OAKLAND COUNTY

BOARD OF COMMISSIONERS

FY 2006 - FY 2007 BIENNIAL BUDGET

and

GENERAL APPROPRIATIONS ACT



AS ADOPTED AND AMENDED ON SEPTEMBER 22, 2005

OAKLAND® COUNTY MICHIGAN

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.

"There are many reasons for my optimism: our budget is balanced...Wall Street reaffirmed our coveted AAA bond rating; last year we added more than 17,000 new jobs, leading the state in job creation; Site Selection Magazine again ranked Oakland County as the number one county in Michigan for new plants and expansions; and recent surveys show that of the 50 largest counties in America, Oakland County delivers government services at the lowest cost based on personal income."





L. Brooks Patterson,
Oakland County Executive
State of the County Address
February 10, 2005



The Governmental 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, 2003. 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



FISCAL SERVICES DIVISION

Tim Soave, Manager
Nancy Fournier, Chief-Fiscal Services
Lynn Sonkiss, Chief-Fiscal Services
Gaia Piir, Budget Systems Coordinator
Jeff Phelps, Supervisor
LaVerne Smith, Supervisor
Kathy Bell, Supervisor
Holly Conforti, Supervisor
Shelley Cook, Supervisor
Wayne Keller, Supervisor
Joe Matkosky, Supervisor
Shawn Phelps, Supervisor
Nancy Falardeau, Financial Analyst
Leo Lease, Financial Analyst
Prentiss Malone, Financial Analyst
Linda Pearson, Financial Analyst
Joe Rozell – Financial Analyst
Monica Tinsley, Financial Analyst
Debbie Edwards, Accountant
Charrie Moody, Accountant
Vicki Poynter, Accountant
Rose Swan, Accountant

HUMAN RESOURCE DIVISION

Jennifer Mason, Manager
Mary Pardee, Supervisor
Kristy Slosson, Supv. Admin. Services
Dana Cosby, Human Resource Analyst
Brenthy Johnston, Human Resource Analyst
Heather Mason, Human Resource Analyst
Kelly Stout, Human Resource Analyst
David Vandegrift, Human Resource Analyst
Gary Vaught, Human Resource Analyst
Chaunda Smith, Technical Assistant



Deputy County Executive
Gerald D. Poisson



Deputy County Executive
Kenneth Rogers



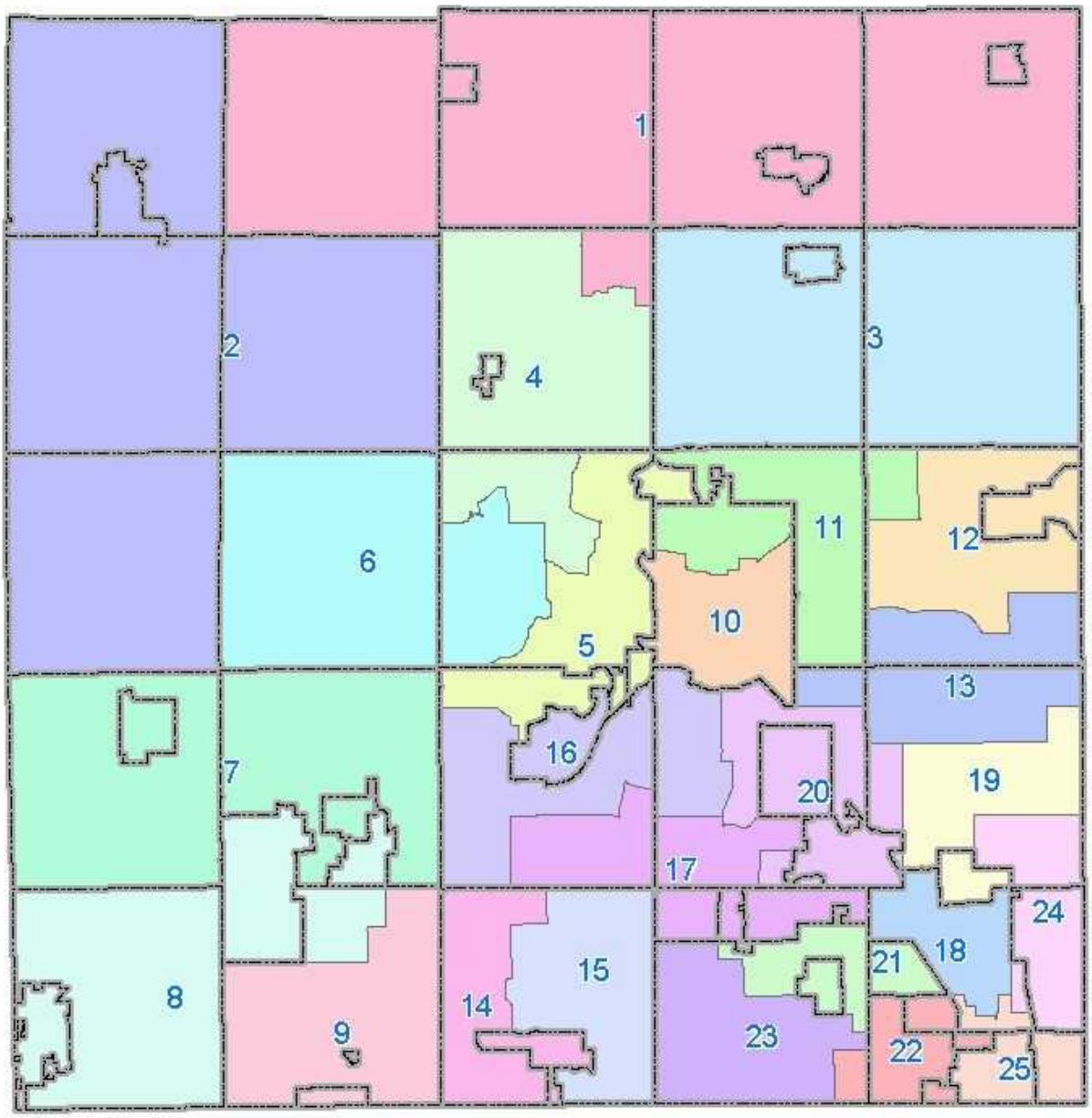
Director
Management & Budget Department
Laurie Van Pelt



Director
Human Resources Department
Nancy Scarlet

Oakland County Board of Commissioners

District 1: William R. Patterson
District 2: Bill Bullard, Jr., Chairman
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, Vice Chairman
District 10: Mattie M. Hatchett
District 11: Tim Melton
District 12: Sue Ann Douglas
District 13: Will Molnar
District 14: Mike Rogers
District 15: Jim Nash
District 16: Greg Jamian
District 17: Marcia Gershenson
District 18: Dave Woodward
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



Bill Bullard, Jr. (R)
Board Chairperson



Hugh D. Crawford (R)
Vice-Chairperson



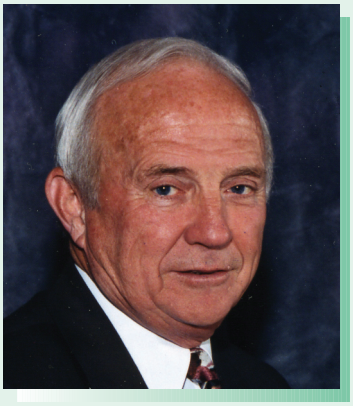
Chuck Moss (R)
Finance Committee



Greg Jamian (R)
Personnel Committee



William R. Patterson (R)
General Government Committee



Charles E. Palmer (R)
Planning & Building Committee



Jeff Potter (R)
Public Services Committee

FY 2006 / 2007 BIENNIAL BUDGET
AND
GENERAL APPROPRIATIONS ACT
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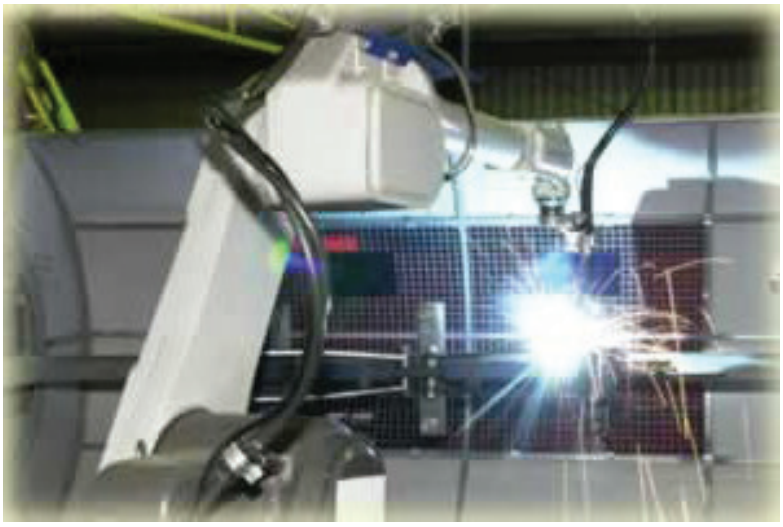
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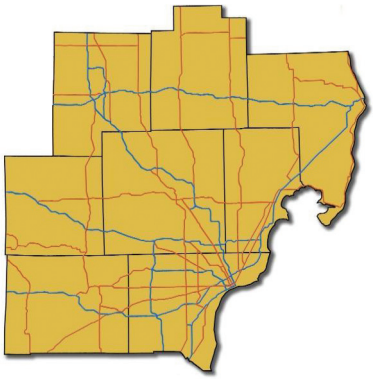
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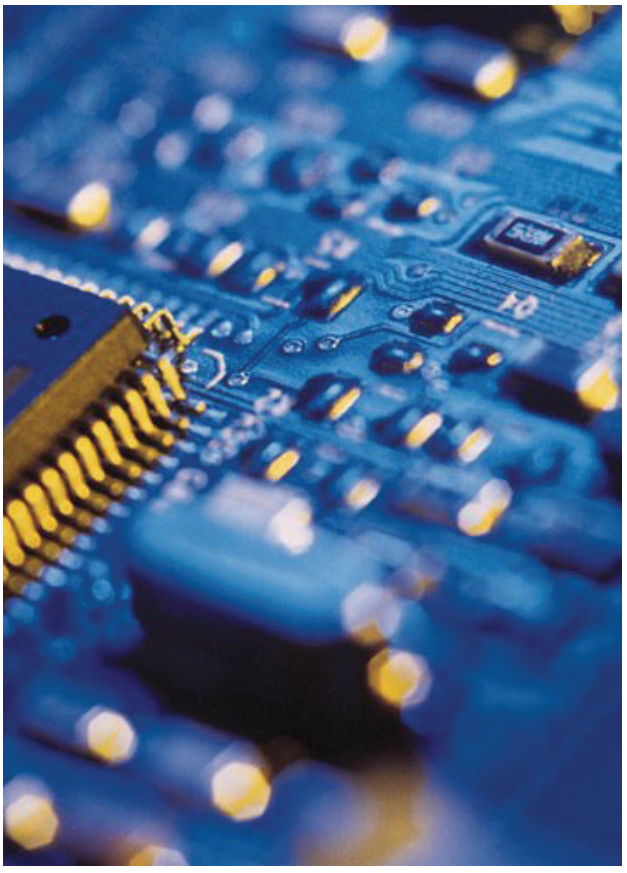


Automation Alley is Southeast Michigan's gloabl technology cluster.



automation alley
consortium

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.





OAKLAND COUNTY MICHIGAN

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.

