	0
LO 39 Golf Course New Well**	11,868.13	0	0	0	0
LO 40 Golf Course Drive & Parking Lot**	0.00	0	0	0	0
LO 41 Golf Course Outdoor Lighting**	0.00	0	0	0	0
LO 42 Golf Course Landscaping**	0.00	0	0	0	0
LO 43 Golf Course Fencing**	0.00	0	0	0	0
LO 45 Day Use Play Lot 1	16,004.25	0	0	0	0
LO 46 Day Use Path Paving, Pontiac Trail	10,000.00	0	0	0	0
LO 47 Day Use Bark Park Fence	14,348.31	0	0	0	0
LO 48 Day Use Recreation Field Development	0.00	0	0	0	0
LO 49 Day Use Contact Station	0.00	20,000	0	0	0
LO 50 Day Use Shelter, Bark Park	0.00	0	0	0	0
LO 54 Day Use Utilities-Electrical, Nature Center	5,453.75	0	0	0	0
LO 55 Day Use Utilities-Spectic, Nature Center	1,844.94	0	0	0	0
LO 56 Day Use Utilities-Well, Nature Center	0.00	0	0	0	0
LO 57 Golf Course Utilities-Gas***	0.00	0	0	0	0
LO 58 Golf Course Utilities-Storm Sewer***	0.00	0	0	0	0
LO 59 Day Use Design, Bark Park	0.00	0	0	0	0
LO 60 Day Use Drive & Parking Lot, Bark Park	59,240.06	0	0	0	0
LO 61 Golf Course Tee Expansion	50,000.00	0	0	0	0
LO 62 Day Use Shelter, Recreation Field	50,000.00	0	0	0	0
LO 63 Day Use Utilities-Well, Recreation Field	10,000.00	0	0	0	0
LO 64 Golf Course Utilities - Electrical ***	0.00	0	0	0	0
LO 65 Day Use Recreation Field Irrigation	40,000.00	0	0	0	0
LO 66 Asphalt Additional Driving Range Tees	20,000.00	0	0	0	0
LO 67 Asphalt Day Use Parking Lot, Bark Park	50,000.00	0	0	0	0
LO 68 Golf Course-Nine Hole, Phase II	0.00	100,000	2,500,000	0	0
LO 69 Golf Course Storage Building Addition	0.00	0	25,000	0	0
LO 70 Day Use Shelter, Phase II	10,000.00	0	0	0	0
<b>Total</b>	<b><u>\$710,795.05</u></b>	<b><u>\$120,000</u></b>	<b><u>\$3,525,000</u></b>	<b><u>\$1,000,000</u></b>	<b><u>\$0</u></b>

\* Budget and cost to be redistributed after Becket/Raeder's contract is fully paid.

\*\* Budget will be redistributed.

\*\*\* Cost will be redistributed from other existing projects.

# 2004 Capital Improvement Budget and 4-Year Forecast

(In Dollars)  
as of 5/31/2003

## Orion Oaks

Project	Proposed 2004 Capital Budget	Four Year Forecast			
		2005	2006	2007	2008
OO 4 Park Development-Day Use	\$0.00	\$250,000	\$0	\$2,750,000	\$0
OO 5 Shelter Restroom-East	0.00	150,000	0	0	0
OO 16 Bike Path, North (A)	136,000.00	0	0	0	0
OO 17 Bike Path, West (B)	50,000.00	0	0	0	0
OO 18 Bark Park Expansion	40,000.00	0	0	0	0
<b>Total</b>	<b><u>\$226,000.00</u></b>	<b><u>\$400,000</u></b>	<b><u>\$0</u></b>	<b><u>\$2,750,000</u></b>	<b><u>\$0</u></b>

(A) Subject to Orion Township ISTEPA Grant/O.C. Parks & Rec. funds \$136,000

(B) Donated by Developer

## Red Oaks

Project	Proposed 2004 Capital Budget	Four Year Forecast			
		2005	2006	2007	2008
RO 15 Water Feature-Youth, W.P.	\$33,431.54	\$0	\$0	\$0	\$0
RO 46 Material Storage Bins, G.C.	25,000.00	0	0	0	0
RO 48 Clubhouse Design	0.00	0	0	0	0
RO 49 Golf Course Nine Holes Construction	420,215.74	0	0	0	0
RO 50 Cart Paths*	0.00	0	0	0	0
RO 51 Drive & Parking Lot*	0.00	0	0	0	0
RO 52 Entrance Sign, G.C.*,***	0.00	0	0	0	0
RO 53 Irrigation System*	0.00	0	0	0	0
RO 54 Outdoor Lighting*	0.00	0	0	0	0
RO 55 Restroom*	85,000.00	0	0	0	0
RO 56 Utilities-Electrical*	0.02	0	0	0	0
RO 57 Utilities-Gas*	0.00	0	0	0	0
RO 58 Utilities-Sewer*	0.00	0	0	0	0
RO 59 Utilities-Water*	0.00	0	0	0	0
RO 61 Clubhouse**	333,984.06	0	0	0	0
RO 62 Clubhouse Landscaping**	0.00	0	0	0	0
RO 63 Adventure River, W.P.	28,306.18	0	0	0	0
RO 64 Drive & Parking Lot, W.P.	6,850.00	0	0	0	0
RO 65 Landscaping, G.C	110,000.00	0	0	0	0
RO 66 Bark Park	0.00	25,000	0	0	0
RO 67 Shade Pavilion, WP	40,000.00	0	0	0	0
RO 68 New Building Entrance, W.P.	0.00	0	50,000	0	0
RO 69 Shade Pavilion, W.P.	0.00	25,000			
RO 70 Protection Fence	0.00	50,000	0	0	0
<b>Total</b>	<b><u>\$1,082,787.54</u></b>	<b><u>\$100,000</u></b>	<b><u>\$50,000</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>