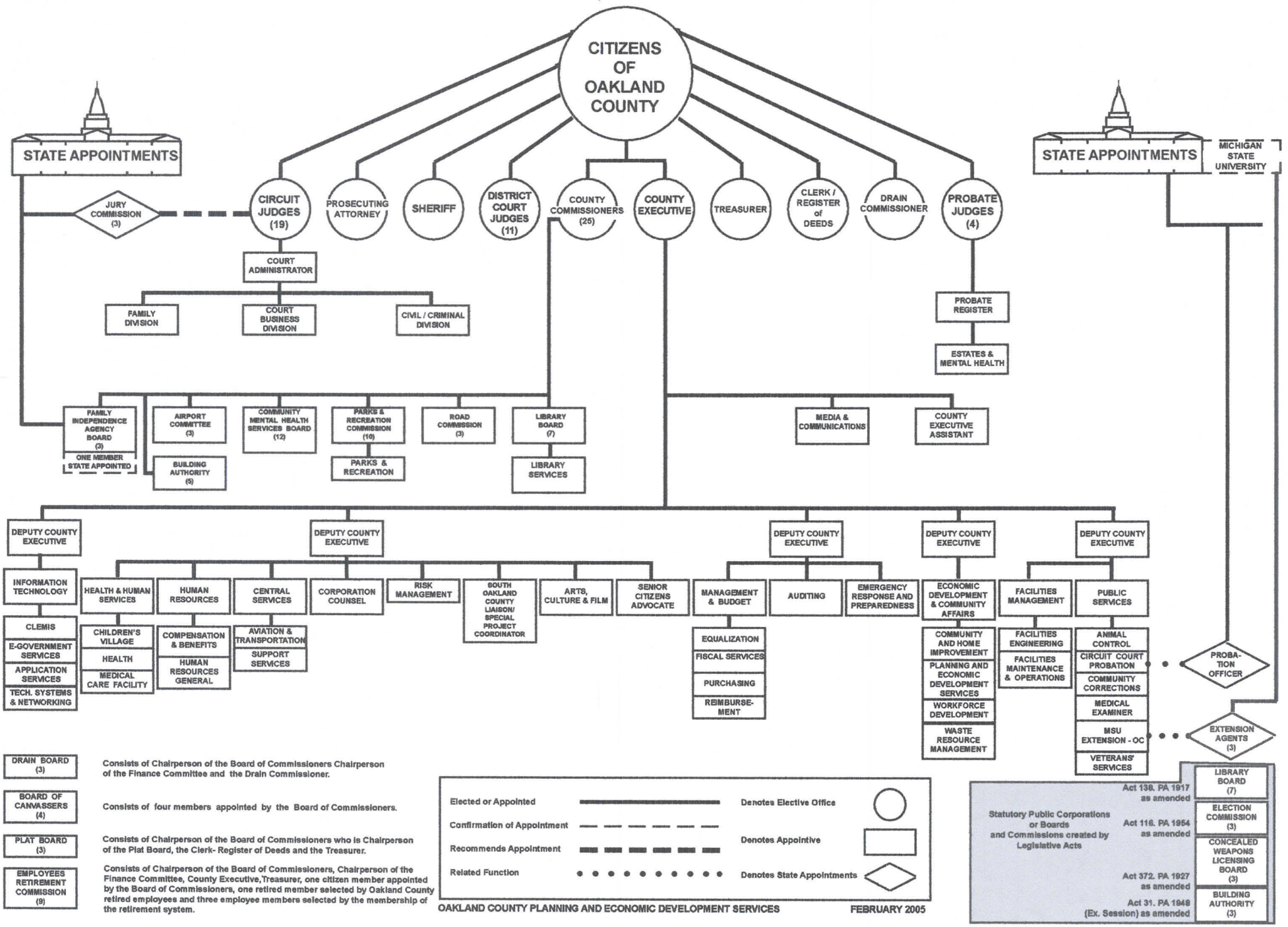
The government is headed by an elected County Executive, whose responsibilities are similar to those of a governor or the mayor of a large city. The Oakland County Executive represents the interest of more than one million residents. It is the duty of the County Executive to administer the government 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.

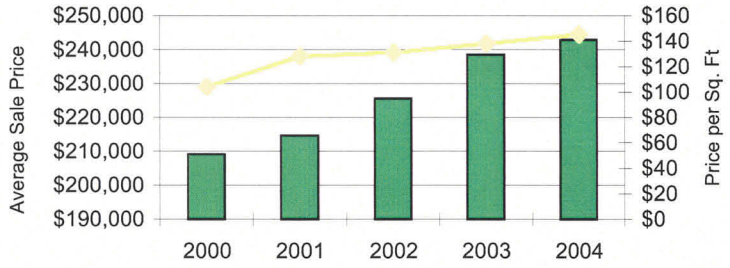
OAKLAND COUNTY GOVERNMENT
ORGANIZATIONAL CHART



Housing

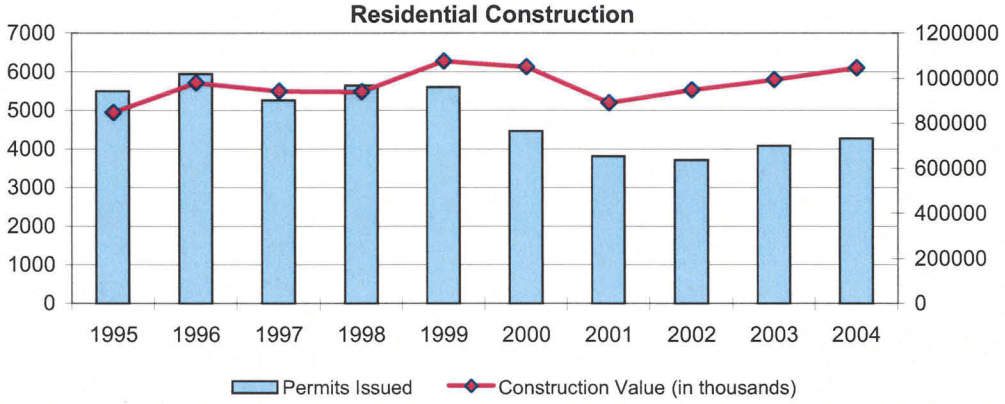
- The average selling price of a single family home rose 16% between 2000 and 2004.
- The average cost per square foot of homes sold in Oakland County in 2004 was $112.
- The average price per square foot of homes sold rose almost 50% between 2000 and 2004.

Residential Home Sales



County Assessed Properties Only

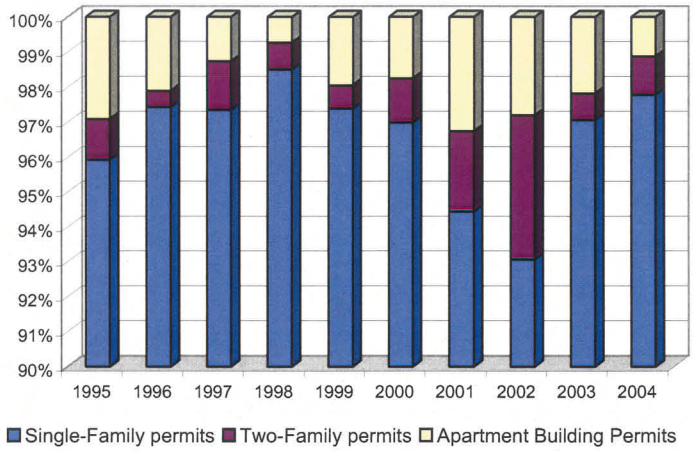
Residential Construction



Source: Dodge Local Construction Monthly

- Over 46,000 new single family home permits were issued between 2000 and 2004.
- The average value per residential permit rose 4% between 2000 and 2004.
- There were 4.2% fewer residential permits issued in 2004 compared to 2000.
- There were 4,278 residential permits issued in Oakland County in 2004; 4.6% less than the previous year.
- Only 3.3% of all residential permits between 2000 and 2004 were for multi-family homes.

Residential Construction Distribution



Research courtesy of Oakland County Planning Economic Development Services

Education

- There are 28 school districts which served 203,200 public school students in 2003/2004. The five largest school districts are; Walled Lake, Rochester, Farmington, Troy, and Waterford consecutively.

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

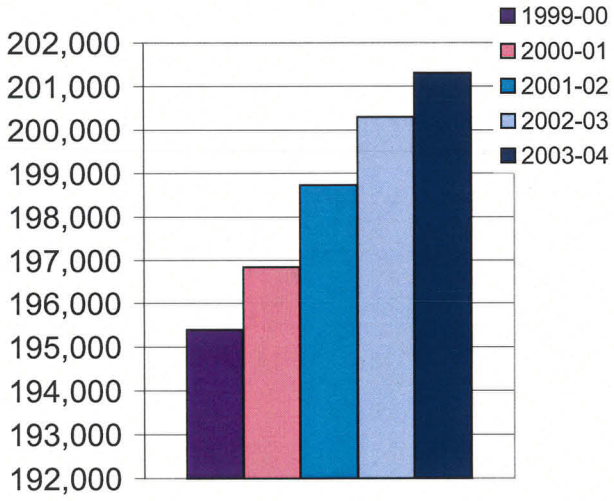
- Enrollment in Oakland County schools is up 3% over the last five years.

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

- Continuing education and support is an important part of the public school system in Oakland County. Eighty two percent of districts provide classes such as English as a second language and 86% offer career assessment and counseling.

- Local communities support their public school districts. Ninety five percent of all millages presented in the 2004/2005 school year were passed by voters.

Oakland School Enrollment K-12 only



Source: Oakland Schools Summaries & Surveys 2005

Educational Attainment

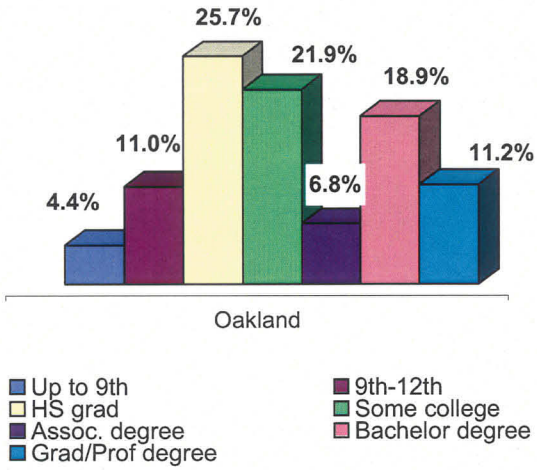
- More than ninety-two percent of Oakland County residents age 25 have at least a high school diploma.

- Seventy percent of Oakland County residents age 25 and over have enrolled in some type of college course.

- Forty-one percent of Oakland County residents age 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



Research courtesy of Oakland County Planning Economic Development Services

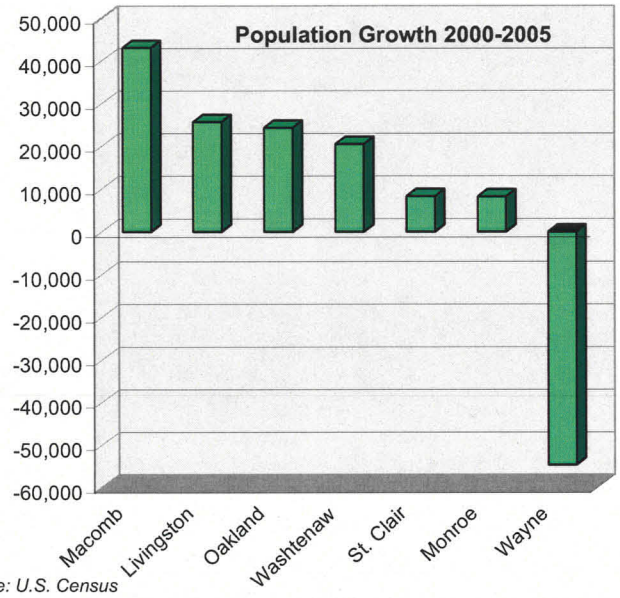
Current Population

- Oakland County's growth has slowed to a sustainable 2% increase in population over the last five years.

- Oakland County's 2005 population was estimated to be 1,218,573. Fifty-one percent of the county's residents are female and 49% are male.

- The fastest-growing communities in Oakland County are: Novi, Commerce, Oakland, Oxford Twp. and White Lake

- Communities currently losing the most population are: Royal Oak, Ferndale, Farmington Hills, Royal Oak Twp. and Bloomfield Twp.



Source: U.S. Census

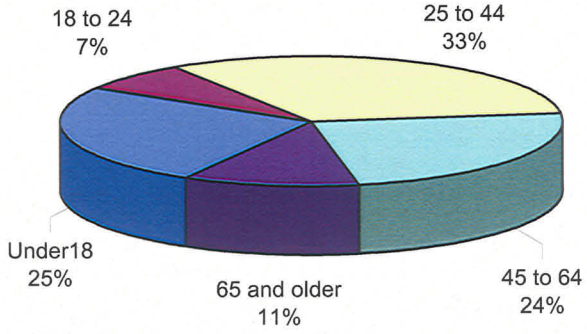
SEMCOG; Population and Households in SE MI 2000-2005

2000 Population by Age

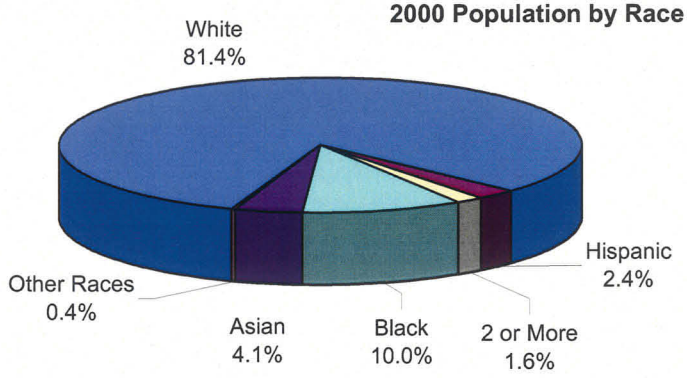
- The median age of a resident of Oakland County in 2000 was 36.7 years, up 4.2 years from 32.5 in 1990.

- 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 Race



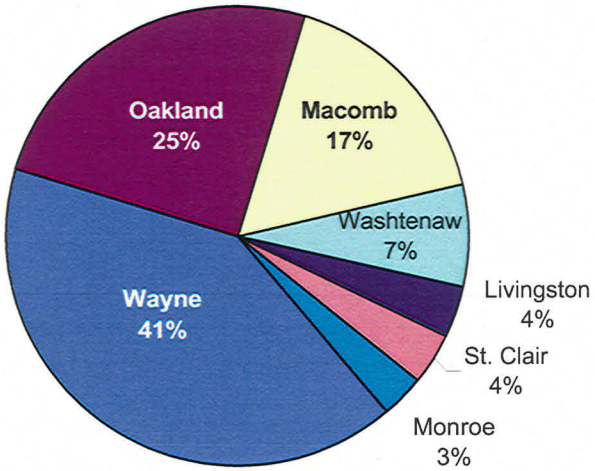
Source: U.S. Census

Research courtesy of Oakland County Planning Economic Development Services

Population Projections

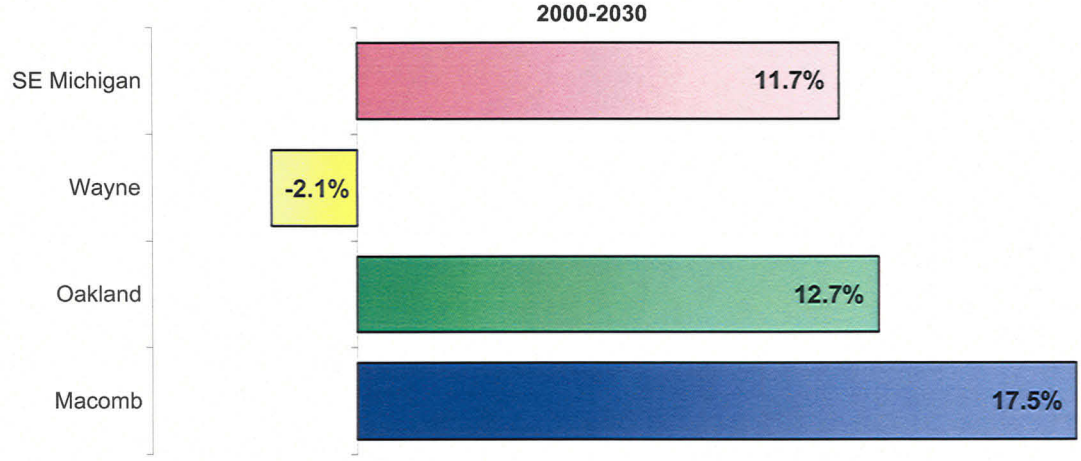
- Oakland County has more people than each of 9 states.
- Oakland County's pop. grew 12% between 1990 and 2004 while the state of Michigan grew 8.8%.
- Oakland County contributed to 32% of the regional population increase from 2000 to 2005.
- Oakland County contributed to 15.8% of Michigan's population increase from 1990 to 2004.
- The number of Oakland County residents is forecast to increase 11.7% between 2000-2030.

2005 Regional Population Distribution



Source: SEMCOG

Population Growth Forecast
2000-2030



- In the seven county Southeast Michigan region, every county's population, except for Wayne County, is projected to increase by at least 55,000 people in the 30 year period.

Research courtesy of Oakland County Planning Economic Development Services

Households

- There are an estimated 509,640 households located in Oakland County; 34.2% of these households have children.

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

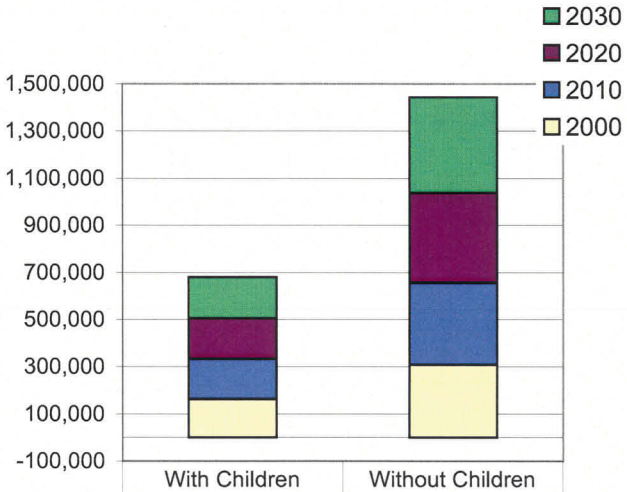
- Households with children are forecast to increase only 8.5% over the next thirty years compared to a 31.4% increase of households without children.

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

- The number of communities in the region that will experience population loss over the next several years will likely increase because of the combined effects of an aging population, smaller households, and limited land to add residential housing.

- Orchard Lake has the largest average household size with 2.94 persons; Royal Oak has the smallest with 1.96.

Projected Household Growth



	With Children	Without Children
2030	176,220	405,618
2020	171,132	381,934
2010	170,963	347,336
2000	162,413	308,720

Source: SEMCOG Regional Development Forecast (October 2001)

Income

- Oakland County's Per Capita Income (PCI) was $49,048 in 2003, the highest in Michigan and fourth highest nationally for counties with over 1 million population.

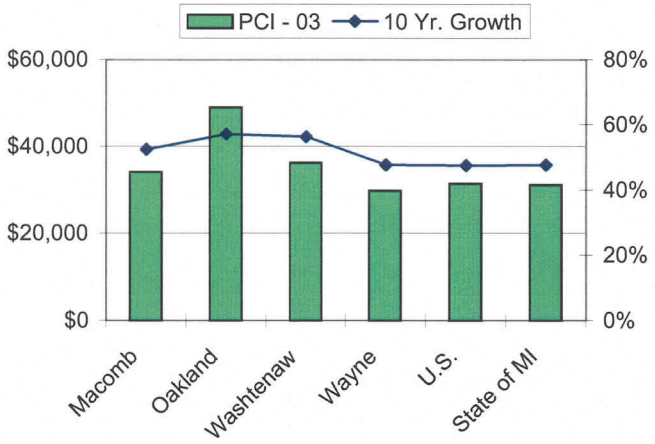
- Oakland County's per capita income increased over 57% from 1993 to 2003. The state and U.S. increased 48% and 47% respectively over the same period.

- In 2003, Oakland County's Total Effective Buying Income (EBI) of $33.4 billion was higher than 15 states.

- Only seven metro areas nationwide had a median EBI higher than Oakland's $52,198

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

Per Capita Income Growth



Source: Bureau of Economic Analysis

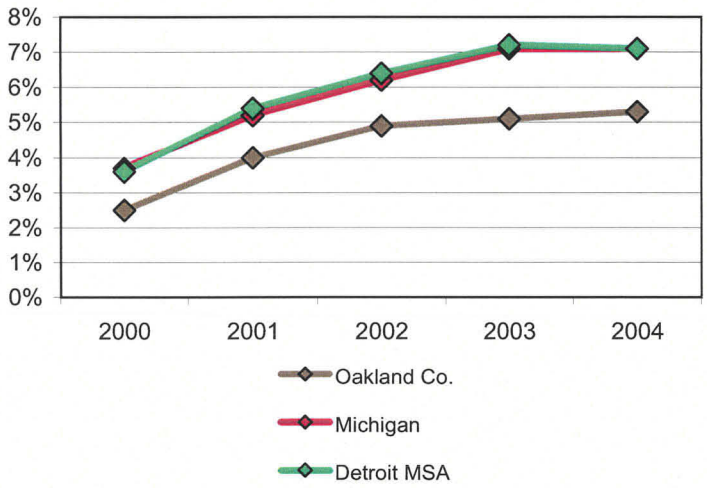
Research courtesy of Oakland County Planning Economic Development Services

Employment

- In 2004, the Oakland County unemployment rate remained lower than the national average of 5.5%.
- The 2004 unemployment rate in Oakland County was 5.3% compared to 7.1% for both the Detroit MSA* and the state of Michigan.
- The Oakland County unemployment rate fell from 6.1% in January to 4.6% in October 2005.
- Occupations forecast to gain the most employees by 2012 are: Registered Nurses, Customer Service Reps., Truck Drivers, Sales Reps., and Computer Systems Analysts.

Metropolitan Statistical Area (includes Oakland)

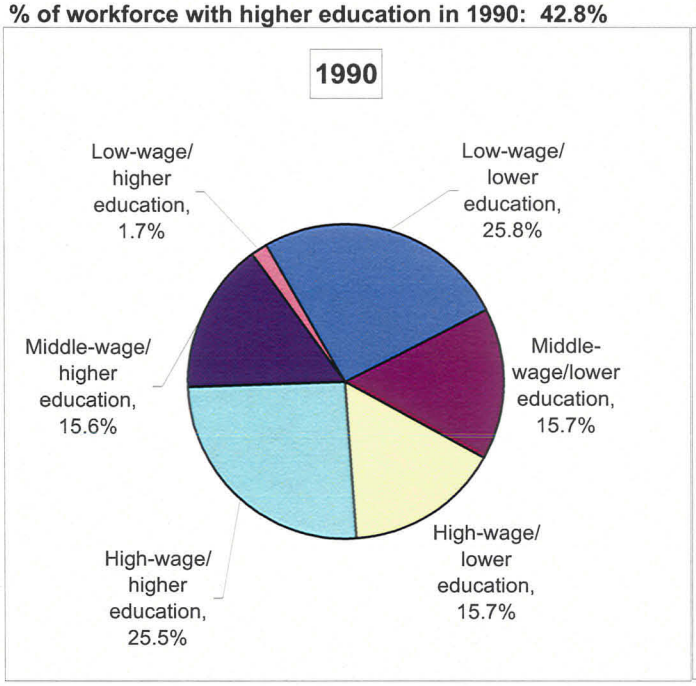
Unemployment on the Rise



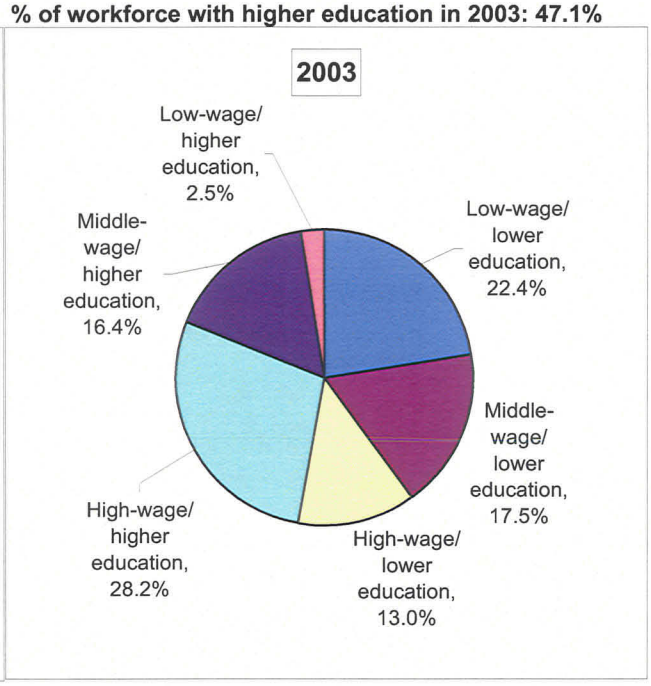
Jobs Distribution

- High-wage/higher-education industries, which account for 28 percent of total jobs in the county, contributed 39% of all job gains between 1990 and 2003. In contrast, the high-wage/lower-education industries make up 13% of county jobs, and account for only 2% of all job gains.

% of workforce with higher education in 1990: 42.8%



% of workforce with higher education in 2003: 47.1%



Research courtesy of Oakland County Planning Economic Development Services

Business & Industry

- Earnings by persons employed in Oakland increased from $44.8 billion in 2000 to $52.6 billion in 2003, an increase of 17%. The 2000-2003 state change was 8% and the national change was 9.3%.
- Over 42% of Michigan's Professional and Technical Services activity takes place in Oakland County .
- The average compensation per job in Oakland County is $58,652 compared with $56,470 for the Detroit region.
- Durable goods manufacturing is still the number one industry in Michigan and number two in Oakland generating $7.5 Billion in local earnings.
- Publishing and Telecommunications make up the lion's share of Oakland Information Services sector.
- Business, health, and financial services are among the fastest growing industries in Oakland County.