\*Budget Redistributed

\*\*Budget Redistributed

\*\*\*To Be reimbursed by Drain Commission

# 2004 Capital Improvement Budget and 4-Year Forecast

(In Dollars)  
as of 5/31/2003

## Rose Oaks

<u>Project</u>	<u>Proposed 2004 Capital Budget</u>	<u>Four Year Forecast</u>			
		<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
ROSE 2 Entrance Sign	\$0.00	\$0	\$10,000	\$0	\$0
ROSE 3 Day Use Development	0.00	0	0	0	2,000,000
ROSE 7 Trail Development, 1997	0.00	0	10,000	0	0
ROSE 10 Docks	0.00	25,000	0	0	0
ROSE 11 Master Plan	0.00	40,000	0	0	0
<b>Total</b>	<b>\$0.00</b>	<b>\$65,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$2,000,000</b>

## Springfield Oaks

<u>Project</u>	<u>Proposed 2004 Capital Budget</u>	<u>Four Year Forecast</u>			
		<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
SO 2 Clubhouse Improvement, G.C.	\$0.00	\$0	\$55,000	\$0	\$0
SO 4 Cart Path Extensions	0.00	0	0	0	0
SO 19 Greens & Tees Improvement, G.C.	0.00	0	0	75,000	0
SO 28 New Barn (1) & Pavilions (2), A.C. (A)	0.00	0	0	40,000	0
SO 34 Retaining Walls, G.C.	1,728.94	0	0	0	0
SO 33 Walk-in Kitchen Cooler, G.C.	0.00	0	20,000	0	0
SO 38 Outside Water Distribution System, A.C.	191,763.00	0	0	0	0
SO 39 Site Development, Ellis Barn, A.C.	97,330.50	100,000	0	0	0
SO 40 Relocate Ellis Barn, A.C. (B)	755,000.00	0	0	0	0
SO 42 Clubhouse Concession Storage Addition	4,678.50	0	0	0	0
SO 43 New Pump Station	50,000.00	50,000	50,000	0	0
SO 44 Cart Path Extensions	20,000.00	0	15,000	0	0
SO 45 Horse Barn (C)	1,100,000.00	0	0	0	0
<b>Total</b>	<b>\$2,220,500.94</b>	<b>\$150,000</b>	<b>\$140,000</b>	<b>\$115,000</b>	<b>\$0</b>

(A) Fair Oaks Board \$71,459.13

(B) State ISTE Grant \$600,000/RBI Donation \$75,000/Springfield Township Donation \$20,000/4-H Fair Board Donation \$5,000/  
Ellis Family \$10,000/O.C.P. & R. Funds \$45,000

(C) County Board of Commissioners \$375,000 Donation/4-H Fair Board \$375,000 Donation/O.C.P. & R. Funds \$350,000

**2004 Capital Improvement Budget and 4-Year Forecast**  
(In Dollars)  
as of 5/31/2003

**Waterford Oaks**

Project	Proposed 2004 Capital Budget	<u>Four Year Forecast</u>			
		<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
WAO 20 Play Lot Expansion, Tennis Complex	\$40,000.00	\$0	\$0	\$0	\$0
WAO 35 Picnic Shelter, Toboggan Complex	0.00	75,000	0	0	0
WAO 36 Parking Lot Improvement, A.C.	0.00	0	50,000	0	0
WAO 39 Play Lot, Toboggan Complex	0.00	0	0	30,000	0
WAO 45 Art Sculpture, Admin.	0.00	0	20,000	0	0
WAO 56 Toboggan Tower Renovation	0.00	125,000	0	0	0
WAO 58 Adventure River, W.P.	0.00	0	0	3,000,000	0
WAO 59 Picnic Shelter, W.P.*	0.00	14,000	0	0	0
WAO 60 Toboggan Lift	0.00	40,000	0	0	0
WAO 61 Building Remodeling, A.C.	0.00	200,000	0	0	0
WAO 62 Storage Building, Tech. Support	0.00	0	0	0	0
WAO 64 Wave Pool Renovation (A)	0.00	0	0	0	0
WAO 65 Waterslide Renovation	0.00	0	0	0	0
WAO 66 Asphalt Trail System	0.00	0	0	100,000	0
WAO 67 Storage Building, Tech. Support	0.00	0	40,000	0	0
WAO 68 Picnic Shelter, Toboggan Complex Sled Hill	0.00	25,000	0	0	0
WAO 69 New Tennis Courts	0.00	0	0	300,000	0
WAO 70 Skate Park, BMX	0.00	0	0	0	300,000
WAO 71 Parking Lot Expansion, W.P.	0.00	0	0	0	100,000
<b>Total</b>	<b><u>\$40,000.00</u></b>	<b><u>\$479,000</u></b>	<b><u>\$110,000</u></b>	<b><u>\$3,430,000</u></b>	<b><u>\$400,000</u></b>