Earnings by Industry Sector ($000s)

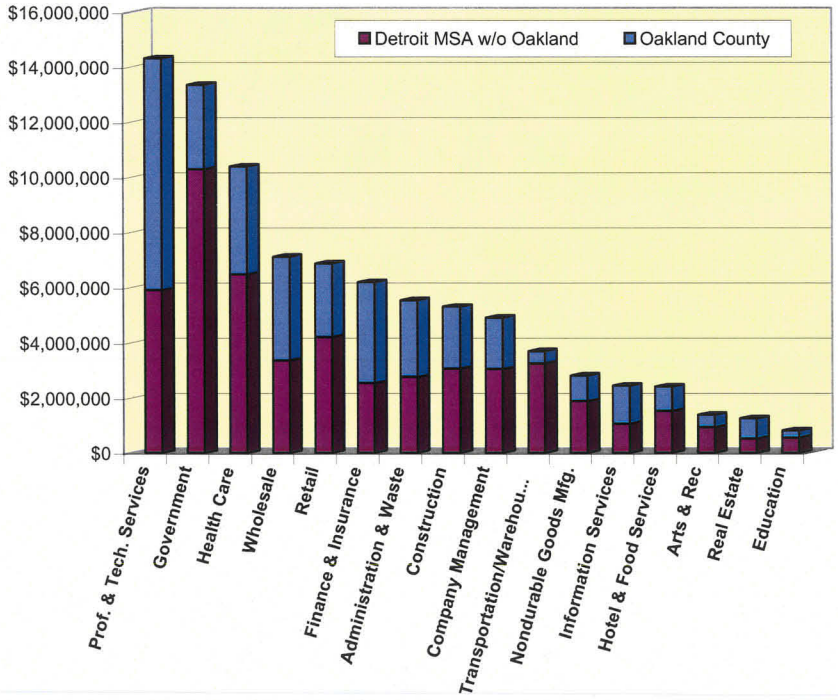


Chart does not include Manufacturing of Durable Goods

**Source: Regional Economic Information System 1969-2003; Bureau of Economic Analysis.*

Top Twenty Employers in Oakland County (5-year local employment change)

Firm	2004 Employees	1999 Employees	Product/Service
General Motors Corp.	20,045	26,825	Automobile manufacturer
William Beaumont Hospital	11,745	9,610	Private, nonprofit hospital
Chrysler Group	10,267	21,545	Automobile manufacturer
EDS Corp.	7,300	10,700	Information technology services
U.S. Government	4,338	4,569	Federal Government
SBC Communications Inc.	4,000	5,000	Telecommunications (aka: Ameritech-MI)
U.S. Postal Service	3,929	n/a	Postal Service
St. John Health	3,925	983	Health care organization
Blue Cross Blue Shield / Blue Care Network	3,925	3,668	Health care insurer
Oakland County	3,691	3,572	Government
Trinity Health	3,450	3,916	Health care system (aka: Mercy Health)
Sears Holdings Corp*	3,850	2,594*	Discount retail stores (*does not include Sears)
Standard Federal Bank	2,691	n/a	Mortgage and financial services
Lear Corp.	2,680	1,960	Automotive interior systems
Comerica Inc.	1,979	1,840	Financial services provider
Ford Motor Co.	1,972	3,336	Automobile manufacturer
Zieger Health Care Corp.	1,839	2,269	Health care organization
Henry Ford Health System	1,788	2,135	Health care system
Kelly Services Inc.	1,383	1,100	Staffing services
Kroger Co.-Great Lakes Div.	1,275	1,131	Grocery retailer

*Kmart Holding Corp. merged with Sears, Roebuck and Co. into a new company called Sears Holdings Corp. based in Hoffman Estates, Ill.
Source: Crain's Detroit Business

Research courtesy of Oakland County Planning Economic Development Services

Transportation

- The Southeast Michigan region is comprised of seven counties and 234 local units of government.

- Oakland County's roads will require $1.7 billion over the next ten years to address congestion.

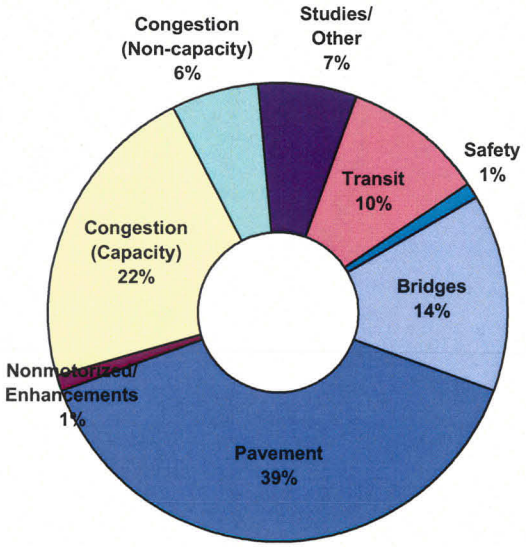
- Eighty-four percent of the region's commuters travel to work by individual vehicle; 9% by carpool or vanpool; 2% by public transit and 2% walk.

- Planned transportation improvements include 1,100 bridges; 45 miles of turn lanes; 290 miles of existing road widening; 19 miles of new road construction; and the improvement of 1,800 intersections.

- The plan calls for I-75 from 8 Mile to M-59 to be widened to four lanes in each direction.

- For more information visit the Southeast Michigan Council of Governments website at: www.semcog.org

2030 Capital Funding Distribution



Source: SEMCOG 2030 Regional Transportation Plan

Quality of Life

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

- Eight-hundred-fifteen miles of trails run through Oakland County and there are 482 miles of streets with bike lanes.

- Oakland County has more natural lakes than any other county in the state. There are more than 1,400 lakes and the headwaters of five major rivers within the 910 square miles of the county.

- Oakland County is rich in its heritage with 128 historic districts, 31 historical societies and 32 historical museums.

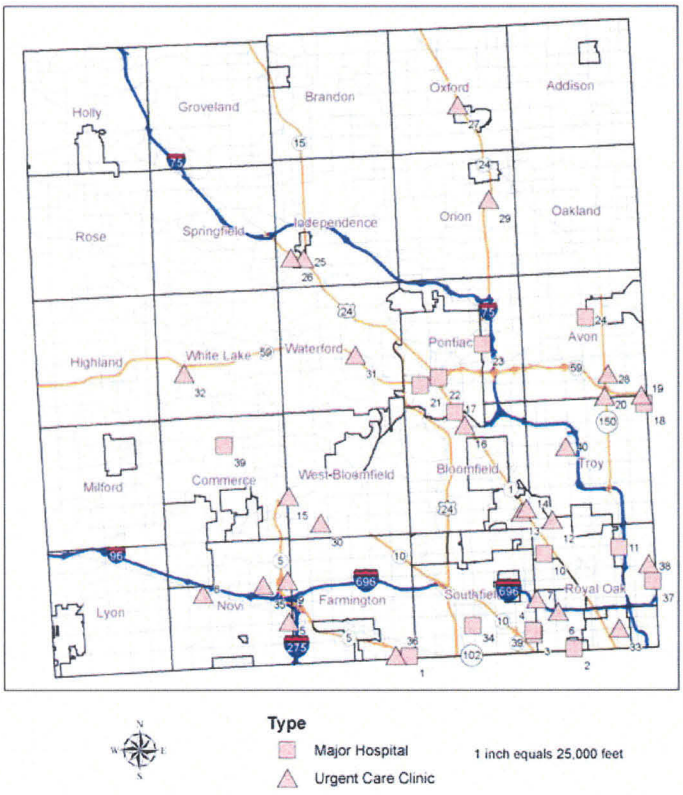
- Oakland County has 60 public and 26 private golf courses with over 1,500 golf holes available.

- 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 plays the host to several marquee, annual events: Arts, Beats & Eats, Woodward Dream Cruise, Quake on the Lake, and the Michigan Renaissance Festival.

Source: Dun & Bradstreet; Quality of Life Business Roundtable

Hospitals & Urgent Care Facilities



Courtesy of Planning and Economic Development Services

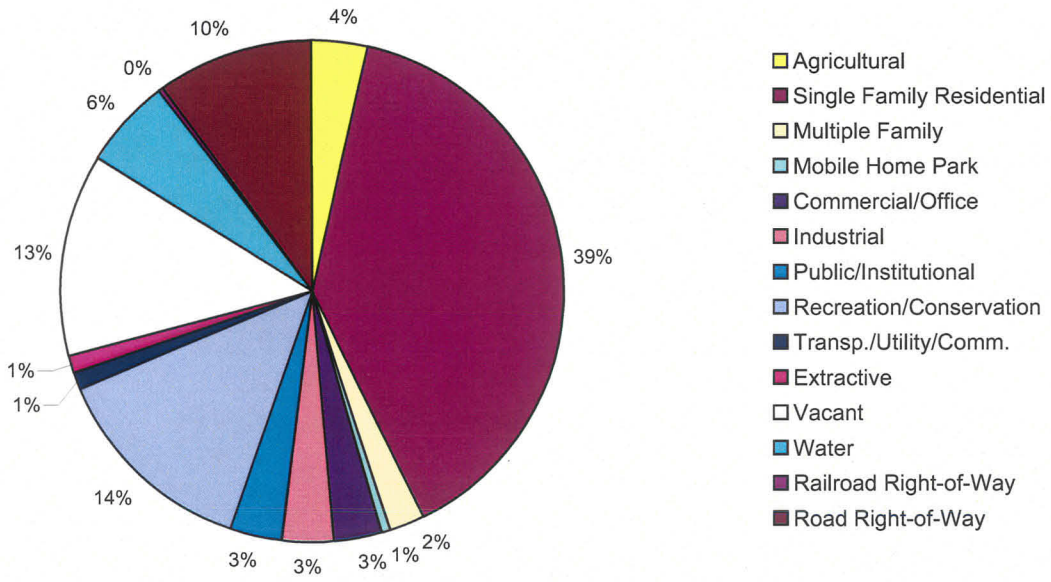
Land Use Summary	Total Area (Acres)	Percent of Total Area	Parcels	Percent of Total Parcels	Average Area Acres
Agricultural	20,936	3.6%	502	0.1%	41.70
Single Family (All classes)	227,508	39.2%	349,887	83.3%	0.65
Multiple Family	12,769	2.2%	2,452	0.6%	5.21
Mobile Home Park	3,519	0.6%	252	0.1%	13.96
Commercial/Office	18,241	3.1%	12,769	3.0%	1.43
Industrial	18,003	3.1%	5,714	1.4%	3.15
Public/Institutional	19,555	3.4%	2,836	0.7%	6.90
Recreation & Conservation	78,378	13.5%	6,951	1.7%	11.28
Transportation, Utility & Communication	6,234	1.1%	1,113	0.3%	5.60
Extractive	5,590	1.0%	88	0.0%	63.52
Vacant	75,692	13.0%	37,463	8.9%	2.02
Water	35,034	6.0%	0	0.0%	
Railroad ROW	1,186	0.2%	0	0.0%	
Road ROW	57,895	10.0%	0	0.0%	
Total	**580,540**	**100.0%**	**420,027**	**100.0%**	**1.38**

- There are 16,305 lakefront parcels in Oakland county.

- Oakland county's land use coverage and the average area (acres) per parcel of single family and multifamily housing contributes significantly to quality of life. High densities are considered favorable as it localized development to more consolidated areas.

Land Use by Area

Oakland County 2004 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.

Courtesy of Planning and Economic Development Services

COUNTY OF OAKLAND

Principal Taxpayers - Unaudited

August 30, 2005

Taxpayer	Principal Products or Services	2005 Taxable Valuation
General Motors Corporation	Automobiles, Trucks, and Buses	$531,887,644
Detroit Edison Company	Electric Utility	$360,912,322
Twelve Oaks/Taubman, et.al	Real Estate	$208,092,554
Daimler-Chrysler Corporation	Automobiles and Trucks	$170,275,688
Consumers Power/Energy	Gas and Electric Utility	$158,406,697
Ford Motor Company	Automobiles and Trucks	$130,746,670
Town Centre	Office Building	$125,084,204
Manufacturer's Hanover Bank	Banking, Real Estate, Financial	$109,483,765
Ramco-Gerhenson	Real Estate	$98,783,163
W.R.C. Properties, Inc.	Real Estate	$97,738,830
Frankel/Forbes/Cohen, et al.	Real Estate	$90,964,710
Liberty Property Investments	Real Estate Investment Trust	$78,460,022
Electronic Data Systems Corp.	Computer Systems	$74,892,639
Gale & Wentworth, LLC	Real Estate	$62,284,828
First Industrial Realty	Real Estate Investment Trust	$54,517,530
Comerica Bank	Banking, Real Estate, Financial	$53,125,986
Nykel Management Co.	Real Estate	$52,053,119
K-Mart Corp.	Retail Sales	$51,953,082
Prudential	Real Estate, Office Management	$47,359,678
Standard Federal Bank	Banking, Real Estate, Financial	$45,436,369
Total		**$2,602,459,500**

Note: The taxable values have been compiled from a number of sources/reports and may include estimated figures.

Source: Oakland County Equalization Division

BOARD OF COMMISSIONERS

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

OAKLAND COUNTY
2006-2007 BUDGET

Board of Commissioners - Transmittal Letter

To the Citizens of Oakland County, Michigan
October 1, 2005

On September 22, 2005, the Oakland County Board of Commissioners adopted the 2006-07 Biennial 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 2006-07 Adopted Budget and General Appropriations Act represents the culmination of many months of effort on the part of a host of county officials and employees, particularly the Finance and Personnel Committees, the Board of Commissioners and their staff, the County Executive and the Management & Budget and Human Resources Departments.

Since 1993, the Oakland County Board of Commissioners has been committed 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[1], 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 averaged 3.3 percent annually[2].

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 actions that decreased County revenue sharing income, and enacted 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. The resulting measures allowed Oakland County to weather the budget challenges without layoffs while preserving our AAA bond rating.

The FY 2006-2007 budget holds the line and plugs holes. For the '06-'07 budget process, we decided to use a zero-based budget approach, requiring justification and date for each operating line item. This in turn resulted in an $18 million budget challenge for FY 2006, quantified in three major areas. Retiree Health Care, State Juvenile Institutions, Requests for Additional Resources. To meet this challenge, position requests were withdrawn, approved only where funding exists to offset the costs on a continuing basis, as well as special revenue or proprietary funding. The budget task was challenging for departments and County-wide elected officials, but Oakland County leadership met them in the usual responsible manner.

A second major challenge has been the uncertainty from the state government. Most egregious was the acceleration of county property tax levies, their transfer into a mandated reserve fund, and the corresponding withdrawal of state revenue sharing funds. To meet this challenge, Oakland has long recognized that revenue sharing is at risk, and will use

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

2 For Governmental Funds only per the 1993 and 2004 *Comprehensive Annual Financial Reports*. Community Mental Health revenues are excluded due to the impact of CMH Full Management.

funds derived from this reserve to fund a Capital and Cooperative Initiatives Revolving Fund (CCIRF). This CCIRF will be invested, and the resulting income will be used to fund a variety of projects particularly benefiting our CVTs.

Grappling with the now-recognized problem of "legacy costs" of the Retiree pensions and health care has led both to further funding of the retirement and VEBA funds, and change in the benefit formula for new hires. Oakland County will not incur obligations it may not be able to meet.

The following table identifies Oakland County's unreserved fund equity since 1996, with 1993 used as a benchmark for comparative purposes.

GENERAL FUND UNRESERVED FUND BALANCE			
YEAR	DESIGNATED	UNDESIGNATED	TOTAL
1995	21,652,000	1,916,000	23,568,000
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
2003*	58,400,000	483,000	58,883,000
2004	64,412,000	450,000	64,862,000

*Fund Balance numbers do not include funds designated for Property Tax which were designated for one quarter of the year.

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.

It is clear from the data in the following section that Oakland County has been guided by a rational, well-grounded fiscal policy, and stands well positioned to keep navigating these turbulent waters. The 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.

2006 BUDGET OVERVIEW

The 2006-2007 Adopted Budget includes total appropriations of $735,468,155 million. The 2005 tax levy will generate $237.4 million in general fund revenue, and is based upon a millage rate of 4.1900, unchanged since 1999. This current county tax rate is 0.034 mil below the Maximum Allowable tax levy. The budget was built based on providing the same level of service as the previous year. Any program that exceeded prior year's levels were studied at great length to ascertain need.

Property taxes account for 50.7 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 remains unchanged again in 2006-07. Despite these reductions, the tax revenue continues to increase due most significantly to a continually expanding industrial, commercial and residential assessment base. A twelve-year summary of the changes in State Equalized Value (SEV), Taxable Value, millage rates and property tax revenues are identified in the table that follows.

LEVY YEAR	SEV (STATE EQUALIZED VALUE)	TAXABLE VALUE	MILLAGE RATE	GROSS TAX LEVY*
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	4.1900	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
2004	70,296,996,641	55,986,490,872	4.1900	234,583,397
2005	73,459,188,359	58,862,866,940	4.1900	246,635,412

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

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 2005 savings is more than $61.1 million. Proposal A also created homestead and non-homestead tax rates. The tax rate levied against non-homestead property is 18 mills. 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 the Governmental revenue categories over the past ten years for comparative purposes.

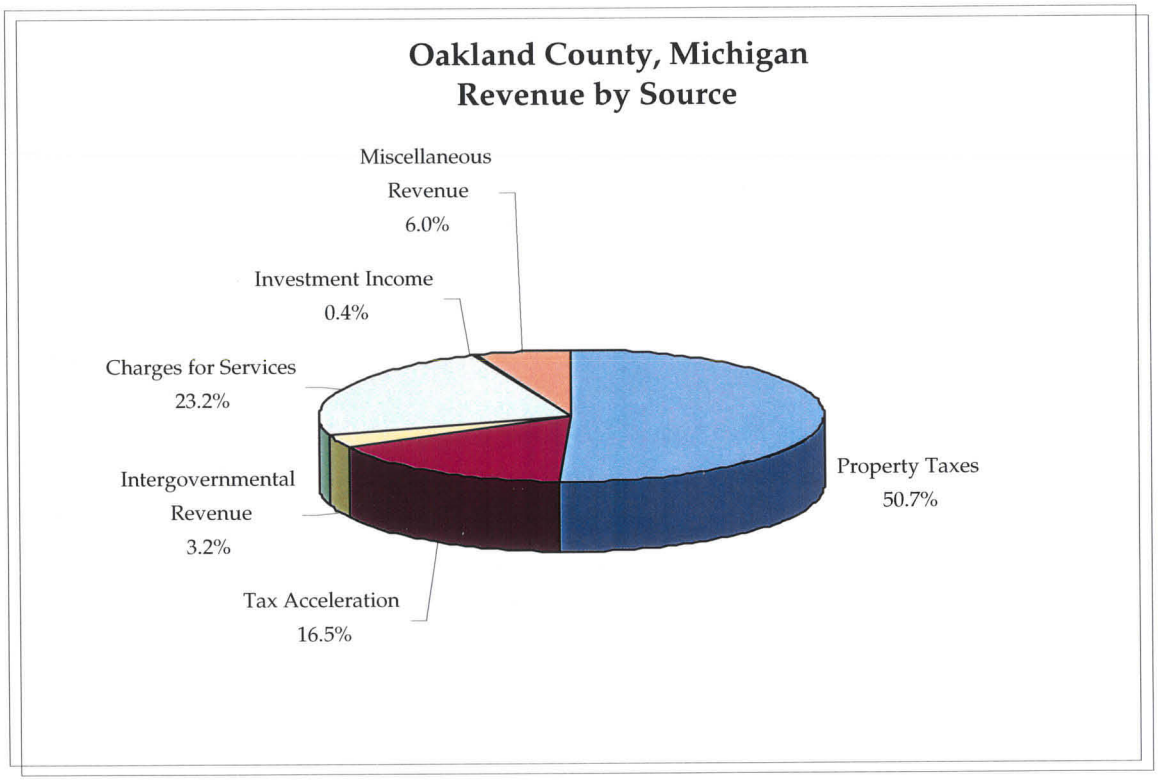
OAKLAND COUNTY, MICHIGAN
REVENUES BY CATEGORY, 1996 – 2006
General Fund/General Purpose Funds Only

REVENUES	1996 ACTUAL	% OF TOTAL	2004 ACTUAL	% OF TOTAL	2006 ADOPTED	% OF TOTAL
TOTAL TAXES	143,524,000	49.6%	214,309,000	57.5%	237,495,000	50.7%
TAX ACCELERATION	N/A		N/A		77,153,000	16.5%
INTERGOV'TAL REV	31,217,000	10.8%	57,361,000	15.4%	15,050,000	3.2%
CHARGES FOR SERVICES	74,131,000	25.6%	90,548,000	24.3%	108,579,000	23.2%
INVESTMENT INCOME	19,513,000	6.7%	1,555,000	.4%	2,012,000	0.4%
MISC REV/RES CRD FWRD	21,169,000	7.3%	8,899,000	2.4%	28,022,000	6.0%
TOTAL REVENUES	289,554,000	100.0	372,672,000	100.0	468,311,000	100.0

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.

The following chart illustrates the distribution of revenues by their sources in the 2006 Budget.

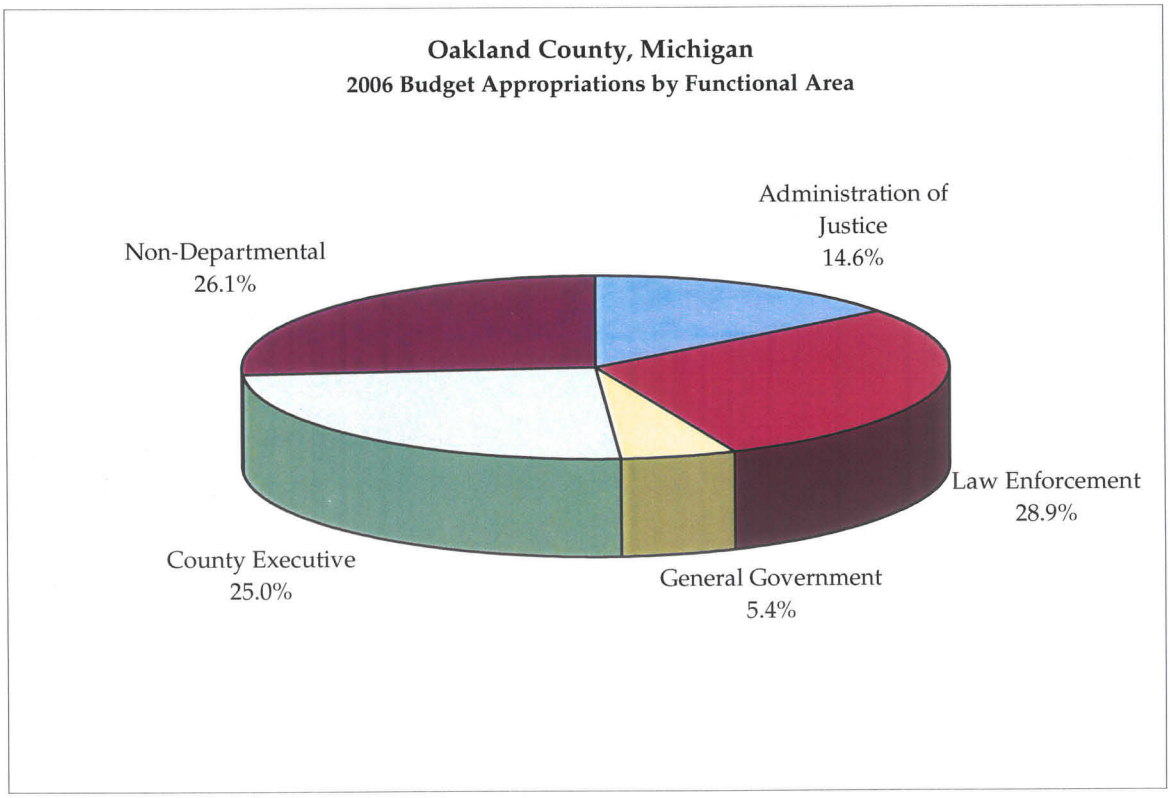


APPROPRIATIONS

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 appropriation categories over the past ten years, for comparative purposes.

OAKLAND COUNTY, MICHIGAN APPROPRIATIONS BY FUNCTIONAL AREA, 1996 – 2006 (General Fund/General Purpose Funds Only)						
FUNCTIONAL AREA	1996 ACTUAL	% OF TOTAL	2004 ACTUAL	% OF TOTAL	2006 ADOPTED	% OF TOTAL
ADMIN OF JUSTICE	50,949,000	19.6	65,949,000	15.8	68,568,000	14.6
LAW ENFORCEMENT	80,374,000	30.9	126,689,000	30.3	135,140,000	28.9
GENERAL GOVERNMENT	28,806,000	11.1	25,418,000	6.1	25,085,000	5.4
COUNTY EXECUTIVE	82,322,000	31.6	112,174,000	26.8	117,045,000	25.0
NON-DEPARTMENTAL	17,830,000	6.8	87,881,000	21.0	122,473,000	26.1
TOTAL APPROPRIATIONS	260,281,000	100.0	418,111,000	100.0	468,311,000	100.0

The chart below symbolizes the allocations of resources to functional areas in the 2006 Fiscal Year Budget.



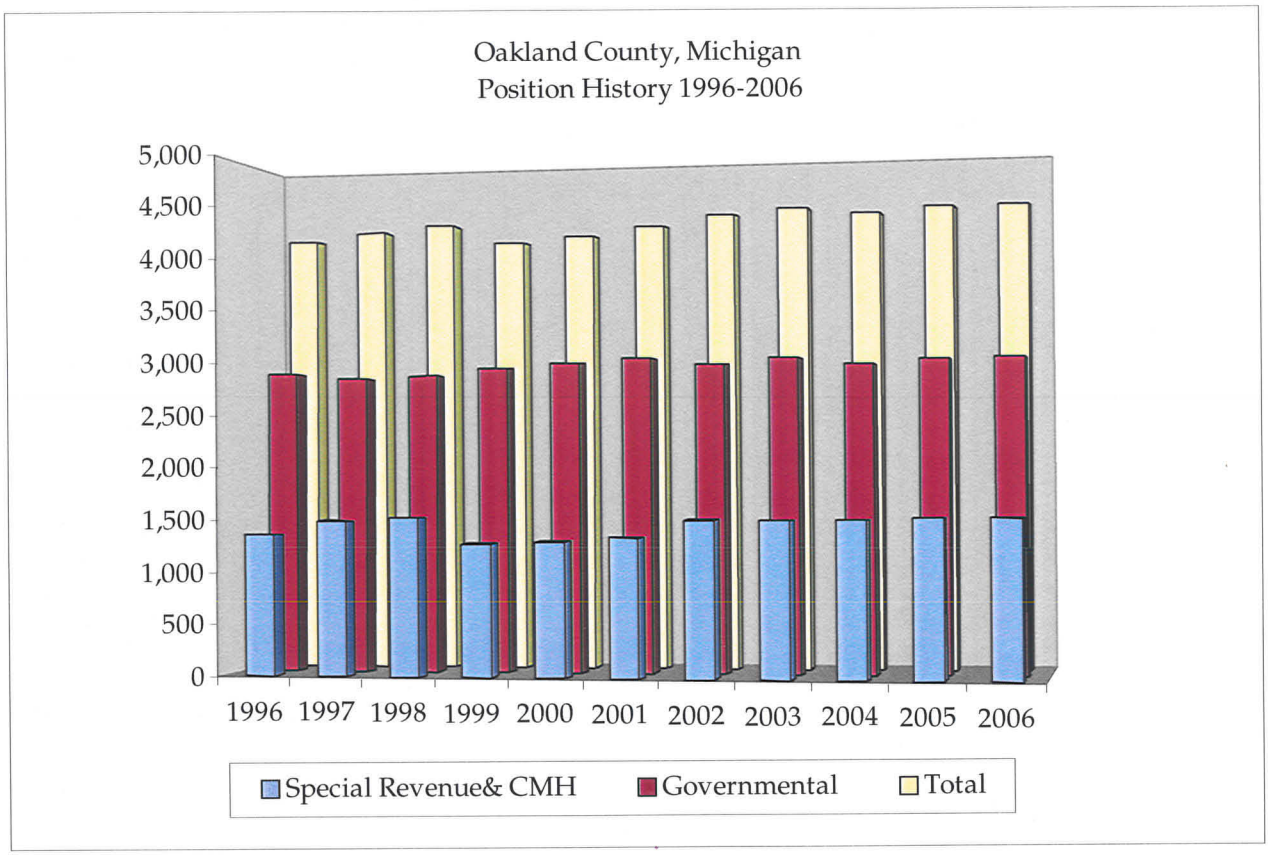
PERSONNEL

Incorporated into the 2006-07 Adopted Budget are gross salary and fringe benefit appropriations of more than $354.1 million, or 48 percent of the total budget, to support a total work force of 4,508 employees, keeping Oakland County Government as one of the top 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. This year, the only approved position requests were those where funding offsets exist to fully cover

the cost of the position on an on-going basis. In addition the Gosling Amendment concerning grant positions (when grant funding goes away, the position goes away) will be strictly adhered to.