\*Postponed

(A) CMI Grant \$250,000/O.C. Parks & Rec. funds \$821,156

**White Lake Oaks**

Project	Proposed 2004 Capital Budget	<u>Four Year Forecast</u>			
		<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
WLO 3 Cart Path Extension	0.00	0	0	0	0
WLO 12 Clubhouse Addition	1,095,107.10	3,000,000	0	0	0
WLO 30 Material Storage Bins	15,036.33	0	0	0	0
WLO 32 Hole Extension, #3	0.00	100,000	0	0	0
WLO 38 Irrigation Improvement	0.00	50,000	0	0	0
WLO 39 New Tees	0.00		40,000		
WLO 40 Cart Path Extension	20,000.00	0	0	0	0
<b>Total</b>	<b><u>\$1,130,143.43</u></b>	<b><u>\$3,150,000</u></b>	<b><u>\$40,000</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>

*Fifty-eight percent of foreign owned firms in southeast Michigan are located in Oakland County.*

# Education in Oakland County



SECTION VIII  
County Indebtedness



Oakland County is home to  
14 of Michigan's institutions  
of higher learning including  
Oakland University,  
Lawrence Technological University  
and Oakland Community College.

**BOND AND INTEREST  
REDEMPTION FUNDS**



L. Brooks Patterson, County Executive

**OAKLAND COUNTY, MICHIGAN**

**FY 2004 - 2005 BIENNIAL BUDGET**

**BOND AND INTEREST REDEMPTION FUNDS**

The following schedules depict the County's General Fund annual bond and interest redemption obligations for the period 2004 through 2005. Bond proceeds were utilized to finance several County facilities including:

- Lyon Oaks Park
- Computer Center
- Courthouse West Wing Extension
- Work Release Facility
- 52/3 District Court Rochester
- Rochester Hills Sheriff Substation
- New Office Building Renovation

Ownership of the facilities resides with the Oakland County Building Authority during the life of the bonds. Revenue to defray outstanding obligations is derived from rental charges to the General Fund and Delinquent Tax Revolving fund for interest and principal payments. Upon bond retirement, ownership is transferred to the County.

OAKLAND COUNTY, MICHIGAN  
 FY 2004/ FY 2005  
 BIENNIAL BUDGET  
 BOND AND INTEREST REDEMPTION FUNDS

<u>Lyon Oaks Park #307000</u>	<u>FY 2001 Actual</u>	<u>FY 2002 Actual</u>	<u>FY 2003 Est. Actual</u>	<u>FY 2004 Adopted Budget</u>	<u>FY 2005 Adopted Budget</u>
Fund Balance - October 1	\$ 6	\$ 5	\$ 5	\$ 5	\$ 5
Revenue:					
Transfers In	\$ 577,867	\$ 562,775	\$ 572,100	\$ 580,306	\$ 562,869
Interest Income	7	-	-	-	-
Total Revenue	<u>\$ 577,874</u>	<u>\$ 562,775</u>	<u>\$ 572,100</u>	<u>\$ 580,306</u>	<u>\$ 562,869</u>
Expenditures:					
Principal Payments	\$ 400,000	\$ 400,000	\$ 425,000	\$ 450,000	\$ 450,000
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	177,575	162,475	146,800	130,006	112,569
Paying Agent Fees	300	300	300	300	300
Total Expenditures	<u>\$ 577,875</u>	<u>\$ 562,775</u>	<u>\$ 572,100</u>	<u>\$ 580,306</u>	<u>\$ 562,869</u>
Incr/(Decr) Fund Balance	\$ (1)	\$ -	\$ -	\$ -	\$ -
Fund Balance - September 30	<u>\$ 5</u>	<u>\$ 5</u>	<u>\$ 5</u>	<u>\$ 5</u>	<u>\$ 5</u>

<u>Computer Center #345000</u>	<u>FY 2001 Actual</u>	<u>FY 2002 Actual</u>	<u>FY 2003 Est. Actual</u>	<u>FY 2004 Adopted Budget</u>	<u>FY 2005 Adopted Budget</u>
Fund Balance - October 1	\$ -	\$ 5	\$ 5	\$ 5	\$ 5
Revenue:					
Transfers In	\$ 109,942	\$ 109,938	\$ 109,938	\$ 109,938	\$ 109,938
Interest Income	-	-	-	-	-
Total Revenue	<u>\$ 109,942</u>	<u>\$ 109,938</u>	<u>\$ 109,938</u>	<u>\$ 109,938</u>	<u>\$ 109,938</u>
Expenditures:					
Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	108,937	108,938	108,938	108,938	108,938
Paying Agent Fees	1,000	1,000	1,000	1,000	1,000
Total Expenditures	<u>\$ 109,937</u>	<u>\$ 109,938</u>	<u>\$ 109,938</u>	<u>\$ 109,938</u>	<u>\$ 109,938</u>
Incr/(Decr) Fund Balance	\$ 5	\$ -	\$ -	\$ -	\$ -
Fund Balance - September 30	<u>\$ 5</u>	<u>\$ 5</u>	<u>\$ 5</u>	<u>\$ 5</u>	<u>\$ 5</u>