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



PENDING PROJECTS AND ISSUES

2005 COUNTY INITIATIVES

The County continues to battle the State concerning State Shared Revenue. As evidenced in reports produced by the State, Oakland County is one of only three counties in the State that sends more tax dollars to Lansing than it receives in State services. This year the County faced a complex combination of tax levy acceleration, seizure of that levy, it's diversion into a "rese\rve fund" and withdrawal of state revenue sharing. In addition, state and federal grants are in jeopardy. We must keep our belts tight.

Once again, the County was awarded the highest possible bond rating, AAA, by both of the major bond rating agencies, Standard & Poors and Moody's Investor Service. This benefit to the County taxpayers is a result of sound fiscal practices, as evidenced by the fund balance shown on page 2. The AAA bond rating allows the County to borrow at the lowest interest rate available.

The E-Financial system was continued, and will include single sign-on capabilities.

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 2004. This $25 million program, which was 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 2004 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 2004, 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 and was virtually absent in 2004.

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, insurance 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 Executive, has identified several significant projects and issues that will be considered or implemented in 2006.

Continuing into 2006, County will continue to initiate and support clean water and environmental projects. The issue of water and sewer rates is an ongoing concern of many Oakland County communities, and will remain a high priority for the coming year. Job growth is essential if Oakland County is to continue as the economic engine of the State of Michigan. The Emerging Sectors Unit in the Department of Economic Development and Community Affairs, established with this budget, will positively impact job expansion as it identifies and attracts new businesses to Oakland County. Our CCIRF fund will be available to help as CVT's face increasing strain due to the interactions of Headlee Amendment and Proposition A constraints on taxation.

By far, the largest capital projects on the horizon are the potential construction of a new jail and/or new courthouse. Jail overcrowding has moved to the front burner with emergency inmate releases this summer and fall. The creation of a jail overcrowding task force is the first step in assessing how we use the limited number of jail beds, and who needs to be in jail. All alternatives will be exhausted before we look to building a new jail.

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.

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.

As a continuing challenge, 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. The recent property tax acceleration and revenue sharing loss illustrates the uncertain nature of Lansing's funding support, and debate over Community Development Block Grants (CDBG) does the same for Federal funds. We must remain ready to react swiftly to

changes in our financial picture during FY2006-2007 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 Executive. So far, such cooperation and coordination has occurred, as all place the welfare of the County citizens as our highest priority. Our situation is stable for now, and we remain ready to keep Oakland the financially exemplary county our citizens have come to expect.

It is with great pleasure that I, on behalf of the Oakland County Board of Commissioners, present the FY2006-2007 Oakland County Adopted Budget.

Respectfully submitted,

Chuck Moss, Chairman
Finance Committee
Commissioner District # 20

OAKLAND COUNTY, MICHIGAN
COUNTY EXECUTIVE BUDGET MESSAGE
FISCAL YEARS 2006 AND 2007 BIENNIAL
OPERATING AND CAPITAL BUDGETS

To the Board of Commissioners and Citizens of Oakland County:
July 1, 2005

I am pleased to present the Fiscal Year 2006-2007 Biennial Budget Recommendation for your review and approval. Promulgated in accordance with the Unified Form of County Government Act, 1973 P.A. 139, and the Uniform Budgeting and Accounting Act for Local Units of Government, 1978 P.A. 621, General Fund/General Purpose Estimated Revenue and Appropriations are balanced at $468,177,108 for Fiscal Year 2006 and $483,609,100 for Fiscal Year 2007. The total budget for all funds amounts to $728,851,086 for Fiscal Year 2006 and $741,377,981 for Fiscal Year 2007.

INTRODUCTION

The National Advisory Council on State and Local Budgeting (NACSLB) defines the budget process as activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets. A good budget process consists of far more than the preparation of a legal document appropriating funds for a series of line-items. Instead, a good budget process involves political, managerial, planning, communication, and financial dimensions. Accordingly, Oakland County's nationally recognized budget process 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 five features are characteristic of a budget process that moves beyond the traditional concept of line item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness.

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

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

Oakland County is proud to be one of only 27 local units of Michigan government, out of 1,861 or 1.5% of local units that have been accorded the Award for Distinguished Budget Presentation by the GFOA. We can all be proud that in 1984 when the GFOA award program was first initiated, Oakland County was the first

governmental unit in Michigan, and only the 11th in the nation, to achieve this distinction. Oakland County's continuing commitment to budgeting excellence is further demonstrated by the County's support of the GFOA national program for improved budget development practices as evidenced by the involvement of Management & Budget staff as Budget Review Panel members.

FINANCIAL OUTLOOK

Oakland County's Economy

During the past two years the national economy has been recovering from the recession that began at the end of 2000 and ended during the summer of 2003. The national economy's recovery was evidenced by real growth in the gross domestic product (GDP) at the rate of 3.0% in 2003 and 4.4% in 2004. Recovery was also demonstrated by growth in overall employment, with an estimated 1.48 million non-farm jobs being created in 2004 alone. Economists predict that the national economy will continue to grow at a steady, if modest pace over the next three-year period.

Unfortunately, the overall national employment growth did not include recovery in the manufacturing sector that experienced significant job losses during the recession. Manufacturing represents a significant portion of Michigan's economy and manufacturing job losses adversely impacted Michigan more than any other state. Since the start of the 2000 recession, Michigan lost approximately 200,000 manufacturing jobs, or about 20% of the total manufacturing jobs that existed at the time the state was at its peak level of employment in June 2000. As a result, despite the improvement in the national economy, Michigan's economic condition remains stressed.

Overall, Michigan lost approximately 317,000 jobs over the past five years. The annual average wage and salary in the state also declined over the past four years. At the time of this document's publication, Michigan is suffering from the nation's highest unemployment rate, which stands at 7.1%. Economists predict that employment in Michigan will continue to decline slightly during 2005.

Oakland County too, has experienced the negative impact of lost jobs. During the period from the end of 2000 through 2004, Oakland County lost an estimated 52,500 jobs. About half of those job losses occurred in durable goods manufacturing, which by itself represents about 10% of Oakland County's economy. Oakland's professional and business services sectors also experienced major job losses.

Fortunately, even after adjusting for the recent job losses, Oakland County's economy still created 130,200 jobs since 1990. This 22.3% job growth rate is greater than that enjoyed by any other metropolitan area in Michigan. In fact, since 1990 Oakland County is one of the few areas where employment grew faster than the national average. More than 31% of the jobs gained in Michigan since 1990 were created in Oakland County, even though the total number of non-farm jobs in the county accounts for only 16% of the statewide total. The segment of employment representing the largest portion of Oakland County's economy and the one that also represents the largest increase in jobs over time, is the high-wage ($50,000 or greater annually), higher-education (at least a Bachelor's degree) sector, accounting for 28% of the local jobs in 2003. The category with the smallest job gain is the high-wage/lower-education grouping.

There are other reasons for optimism. Economists from the University of Michigan's Institute of Labor and Industrial Relations indicate that while Oakland County did lose an estimated 10,600 jobs during 2004, most of those job losses occurred in the first quarter of the year. They believe that Oakland County's economy turned the corner in the spring of 2004. As proof, they point to the fact that 8,600 jobs were created during the last three quarters of 2004. The University of Michigan experts predict that Oakland County will account for 31% of all job gains in the state over the three-year period of 2004 through 2007, matching its relative performance between 1990 and 2004. They also project that 9,200 new jobs will be created during 2005 and 13,200 new jobs will be created during 2006. Their outlook for Oakland County is consistent with their expectations of solid and sustained growth in the U.S. economy over the next three-year period.

Oakland County's unemployment rate did increase slightly from 5.1% in 2003 to 5.3% in 2004. Fortunately, the rate is still lower than the national rate of 5.5% and is still significantly lower than Michigan's average 2004 rate of 7.1%. Oakland County's unemployment rate has been lower than the national rate every consecutive year since 1992.

Recognizing that the recently lost manufacturing jobs will likely not be recovered in Oakland County, our efforts to further diversify the County's economy, a primary focus of my administration that has long been supported by the Board of Commissioners, have intensified. To-date, the success of our joint efforts is demonstrated by the County's economic resilience and its continuing recovery from the recent recession. This is especially evident when one compares our successes with the continued struggle for jobs throughout the remainder of Michigan. Now, we have taken Oakland County's economic diversification efforts to another level with the launch of the Emerging Sectors Initiative.

The Emerging Sectors Initiative is intended to insure that Oakland County remains Michigan's epicenter of job creation and business activity. To that end, I directed the Department of Economic Development and Community Affairs to research the top ten emerging business sectors for the 21st century, ones Oakland County should target for future job growth, long lasting employment and business stability. I then asked the department to identify and prioritize the top companies within each of those sectors. Our preliminary research revealed that over 60 percent of the emerging sectors companies identified were located overseas and that many had no presence in the United States.

To remedy that situation, in the FY 2005 Budget I asked the Board of Commissioners to support the establishment of an Emerging Sectors Program and the Board granted my request. To execute the initiative, select "calling teams" were assembled and dispatched to meet with the decision makers of the premier emerging sector corporations. Their mission is to convince the emerging sector companies to bring their businesses and jobs to Oakland County. The membership of a calling team varies from corporation to corporation and country to country, but all include both political officials and private sector corporate leaders from Automation Alley and elsewhere. Governor Granholm has even participated, traveling with the Oakland County delegation during our trade mission to Germany in the fall of 2004.

Already our effort has been an unqualified success. In the short interval between the launch of the Emerging Sectors Program through today, we have successfully reached agreements with ***twelve*** emerging sector companies to ***invest an additional $268.4 million*** in Oakland County, ***creating 2,533 new jobs*** and ***retaining 1,225 jobs***. Discussions are currently active with five more emerging sector companies who are actively exploring the possibility of locating in Oakland County. These companies represent the potential of $571 million in new investment, 1,400 new jobs and 170 retained jobs.

Finally, it is important to note that Oakland County's per capita income of $47,394 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 ($30,906) and the state's ($29,816). This wealth is reflected in the County's housing market with the average price of single family homes increasing by 51% from $159,900 in 1997 to $241,700 in 2004.

Oakland County's Tax Base

The market value of property in Oakland County is approximately $146.9 billion, the highest among all 83 counties in Michigan. The population of Oakland County represents approximately 10% of the state total, while the market value of property in the County represents approximately 18% of the state total. The 2004 to 2005 growth in market value of taxable property in Oakland County was over $6.3 billion. That growth alone exceeds the total market value of 59 of the 83 Michigan counties for 2004. The majority of Oakland County's property value is found in the residential class, representing approximately 71% of the county total.

Oakland County's Financial Condition

Oakland County's elected officials and staff utilizes policies and practices designed to ensure Oakland County government retains its ability to provide quality services despite the challenging economic conditions. Oakland County government's strong financial position is primarily a reflection of its adherence to policies and practices that require strong financial planning, maintenance of healthy fund balances and the low debt obligations.

Under Michigan law, the maximum amount of debt that could have been issued by Oakland County in 2004 was $7 billion or 10% of its State Equalized Value. However, operating under the fiscally conservative policies of the County Executive, County Treasurer, and Board of Commissioners, as of the close of Fiscal Year 2004 Oakland County has incurred an outstanding pledged debt of only $314.9 million, only 4.6% of the permissible level. In fact, with the exception of the annual issuance of limited taxing authority notes related to delinquent tax receivables, Oakland County's practice is to issue debt only for the purchase and/or construction of long-lived assets. Any decision to issue debt, as opposed to using current resources or fund balance, is made only after it is determined to be fiscally advantageous to do so.

The majority of Oakland's pledged debt, some $219.7 million, was issued to finance water, sewer, and drainage district projects. That debt will be repaid from special assessments levied by the local communities against the users of those systems. Another $25 million of the total debt represents short-term tax notes issued to purchase delinquent tax receivables from the county's municipalities. That debt is repaid from the interest and penalties associated with those delinquent taxes. Finally, only $70.1 million of the total outstanding pledged debt is committed for building projects involving facilities utilized directly for daily County operations. The debt for these County-specific projects will be repaid from either resources set aside in the County's Delinquent Tax Revolving Fund (see further discussion below) or from Parks and Recreation funding (for the Lyon Oaks golf course) which has a dedicated millage that is separate from the County's general operating millage.

Much of Oakland County's financial success has resulted from its 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 requires continuous financial planning that looks at least two fiscal years into the future. That continuous, forward-looking focus enables the County to anticipate problems and to take appropriate action well in advance of major budgetary fluctuations.

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

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

The General Fund is the principal fund used to record the operations of typical government functions. The fund's primary source of revenue is the property tax. For the fiscal year ended on September 30, 2004, the total fund balance in Oakland County's General Fund was $67.4 million, of which all but $450,397 is reserved, designated, or otherwise earmarked for specific purposes. The total fund balance in the General Fund represents approximately 18% of the General Fund/General Purpose Adopted Budget for Fiscal Year 2005.

One should note that the Fiscal Year 2004 General Fund, fund balance decreased by $45.1 million when compared to the Fiscal Year 2003 balance of $112.5 million. It must be understood that this decrease occurred as part of an intentional strategy, discussed below, and is attributed to the $50.9 million that was transferred to the County's Voluntary Employee Benefit Association (VEBA) trust fund. After adjusting for the VEBA transfer, the adjusted impact on the General Fund's equity position as a result of operations during FY 2004 is an increase of $5.8 million.

The $50.9 million transfer from the General Fund to the VEBA Fund was a strategic financial management action taken to maximize future investment income and to further the County's advance funding of retiree health care. Oakland County has been advance funding future retiree health care obligations for the past twenty years. The additional investment income that will be realized as a result of the $50.9 million transfer will result in a long-term financial advantage to the County. It is estimated that the transfer will provide an additional $225 million in investment income, realized over a 40-year period, because of the expected higher rate of return long term investments yield in the VEBA fund as compared to yields achieved in the General Fund.

Authorized by Board of Commissioners Resolution #04170, the VEBA transfer occurred on September 30, 2004. Prior to the transfer, as required by GASB Statement No. 33, *Accounting and Financial Reporting of Nonexchange Transactions,* the $50.9 million was designated (set aside) in the General Fund and represented three months of property taxes that were collected in Fiscal Year 2003 for use in Fiscal Year 2004. When the GASB 33 requirement was implemented in FY 2001, it created a one-time increase in the County's General Fund balance because 15 months' worth of tax revenues was recognized in a 12 month accounting period. In other words, it was a reporting period change that amounted to a one-time recognition of deferred revenue because property taxes were required to be recognized in the period they are levied as opposed to the fiscal period they were intended to fund. The transfer of the $50.9 million designation from the General Fund will increase our long term investment income and also provide a more realistic view of the financial position of the General Fund on an ongoing basis, while still leaving sufficient equity in the General Fund.

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

Upon recommendation of the County Executive, in 2001 the Board of Commissioners adopted the DTRF Fiscal Responsibility Plan. The purpose of the Fiscal Responsibility Plan is to guide the prudent use of surplus fund balance in the DTRF without jeopardizing the fund's primary mission of providing a timely, stable revenue stream to the local taxing units. At the close of Fiscal Year 2004, the total DTRF fund balance reported was $196.3 million.

The foremost rule of the Fiscal Responsibility Plan is that the DTRF must maintain a sufficient corpus in the fund to guarantee timely payment of outstanding notes. Accordingly, approximately $64.3 million of the fund balance was designated (set aside) to provide the cash flow necessary for the purchase of the delinquent tax receivables.

Beyond protecting the fund's primary purpose, Oakland County's Fiscal Responsibility Plan includes a strict policy for accessing funds from the DTRF. Any appropriations from unrestricted DTRF funds, except penalties and investment interest, are limited to one-time expenditures. This avoids reliance on the DTRF for the general and recurring operating costs of the County. Instead, the DTRF provides a funding mechanism for major capital projects, which are generally one-time expenditures. Use of DTRF funds for even one-time expenditures requires an affirmative vote by two-thirds of the Board of Commissioners. To date, approximately $101.1 million of the DTRF fund balance has been restricted to fund debt service payments on bonds issued for Board-approved major capital projects. Projects secured by the DTRF debt service funding program include the new Work Release Facility, the Video Conferencing System, the Jail Management System, the new Rochester Hills District Court, and the purchase and renovation of the former Oakland Intermediate Schools building.

Oakland County's strong economic base, solid tax base, and responsible financial policies and practices have been acknowledged by the financial investment community. In recognition of Oakland County's financial strength and superior managerial performance, the County has continued to earn the highest bond rating achievable, AAA, from all three major rating agencies, Standard & Poor's, Moody's Investors Service, and Fitch Ratings. This AAA bond rating allows the County to borrow at the lowest possible interest rate, saving County taxpayers millions of dollars in future borrowing costs.

CURRENT BUDGET ISSUES AND RECOMMENDATIONS

As noted, Oakland County goes beyond the legal requirement of adopting an annual budget by operating under a two-year rolling budget process, a mechanism that requires planning at least two fiscal years into the future. As a result, in 2002 Oakland County began to address the financial challenges some Michigan governmental units are only just now beginning to recognize. Our early planning efforts allowed us to balance the 2004 budget by identifying reductions designed to generate $33.7 million in annual savings. Those reductions were accelerated and implemented early in 2003, seven months ahead of schedule, thereby generating an additional $12 million in one-time savings. That $12 million was placed in a budget transition account within the General Fund balance to be used to smooth required future budget reductions and to act as a hedge against future budgetary challenges. $3.5 million of the budget transition account was planned for use during FY 2004. Then, because of the overall favorable FY 2004 operating surplus, the account was fully replenished. As of September 30, 2004, $12.1 million remained in the budget transition account, $3.1 million of which has been budgeted for use in FY 2005.

As part of the FY 2005/FY 2006 budget process the Oakland County Board of Commissioners, on September 22, 2004, adopted a balanced budget plan for FY 2006. This means we had a balanced FY 2006 budget plan at the inception of FY 2006/FY 2007 biennial budget process. Normally, the request phase of the budget process begins with the adopted budget plan being used as a baseline. We then ask the elected officials and department heads to identify any requested budget changes as measured from that baseline (an incremental budgeting approach). However, for the FY 2006/FY 2007 budget request process, we decided to utilize a zero-based budget approach requiring justification and data for each operating line item.

The zero-based budget process resulted in a considerable $18 million budget challenge for FY 2006. Basically, this challenge can be defined as the gap between the Board-approved FY 2006 budget plan and the initial FY 2006/2007 requests by elected officials and department heads. This challenge is destined to grow in FY 2007 and beyond if the structural budget issues underlying the challenge are not addressed. The $18 million budget challenge/gap can be quantified in the following three major areas:

Retiree Health Care	$ 6 million
State Juvenile Institutions	$ 3 million
Requests for Additional Resources	$ 9 million
Total Budget Challenge	$18 million

Addressing first the retiree health care obligation, we will see that the $6 million dollar increase is unavoidable and must be funded. Most governmental entities do not advance-fund future retiree health care benefits. Instead, they fund those health care benefits on a cash basis, with the cost obligation being recognized only as bills for current retirees are presented. Oakland County is different. For twenty years, Oakland County has funded its retiree health care using figures determined after an annual actuarial analysis. The actuary's recommendation provides an amount that includes not only a projection of annual costs for current retirees, but also funding for costs yet to be incurred for future retirees.

The September 22, 2004 adopted FY 2006 budget plan, using the actuarial approach, provided for a $2 million increase for retiree health care. However, this year's April 19, 2005 actuary report, with a valuation date of September 30, 2004, found that an additional $6 million is required, over and above the FY 2006 plan's $2 million increase, for a total increase of $8 million. This increase in the required annual contribution, from approximately $29 million in FY 2005 to approximately $37 million in FY 2006, represents a 28% increase in just one year. The $8 million increase in the required contribution for FY 2006 is equivalent to a 4% increase in employee compensation.

There are two primary reasons for the large increase in the required annual contribution for retiree health care. On the cost side of the actuarial calculation, there was an inflationary increase that, coupled with a mandated change in the actuarial guidelines providing for different cost increase assumptions for different age groups, (as opposed to the previously used assumption of one inflationary increase rate for the entire population), required

imposition of an overall 17.7% rate increase. On the revenue side of the actuarial calculation, because of economic fluctuations in the investment market, there was a decrease of $6 million.

As large as the increase is for the required annual retiree health care contribution, it is still substantially less than what would have been required had the County not provided the one-time accelerated $50.9 million VEBA trust contribution discussed previously. The accelerated $50.9 million contribution, made in addition to the normal annual actuarial amount of $27.2 million in FY 2004, has been estimated to save us some $3 million annually in actuarial payments.

The rapid rise in the cost of health care is a major national issue impacting all employment sectors, both public and private. In response to the financial challenges arising in this area, over the past decade Oakland County has made changes to its employee benefit package. Different tiers of benefit packages, depending on hire date and employee selections, are provided employees. Significant adjustments included 1995's changing of the default pension benefit plan for new employees from a defined benefit plan to a defined contribution plan. A voluntary alternative defined contribution plan for employees hired prior to that time was also offered. Then, in 2003, changes were made to the health care benefit plan as it relates to required financial participation by active employees, both for general health benefits and for prescription co-pay amounts, with the prescription co-pay changes involving both active and retired employees.

Now, faced with the continuing challenge to control long-term retiree health care costs, Oakland County is exploring the possibility of launching a new retiree health plan. On June 1, 2005, the Administration issued a Request for Proposal (RFP) to determine the feasibility of implementing a retirement health savings plan, which is similar to the defined contribution plan concept. (The current retiree health care plan is analogous to a defined benefit plan.) If our analysis of the retirement health savings plan RFPs indicates such a plan is fair and feasible, it is our intent to ask the Board of Commissioners to provide employees hired after January 1, 2006 only a retirement health savings plan. In the long-term, as employee turnover and retirements occur, such change will help insure that future retiree health care costs are more predictable and controllable.

Based on current caseloads and juvenile commitments, the $3 million increase in funding for state juvenile institutions is also unavoidable and must be funded. Driving the commitments is an increase the number of both delinquency cases and in neglect and abuse cases. We have also experienced an increase in the number of children facing mental health issues requiring treatment. Unfortunately, institutional rates, which are established solely by the State of Michigan and charged for committed clients, have also increased significantly.

Contributing to the $18 million budget challenge were requests for approximately $9 million in additional resources. $2 million of the $9 million were in the form of requests for 37 new General Fund/General Purpose positions. The other $7 million in additional resources requested was spread across multiple departments and multiple programs and line items. In general, the requests were to accommodate increased demands for service, to provide rate increases for contractual services that have been held constant for multiple years, or were requests to restore funding reductions implemented in FY 2003 and FY 2004 to balance those budgets.

Given the County's fiscal constraints, I directed all County Executive departments to withdraw their new position requests. In addition, other elected officials have chosen to withdraw some of their new position requests. The new position requests remaining after the withdrawals include requests for 18 General Fund/General Purpose positions and for 5 Special Revenue/Proprietary positions. The new position requests recommended for approval in the County Executive's recommended budget include only those where funding offsets exist to fully cover the cost of the position on an ongoing basis (e.g., where the cost is offset by a reduction in a professional services line item for comparable existing contract positions). Also included are positions where the costs are fully covered by special revenue or proprietary funding (e.g., Parks and Recreation positions funded by their separate, dedicated millage). Only 6 part-time General Fund/General Purpose position requests and 5 Special Revenue/Proprietary position requests met this test of cost neutrality and have been incorporated within this budget recommendation.

Budget reduction tasks still remain for FY 2006 and FY 2007 as of the time this budget recommendation is being presented to the Board of Commissioners. These tasks must be resolved during the Finance and Personnel Committee budget hearings prior to the September 2005 adoption of the FY 2006 General Appropriations Act. The remaining budget task for FY 2006 is $1.3 million, and for FY 2007 is $2.4 million.

Nearly $17 million of the initial $18 million budget challenge has been resolved through a variety of actions included in this budget recommendation.

- For FY 2006, $3 million of the additional $6 million required to fund retiree health care will be taken from equity in the Fringe Benefit Fund. Funding the remaining $3 million required contribution necessitates increasing the fringe benefit rate from the current average of 49.5% to 50.5%. Half of the 50.5% fringe benefit rate (25.25%) is ascribed solely to retirement benefits (pension costs plus current and future retiree health care). This use of Fringe Benefit Fund equity cannot be sustained long-term. Therefore, the full amount of the retiree health care cost increase has been included in the proposed FY 2007 budget plan, with a fully loaded fringe benefit average rate of 52.9% being forecasted for FY 2007.

- The recommended general salary increase has been reduced from the original plan's 3% to 2%, an action estimated to save $2 million in the General Fund.

- Revenue sharing payments from the State to the counties were eliminated when the legislature approved the Governor's revenue sharing recommendation in the FY 2005 state budget. As a temporary replacement for state revenue sharing payments to counties, the legislature imposed a summer county tax across the state, beginning in July 2005, in an amount equivalent to an additional 1/3 of each county's levy, each fiscal year, over three fiscal year periods. As a result of this state law change, our General Fund budget increases by $77.2 million in FY 2006 and by $80.2 million in FY 2007, to recognize the additional levy. Of course, this additional tax revenue is directly offset by a corresponding expenditure increase, again required by the state, which is the transfer from the General Fund of those new revenues into the required Revenue Sharing Reserve Fund. The end result is that there is not a net increase in the General Fund as a result of the additional levy.