<u>West Wing Extension 1998 Refunding #347000</u>	<u>FY 2001 Actual</u>	<u>FY 2002 Actual</u>	<u>FY 2003 Est. Actual</u>	<u>FY 2004 Adopted Budget</u>	<u>FY 2005 Adopted Budget</u>
Fund Balance - October 1	\$ -	\$ 5	\$ 5	\$ 5	\$ 5
Revenue:					
Transfers In	\$ 545,455	\$ 545,638	\$ 1,445,606	\$ 1,445,981	\$ 1,439,388
Interest Income	-	-	-	-	-
Total Revenue	<u>\$ 545,455</u>	<u>\$ 545,638</u>	<u>\$ 1,445,606</u>	<u>\$ 1,445,981</u>	<u>\$ 1,439,388</u>
Expenditures:					
Principal Payments	\$ 110,000	\$ 115,000	\$ 1,020,000	\$ 1,065,000	\$ 1,105,000
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	435,150	430,338	425,306	380,681	334,088
Paying Agent Fees	300	300	300	300	300
Total Expenditures	<u>\$ 545,450</u>	<u>\$ 545,638</u>	<u>\$ 1,445,606</u>	<u>\$ 1,445,981</u>	<u>\$ 1,439,388</u>
Incr/(Decr) Fund Balance	\$ 5	\$ -	\$ -	\$ -	\$ -
Fund Balance - September 30	<u>\$ 5</u>	<u>\$ 5</u>	<u>\$ 5</u>	<u>\$ 5</u>	<u>\$ 5</u>

OAKLAND COUNTY, MICHIGAN  
 FY 2004/ FY 2005  
 BIENNIAL BUDGET  
 BOND AND INTEREST REDEMPTION FUNDS

<u>Work Release Facility #311000</u>	FY 2001 <u>Actual</u>	FY 2002 <u>Actual</u>	FY 2003 <u>Est. Actual</u>	FY 2004 <u>Adopted Budget</u>	FY 2005 <u>Adopted Budget</u>
Fund Balance - October 1	\$ -	\$ -	\$ 5	\$ 5	\$ 5
Revenue:					
Transfers In	\$ -	\$ 731,038	\$ 1,921,863	\$ 1,915,925	\$ 1,909,050
Interest Income	-	-	-	-	-
Total Revenue	\$ -	\$ 731,038	\$ 1,921,863	\$ 1,915,925	\$ 1,909,050
Expenditures:					
Principal Payments	\$ -	\$ -	\$ 825,000	\$ 850,000	\$ 875,000
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	-	730,575	1,095,863	1,064,925	1,033,050
Paying Agent Fees	-	458	1,000	1,000	1,000
Total Expenditures	\$ -	\$ 731,033	\$ 1,921,863	\$ 1,915,925	\$ 1,909,050
Incr/(Decr) Fund Balance	\$ -	\$ 5	\$ -	\$ -	\$ -
Fund Balance - September 30	\$ -	\$ 5	\$ 5	\$ 5	\$ 5

<u>Rochester (52-3) District Court #316523</u>	FY 2001 <u>Actual</u>	FY 2002 <u>Actual</u>	FY 2003 <u>Est. Actual</u>	FY 2004 <u>Adopted Budget</u>	FY 2005 <u>Adopted Budget</u>
Fund Balance - October 1	\$ -	\$ -	\$ 5	\$ 5	\$ 5
Revenue:					
Transfers In	\$ -	\$ 190,763	\$ 1,361,750	\$ 1,372,750	\$ 1,380,563
Interest Income	-	-	-	-	-
Total Revenue	\$ -	\$ 190,763	\$ 1,361,750	\$ 1,372,750	\$ 1,380,563
Expenditures:					
Principal Payments	\$ -	\$ -	\$ 600,000	\$ 625,000	\$ 650,000
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	-	190,437	761,750	746,750	729,563
Paying Agent Fees	-	321	-	1,000	1,000
Total Expenditures	\$ -	\$ 190,758	\$ 1,361,750	\$ 1,372,750	\$ 1,380,563
Incr/(Decr) Fund Balance	\$ -	\$ 5	\$ -	\$ -	\$ -
Fund Balance - September 30	\$ -	\$ 5	\$ 5	\$ 5	\$ 5

<u>Rochester Hills Sheriff Substation #316100</u>	FY 2001 <u>Actual</u>	FY 2002 <u>Actual</u>	FY 2003 <u>Est. Actual</u>	FY 2004 <u>Adopted Budget</u>	FY 2005 <u>Adopted Budget</u>
Fund Balance - October 1	\$ -	\$ -	\$ -	\$ 5	\$ 5
Revenue:					
Transfers from Municipalities	\$ -	\$ -	\$ 400,491	\$ 378,338	\$ 398,088
Interest Income	-	-	-	-	-
Total Revenue	\$ -	\$ -	\$ 400,491	\$ 378,338	\$ 398,088
Expenditures:					
Principal Payments	\$ -	\$ -	\$ 175,000	\$ 175,000	\$ 200,000
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	-	-	224,886	202,338	197,088
Paying Agent Fees	-	-	600	1,000	1,000
Total Expenditures	\$ -	\$ -	\$ 400,486	\$ 378,338	\$ 398,088
Incr/(Decr) Fund Balance	\$ -	\$ -	\$ 5	\$ -	\$ -
Fund Balance - September 30	\$ -	\$ -	\$ 5	\$ 5	\$ 5

OAKLAND COUNTY, MICHIGAN  
 FY 2004/ FY 2005  
 BIENNIAL BUDGET  
 BOND AND INTEREST REDEMPTION FUNDS

<u>New Office Building Renovation #315000</u>	<u>FY 2001</u> <u>Actual</u>	<u>FY 2002</u> <u>Actual</u>	<u>FY 2003</u> <u>Est. Actual</u>	<u>FY 2004</u> <u>Adopted Budget</u>	<u>FY 2005</u> <u>Adopted Budget</u>
Fund Balance - October 1	\$ -	\$ -	\$ -	\$ 5	\$ 5
Revenue:					
Transfers In	\$ -	\$ -	\$ 169,516	\$ 565,733	\$ 560,233
Interest Income	-	-	-	-	-
Total Revenue	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 169,516</u>	<u>\$ 565,733</u>	<u>\$ 560,233</u>
Expenditures:					
Principal Payments	\$ -	\$ -	\$ -	\$ 275,000	\$ 275,000
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	-	-	169,011	289,733	284,233
Paying Agent Fees	-	-	500	1,000	1,000
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 169,511</u>	<u>\$ 565,733</u>	<u>\$ 560,233</u>
Incr/(Decr) Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5</u>	<u>\$ -</u>	<u>\$ -</u>
Fund Balance - September 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5</u>	<u>\$ 5</u>	<u>\$ 5</u>

**SHARE OF COUNTY  
INDEBTEDNESS**



L. Brooks Patterson, County Executive

**FY 2004 - 2005 BIENNIAL BUDGET**

**SHARE OF COUNTY INDEBTEDNESS  
CURRENT PAYMENTS**

The following schedule provides a summary of overlapping debt obligations for the budget period, including annual principal and interest payments for 2004 and 2005. Except for Building Authority Bonds, for which the County is the primary obligor, the Drain Bonds derive their financing through Special Assessments with the local unit designated the primary obligor and the County in a secondary position.

The statutory limit for outstanding debt is ten (10%) percent of State Equalized Value or \$6,708,544,178.20. Current outstanding debt amounts to \$307,877,167.00 or 0.46%, leaving an available balance of \$6,400,667,011.20.

Oakland County's Administrative Policy is to purchase property, build facilities, enhance technology or make major capital purchases out of existing resources whenever possible; usually through the use of fund balance. In 2002 and 2003, the General Fund Balance was used to pay for cost saving technology enhancements such as Thin Client architecture, project costs to convert paper files to electronic data and for the purchase of Homeland Security equipment and supplies. The County attempts to retain an amount equal to at least 10% of the General Fund/General Purpose budget in fund balance. Should a project jeopardize this minimum level of fund balance, other sources of funding will be sought.

If fund balance is not available, and the project is not overly expensive, the County will borrow from the Delinquent Tax Revolving Fund (DTRF), with the approval of the County Treasurer and the Board of Commissioners. The DTRF is an Enterprise Fund, which generates income from the interest and penalties earned on delinquent real and personal property taxes. The DTRF pays local units their share of the delinquent tax, and retains the receivable. A repayment agreement is developed when funds are borrowed from the DTRF. This agreement includes a repayment schedule and the interest to be repaid, usually tied to the six-month Treasury Bill rate.

Only when a project is of sufficient size that the use of fund balance or borrowing from the DTRF is not a viable option, will the County sell bonds on the open market. As the attached schedule indicates, this method has been used for a number of building expansion projects. Because the County retains the highest municipal bond ratings (please see transmittal letter), all issues enjoy an excellent rate.

Even when the County sells bonds on the open market, Administration monitors the market for opportunities for either re-financing or defeasing the issue. The County has saved tens of millions of dollars over the last six years both through defeasance and re-financing.

**OAKLAND COUNTY**  
**2004-2005 BIENNIAL BUDGET**  
**COUNTY SHARE OF CURRENT INDEBTEDNESS PAYMENTS**  
**PERIOD ENDING: September 30, 2003**

DEBT TYPE	YEAR 2004			YEAR 2005		
	Principal	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
<b>DRAINS BONDS - LIMITED TAX</b>						
Acacia Park CSO-Ser D	1,505.00	734.44	2,239.44	1,505.00	675.74	2,180.74
Bloomfield Twp CSO	29,100.00	22,599.06	51,699.06	29,100.00	21,216.81	50,316.81
King	4,860.00	1,295.79	6,155.79	4,860.00	1,067.99	5,927.99
Korzon	2,764.80	3,199.56	5,964.36	2,764.80	3,036.44	5,801.24
George Kuhn Series 2000	3,053.00	4,932.03	7,985.03	3,053.00	4,777.95	7,830.95
George Kuhn Series 2001	0.00	7,355.63	7,355.63	0.00	7,248.78	7,248.78
McIntyre	759.60	487.32	1,246.92	759.60	448.13	1,207.73
Robert Reid	75,040.00	83,069.28	158,109.28	75,040.00	79,317.28	154,357.28
Wolf	25,864.00	14,080.62	39,944.62	25,864.00	12,998.36	38,862.36
<b>Total</b>	<b>142,946.40</b>	<b>137,753.73</b>	<b>280,700.13</b>	<b>142,946.40</b>	<b>130,787.48</b>	<b>273,733.88</b>

<b>REFUNDING DRAIN BONDS - LIMITED TAX</b>						
Acacia Park CSO D.D. Ref., Ser. 2003	8,277.50	2,592.96	10,870.46	8,277.50	2,510.19	10,787.69
B'ham CSO D. D., Ser. 1999 Ref.	580.00	492.59	1,072.59	580.00	467.07	1,047.07
B'ham CSO D.D. Ref., Ser. 2001	1,363.00	1,059.80	2,422.80	1,363.00	1,006.65	2,369.65
Bldf. Vill. CSO D.D. Ref., Ser. 2001-A	63,810.00	57,993.54	121,803.54	63,810.00	55,600.67	119,410.67
Bldf. Vill. CSO D.D. Ref., Ser. 2001-B	27,473.75	16,571.10	44,044.85	27,473.75	15,678.21	43,151.96
Caddell D.D. Ref., Ser. 2003	10,421.04	3,676.95	14,097.99	10,421.04	3,520.64	13,941.68
Crake D.D. Ref., Ser. 2003	7,813.00	1,844.47	9,657.47	7,813.00	1,704.74	9,517.74
Edwards Relief Drain. Dist. Ref.	81,716.25	1,920.33	83,636.58	81,716.25	-	81,716.25
Ireland Drain. Dist., Ser. 1997 Ref.	3,425.00	1,209.71	4,634.71	3,425.00	1,047.23	4,472.23
Lueders D. D., Ser. 1999 Ref.	8,613.00	3,358.48	11,971.48	8,613.00	2,976.02	11,589.02
Minnow Pond D.D. Ref., Ser. 2001	16,185.78	6,326.67	22,512.45	16,185.78	5,660.22	21,846.00
Pebble Creek D.D. Ref., Ser. 2003	14,525.00	3,262.63	17,787.63	14,525.00	3,008.70	17,533.70
<b>Total</b>	<b>244,203.32</b>	<b>100,309.23</b>	<b>344,512.55</b>	<b>244,203.32</b>	<b>93,180.34</b>	<b>337,383.66</b>

<b>Delinquent Tax Notes - Limited Taxable</b>						
Delinquent Tax Notes, Ser. 2003	25,000,000.00	181,250.00	25,181,250.00	-	-	-
<b>Total</b>	<b>25,000,000.00</b>	<b>181,250.00</b>	<b>25,181,250.00</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Michigan Bond Authority Drain Bonds</b>						
Birmingham CSO	594.50	168.92	763.42	594.50	157.03	751.53
Bldf. Vill. CSO	25,701.25	7,462.22	33,163.47	25,701.25	6,948.20	32,649.45
George Kuhn, Series 2000	11,159.24	6,563.86	17,723.10	11,159.24	6,280.97	17,440.21
George Kuhn, Series 2001C	0.00	32,073.06	32,073.06	0.00	31,444.87	31,444.87
George Kuhn, Series 2001D	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>37,454.99</b>	<b>46,268.06</b>	<b>83,723.05</b>	<b>37,454.99</b>	<b>44,831.07</b>	<b>82,286.06</b>

<b>BUILDING AUTHORITY BONDS - LIMITED TAX</b>						
Computer Center	0.00	108,937.50	108,937.50	0.00	108,937.50	108,937.50
Lyon Oaks Project	450,000.00	130,006.25	580,006.25	450,000.00	112,568.75	562,568.75
Oakland Schools Bldg Renov., Ser. 2003	275,000.00	289,732.50	564,732.50	275,000.00	284,232.50	559,232.50
Rochester District Court, Series 2002	625,000.00	746,750.00	1,371,750.00	625,000.00	729,562.50	1,354,562.50
Rochester Hills Substation, Series 2002	175,000.00	202,337.50	377,337.50	175,000.00	197,087.50	372,087.50
Work Release Facility, Ser. 2002	850,000.00	1,064,925.00	1,914,925.00	850,000.00	1,033,050.00	1,883,050.00
<b>Total</b>	<b>2,375,000.00</b>	<b>2,542,688.75</b>	<b>4,917,688.75</b>	<b>2,375,000.00</b>	<b>2,465,438.75</b>	<b>4,840,438.75</b>

<b>REFUNDING BUILDING AUTHORITY BONDS - LIMITED TAX</b>						
Bldg Authority Bonds Ser 1998	1,065,000.00	380,681.25	1,445,681.25	1,065,000.00	334,087.50	1,399,087.50
<b>Total</b>	<b>1,065,000.00</b>	<b>380,681.25</b>	<b>1,445,681.25</b>	<b>1,065,000.00</b>	<b>334,087.50</b>	<b>1,399,087.50</b>

<b>Grand Total</b>	<b>28,864,604.71</b>	<b>3,388,951.02</b>	<b>32,253,555.73</b>	<b>3,864,604.71</b>	<b>3,068,325.14</b>	<b>6,932,929.85</b>
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Statutory Limit - 10% of Current State Equalized Value  
Less: Outstanding Debt Credit (9-30-03)  
Available Balance

\$ 6,708,544,178.20  
307,877,167.00  
\$ 6,400,667,011.20

# Arts, Beats & Eats



Oakland County is home to  
Arts, Beats & Eats,  
a four-day  
arts and entertainment festival  
held Labor Day weekend.

More than 1 million  
attended the 2003 funfest.

**GENERAL  
APPROPRIATIONS ACT**

**COUNTY OF OAKLAND  
FISCAL YEAR 2004 BUDGET  
GENERAL APPROPRIATIONS ACT**

MISCELLANEOUS RESOLUTION # 03256

BY: FINANCE COMMITTEE, CHUCK MOSS, CHAIRPERSON  
IN RE: FISCAL YEAR 2004 GENERAL APPROPRIATIONS ACT  
TO THE OAKLAND COUNTY BOARD OF COMMISSIONERS

Mr. Chairperson, Ladies and Gentlemen:

WHEREAS in accordance with the provisions of Public Act 139 of 1973 (as amended by P.A. 100 of 1980), the Unified Form of County Government Act, and Public Act 621 of 1978, 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 2004 Budget Recommendation; and

WHEREAS the Finance Committee, after due deliberation, has formulated a Recommended General Appropriations Act balancing total appropriations with available resources at \$518,094,592 for Fiscal Year 2004, 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 (Misc. 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 2004 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 \$900,000 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 \$635,294) and the Sheriff's Department (5/17 or \$264,706).

BE IT FURTHER RESOLVED that funds from the Civil Mediation Account (1-101-2853-050110) be utilized to cover the total costs incurred in Fiscal Year 2004 for the Civil Mediation Program.

BE IT FURTHER RESOLVED that appropriations to the Tri-Party Program may be permitted in accordance with Public Act 253 of 1917, MCL 247.121, in an amount to be determined on an annual basis in accordance with said act.

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" (Misc. 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 \$2,100,000 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 charge 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 the Oakland County Board of Commissioners proposes to levy a millage rate of 4.1900 mills upon the total Taxable Value of Real and Personal Property so as to generate \$213,144,000 to support the FY 2004 County General Fund/General Purpose Operating Budget.

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 and/or Deputy 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 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 for the current fiscal year,
  - (d) An estimate of revenues, by source, to be raised or received by Oakland County in the ensuing fiscal years,
  - (e) The amount of surplus or deficit from prior fiscal years, together with an estimate of the amount of surplus or deficit expected in the current fiscal year,

- (f) An estimate of the amount needed for deficiency, contingent or emergency purposes and the amounts needed to pay and discharge the principal and interest of the debt of Oakland County due in the ensuing fiscal years,
  - (g) The amount of proposed capital outlay expenditures, except those financed by enterprise, capital projects, or internal service funds, including the estimated total costs and proposed method of financing of each capital construction project and the projected additional annual operating cost and the method of financing the operating costs of each capital construction project for three (3) years beyond the fiscal year covered by the budget,
  - (h) An informational summary of projected revenues and expenditures/expenses of any capital projects, internal service, and enterprise funds,
  - (i) A comparison of the revenue and expenditure amounts in the recommended budget to the most recently approved budget-adopted by the Board of Commissioners with appropriate explanation of the variances,
  - (j) Any other data relating to fiscal conditions that the Fiscal Officer or the Board of Commissioners or committees thereof consider to be useful in evaluating the financial needs of the County.
9. Not less than ninety (90) days before the next succeeding fiscal year, the County Executive shall transmit the recommended budget to the County Board of Commissioners. The recommended budget shall be accompanied by:
- (a) A proposed general appropriations measure, consistent with the budget, which shall set forth the anticipated revenue and requested expenditure/expense authority in such form and in such detail deemed appropriate by the Board of Commissioners or committees thereof. No appropriations measure shall be submitted to the Board of Commissioners in which estimated total expenditures/expenses, including an accrued deficit, exceed estimated total revenues, including an available surplus.
  - (b) A budget message which shall explain the reasons for increases or decreases in budgeted items compared with the current fiscal year, the policy of the County Executive as it relates to important budgetary items, and any other information that the County Executive determines to be useful to the Board of Commissioners in its consideration of proposed appropriations.
  - (c) A comparison of the recommended budget to the most recently approved current year budget, together with an analysis and explanation of the variances therefrom, such variances being divided to show the portion attributable to the current year budget amendments and the portion resulting from the recommended budget.

10. The County Board of Commissioners, or any committee thereof, may direct the County Executive and/or other elected officials to submit any additional information it deems relevant in its consideration of the budget and proposed appropriations measure. The Board of Commissioners or the committees thereof may conduct budgetary reviews with the Fiscal Officer, and/or County departments and divisions or agencies, etc., for the purpose of clarification or justification of proposed budgetary items.
11. The County Board of Commissioners may revise, alter, or substitute for the proposed general appropriations measure in any way, except that it may not change it in a way that would cause total appropriations, including an accrued deficit, to exceed total estimated revenues, including an unappropriated surplus. An accrued deficit shall be the first item to be resolved in the general appropriations measure.
12. The County Board of Commissioners shall fix the time and place of a public hearing to be held on the budget and proposed appropriations measure. The Clerk/Register shall then have published, in a newspaper of general circulation within the County of Oakland, notice of the hearing and an indication of the place at which the budget and proposed appropriations measure may be inspected by the public. This notice must be published at least seven days before the date of the hearing.
13. No later than September 30, the Board of Commissioners shall pass a general appropriations measure providing the authority to make expenditures and incur obligations on behalf of the County of Oakland. The supporting budgetary data to the general appropriations measure shall include at least the following:
  - (a) Expenditure data for the most recently completed fiscal year,
  - (b) The expenditures budget as originally adopted by the Board of Commissioners for the current fiscal year,
  - (c) The amended current year appropriations,
  - (d) An estimate of the expenditure amounts required to conduct, the government of Oakland County, including its budgetary centers,
  - (e) Revenue data for the most recently completed fiscal year and estimated revenues 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 #21 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: Controllable Personnel Expenditures, Controllable Operating Expenditures, and Non-Controllable Operating Expenditures (Internal Service Funds). 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 Controllable Personnel and Operating Expenses, respectively, for each department as originally authorized or amended by the Board of Commissioners. 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. 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.
  18. 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.
  19. 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.
  20. 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.
  21. 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 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.
- (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 Personnel 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' hospitalization and retirement administration. All funds collected for Retirement, Tuition Reimbursement, Social Security (FICA), Hospitalization 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 Authority 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.

- (h) A transfer of any or all of the appropriation allocated under the Non-Departmental account for Legislative Expense (#90-290000-25000-3064) shall not be made to any departmental budget without adoption of an Oakland County Board of Commissioners resolution.

22. 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.

23. 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.

24. All appropriations are annual and the unexpended portion shall lapse at year-end. Encumbrances will be recorded as a reservation of fund balance, appropriations carried forwards shall be recorded as a designated 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 Misc. 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.

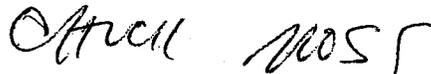
25. A member of the Board of Commissioners, the County Executive, any elected officer, the Fiscal Officer, any other administrative officer or employee of Oakland County shall not: (1) create a debt, incur a financial obligation on behalf of the County against an appropriation account in excess of the 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. 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. 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 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 Reimbursement 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 Reimbursement 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.

26. 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.
27. The budgetary system shall be maintained on the same basis of accounting (generally accepted accounting principles) as the actual financial information is maintained.
28. 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.
29. 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.

Mr. Chairperson, on behalf of the Finance Committee, I move the adoption of the foregoing resolution which embodies the Fiscal Year 2004 General Appropriations Act as detailed in the Fiscal Year 2004 Budget document, including subsequent amendments.

FINANCE COMMITTEE



Chuck Moss, Chairperson

# **DEBT POLICY**

# OAKLAND COUNTY TREASURER

## DEBT POLICY

### 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.

# **GLOSSARY**

## GLOSSARY

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.

**ASSESSMENT.** (1) The process of making the official valuation of property for purposed 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.

**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 report of a government. It includes five Combined Statements -Overview (the "lifiable" GPFS) and basic financial statements for each individual fund and account group 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 in which are recorded the aggregate of debit and credit postings to a number of identical or related accounts called subsidiary accounts. 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.

**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 CHARGES.** Expenditures which are not chargeable to the fiscal period in which made but are carried on the asset side of the balance sheet pending amortization or other disposition. An example is Discount on Bonds Issued, Deferred charges differ from prepaid expenses in that they usually extend over a long period of time (more than five years) and are not regularly recurring costs of operation. See **PREPAID EXPENSES**.

**DEFERRED REVENUES.** 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.** A fund established to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Examples of Enterprise Funds are those for water, gas, and electric utilities; swimming pools; airports; parking garages; and transit systems.

**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 expenditures.

**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 fund equity of governmental funds and Trust 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.

**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).** Uniform minimum standards of and guidelines to financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative statement on the application of GAAP to state and local governments in NCGA Statement 1. Every government should prepare and publish financial statements in GAAP financial reports are different from and much broader than, the objectives of business enterprise GAAP financial reports.

**GENERALLY ACCEPTED AUDITING STANDARDS (GAAS).** Measures of the quality of the performance of auditing procedures and the objectives to the attained through their use. They are concerned with the auditor's professional qualities and with the judgement exercised in the performance of an audit. Generally accepted auditing standards have been prescribed by (1) the American Institute of Certified Public Accountants (AICPA) and (2) the U.S. General Accounting Office (GAO) in Standards for Audit of Governmental Organizations, Programs, Activities, and Functions (the "yellow book").

**GENERAL OBLIGATION BONDS.** Bonds for the payment of which the full faith and credit of the issuing government are pledged.

**GOVERNMENTAL ACCOUNTING.** The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governments.

**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.

**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 and Expendable Trust Funds are accounted for using the modified accrual basis of accounting.

**MUNICIPAL.** In its broadest sense, an 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.

**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 in the service obtained (as distinguished from the results obtained from expenditures). Examples are salaries, fringe benefits, contractual services, materials, and supplies. See **OBJECT CLASS.**

**OBJECT CLASS.** Expenditure classification according to the types of items purchased or services obtained; for example, salaries, fringes, contractual services, commodities, capital outlay and depreciation.

**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 to 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 REVENUES.** Proprietary fund revenues which are directly related to the fund's primary service activities. They consist primarily of user charges for services.

**OPERATING STATEMENT.** The basic financial statement which discloses the financial results of 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 where in 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. An example of a deferred charge is unamortized discounts on bonds sold.

**PROGRAM BUDGET.** A budget where in 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.

**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 of 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.

**REVOLVING FUND.** (1) An Internal Service Fund. (2) An imprest account which is accounted for as an asset of a fund.

**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 of which they were originally issued. See **REVENUE BONDS**.

**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.

**STATEMENT OF CHANGES IN FUND EQUITY.** 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** and **SUBSIDIARY LEDGER**.

**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 service 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.

**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 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 applied 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.