  By the end of the three fiscal years (FY 2005 through FY 2007), the equivalent of a full year's worth of additional County property tax levy will have been collected and transferred to the new reserve fund. Beginning with FY 2005, counties will annually withdraw from the reserve fund an amount equivalent to the revenue sharing payment that had previously come from the State, with the amount adjusted annually for inflation. For Oakland County, it is projected that the reserve fund will provide replacement payments until mid-2015 (the amortization schedule varies by county across the state).

  The State has expressed the intent to resume its obligation for revenue sharing payments to counties as an individual county's reserve fund is depleted. However, given the State of Michigan's long-term, severe structural budget problems, it seems highly unlikely that the State will honor that commitment. This means a remedial strategy is necessary.

  Several years ago, even before the state's abandonment of county revenue sharing, Oakland County recognized that State revenue sharing funds were in jeopardy. Accordingly, in FY 2003 the County started strategically "weaning" its dependence on revenue sharing funds for ongoing operations. We began gradually shifting those dollars toward dedicated projects with limited duration, such as capital improvements. In the long-term, this approach was designed to enable the County to adjust its budget quickly, without immediately adversely impacting taxpayer services in the event of further state funding reductions.

  At its peak in January 2001, the amount of the State's revenue sharing allocation to Oakland County was $28.1 million. However, the annual "revenue sharing replacement" dollars available under the new state plan is set at approximately $21 million. Continuing our weaning strategy in Oakland County's FY 2005 Recommended Budget, only $15.2 million of the "revenue sharing replacement" funds are recommended for use in support of General Fund operations, about half of the amount allocated by the State just four years ago. The remaining "revenue sharing replacement" dollars are proposed to be used pursuant to the weaning strategy for capital needs.

  The original plan had been to continue to wean ongoing operations away from "revenue sharing replacement" funds by $3 million a year. The objective was to make FY 2009 the final year we would rely on

those dollars to fund services. However, given the magnitude of the $18 million budget challenge for FY 2006, its structural nature and its scope, the weaning period has been reconsidered. This County Executive Budget Recommendation now assumes that ongoing services will utilize "revenue sharing replacement" funds until 2015; a period consistent with the estimated funding duration for Oakland County established when the State imposed the additional county tax levy. Rather than weaning an additional $3 million in both FY 2006 and FY 2007, the budget recommendation decreases that amount to $1 million in each of the next two fiscal years. This results in increased revenue to fund ongoing services in the General Fund by $2 million for FY 2006 and $4 million in FY 2007.

- The portion of the "revenue sharing replacement" funds committed for the capital improvement program was reduced from $5.5 million to $3 million for a reduction of $2.5 million. Additional funding beyond the $3 million annual appropriation for capital improvements will be dependent on the amount of operating surplus realized and available for designation at the end of each fiscal year.

- Submitted requests for various line item increases are not being recommended.

As noted, after resolving nearly $17 million of the budget challenge through these adjustments, there is still a budget task remaining in the amount of approximately $1.3 million for FY 2006 and approximately $2.4 million for FY 2007. A portion of the budget task has been assigned to each elected official's recommended budget. This assignment provides each official with the opportunity to propose, during the budget hearings, how they wish to resolve their portion of the overall budget task.

The allocation of the tasks was determined using the Board-approved September 22, 2004, FY 2006 budget plan as a base. Since that plan was balanced, it provided a logical starting point for determining how to allocate the remaining budget task. Then, after making the aforementioned adjustments throughout the budget line items, for each elected official area the subtotal of all controllable operating expenditure line items, including overtime and holiday overtime, was compared to the subtotal of those same line items as approved on September 22, 2004. A percentage of the total budget task was then assigned to each area based on the proportion of their individual increase as compared to the total General Fund increase in controllable operating expenditures. Allowances were made for the unavoidable increase in state juvenile institutions as well as for any increases in line items resulting from budget amendments approved by the Board of Commissioners since adoption of the original FY 2006 budget plan. Finally, any area that reduced controllable operating expenditures below the levels established in the adopted FY 2006 plan when submitting their FY 2006 budget request was not assigned a budget task as they did not contribute to the gap.

The budget tasks included in the County Executive Recommended Budget for FY 2006/FY 2007 for each elected official area are as follows:

Elected Official	Percent of Budget Task	FY 2006 Task	FY 2007 Task
County Executive	36.28%	$ 476,764	$ 875,674
Clerk/Register of Deeds	5.46%	71,705	131,700
Treasurer	.86%	11,285	20,726
District Court	0.00%	0	0
Probate Court	3.21%	42,129	77,379
Circuit Court	26.62%	349,785	642,451
Prosecuting Attorney	1.58%	20,733	38,080
Sheriff	20.01%	262,925	482,915
Board of Commissioners	1.01%	13,322	24,469
Drain Commissioner	4.97%	65,236	119,818
Total Budget Task	100.00%	$1,313,884	$2,413,212

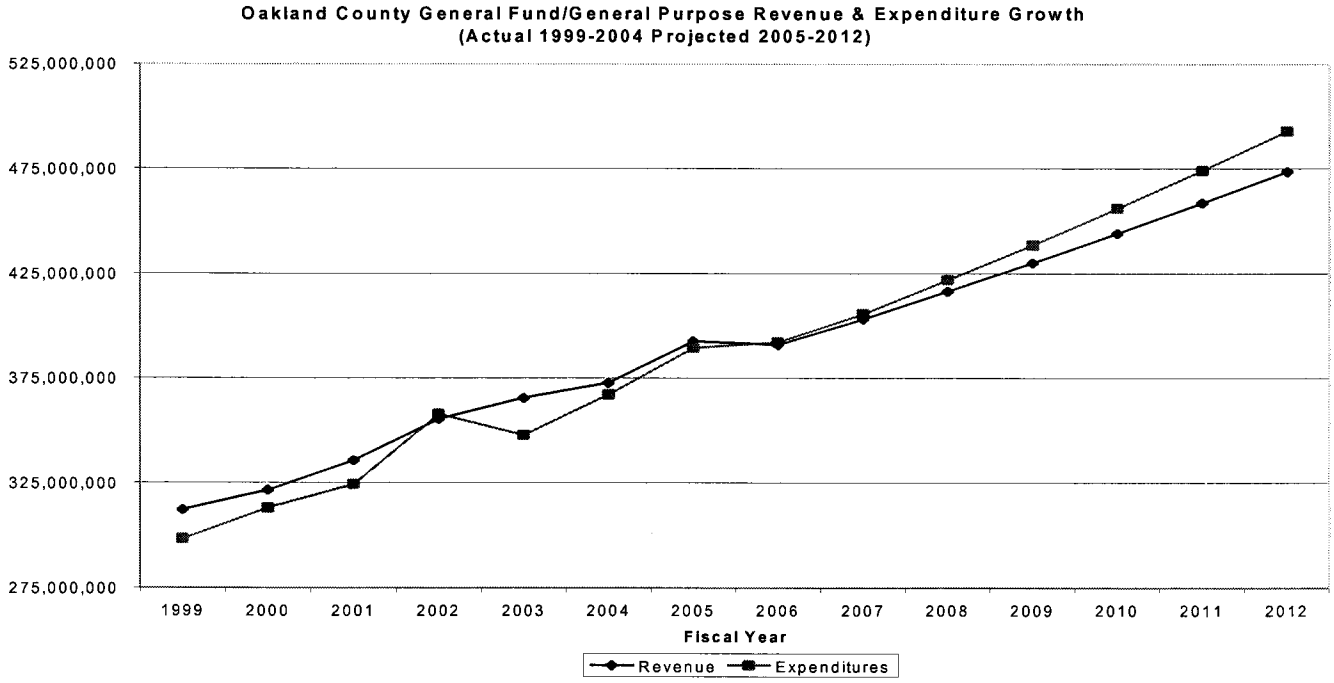
The assigned portion of the budget task has been identified as a negative amount in each elected official's administrative budget. It is expected that when the budget is adopted in September 2005, offsetting budget

adjustments will amend the County Executive Recommendation, thereby eliminating the negative amounts in the budget task line item by netting these amounts against line items that are identified for reduction.

If sufficient budget adjustments have not been proposed to eliminate the entire amount of the budget task prior to adoption of the General Appropriations Act for FY 2006, then my recommendation will be to decrease the amount of the recommended 2% general salary increase to balance the budget. That action should be a last resort, however, because we can expect that budget issues will continue to challenge Oakland County government beyond FY 2006 and FY 2007. In the long-term, resolving short-term budget problems by not providing salary increases will only create other problems and eventually diminish the quality of the workforce that we would be able to attract and retain.

FUTURE BUDGET OUTLOOK AND CONSIDERATIONS

Beyond developing the two-year budget plan, Oakland County looks for potential future budgetary issues by projecting future revenue and expenditure trends. Given our existing revenue structure and current programs, it is clear that if preemptive action is not taken, Oakland County will have serious budget shortfalls both in the near-term and long-term, as illustrated in the below projection:



Notes:

1. Amounts from FY 1999 through FY 2004 reflect actual revenues and expenditures for General Fund/ General Purpose operations as reported for each year-end in the Comprehensive Annual Financial Report. The revenue for FY 2001 has been adjusted, however, to eliminate the effect from the recognition of $41,755,923 in one-time revenue due to a mandated accounting change regarding the accounting period when deferred property tax revenue should be recorded. The expenditures for FY 2005 have been adjusted to eliminate the effect of the $50,890,224 transfer from the General Fund to the VEBA Fund.
2. The significant operating surplus in FY 2003 is due to the early implementation of budget reductions in anticipation of a budget shortfall for FY 2004.
3. Figures for FY 2005 reflect the projection included in the FY 2005 Second Quarter Financial Forecast.
4. The FY 2006 and FY 2007 figures are based on the County Executive Recommended Budget and reflect the remaining budget task amounts.
5. FY 2008-FY 2012 reflects a growth rate equal to the percentage growth experienced for revenue and expenditures from FY 1999 to FY 2007.

The above graph illustrates some important, unfavorable financial trends that must be addressed before they become reality. If action is not taken to realign General Fund expenditures to remain within the amount of limited revenue, our budget task will almost double each year through FY 2008. Thereafter, the shortfall would continue to increase by approximately an additional $3.5 million to $4 million annually. The gap would then be approximately $19.5 million in FY 2012, which is only six budget cycles from now. The sooner we make corrections to avoid these potential negative outcomes, the less severe the impact will be on our operations. If action is delayed, as time progresses, any necessary cuts will have to be much deeper and their impact more severe.

Diminishing the quantity and/or quality of services delivered to taxpayers by cutting programs should be a last resort. Instead, initial efforts to resolve our long-term budget challenges should be targeted at identifying how quality services can be delivered at the lowest possible cost. Oakland County has consistently focused on providing the wide array of services the public demands as efficiently as possible. Achieving this requires the optimal blend of people, process, and technology. All three of these "inputs" are important and must be kept in balance to deliver "outputs" (e.g., services and programs) efficiently and effectively. The private sector concept of continuous process improvement (CPI) is a proven method of keeping inputs in balance.

Business process re-engineering or redesign (BPR) is at the crux of CPI. Simply put, BPR breaks a business process down to its essential components and then reconstructs it in the most efficient and effective manner possible. It incorporates relevant industry "best practices," involves all stakeholders, applies brainstorming techniques, and considers technology tools to achieve its purpose. While the County has been applying BPR informally for years, a *formal* initiative has been launched to proactively apply it countywide. A BPR team comprised of staff from the Departments of Management and Budget, Human Resources, Auditing, and Information Technology created a BPR class that has already trained nearly 100 individuals representing every major County department. Additional classes will be offered periodically. By utilizing the BPR techniques taught at this training, the County staff will accelerate their tradition of delivering cost-effective, quality services and programs to its citizens and help resolve our long-term budget challenges. BPR can also help us meet challenges resulting from factors beyond the County's control, including the deteriorating state government financial position.

Over the past 7 years, the State's financial condition has worsened. This has resulted in the depletion of its Budget Stabilization Fund, which at one point was a healthy $1.3 billion. The State also used "one-time" fixes, taking fund equity from the General Fund in the amount of approximately $2.5 billion and taking approximately another $1 billion from the School Aid Fund equity. More recently, the State began budget deliberations for FY 2006 with an estimated shortfall of approximately $850 million. The legislature is still deliberating the Governor's budget recommendation for Fiscal Year 2006 and is yet to decide how to deal with their $850 million shortfall.

For the periods beyond FY 2006, the State is faced with an additional significant financial challenge because it is required to implement Governmental Accounting Standards Board (GASB) Statement No. 45. This statement requires all local and state governments to formally recognize their financial commitments for future retiree health care in a manner similar to the current requirement for recognizing pension benefit obligations. (As already noted, Oakland County already recognizes its financial commitment for future retiree health care, but very few governmental units do.)

According to GASB Statement No. 45, effective for fiscal periods beginning after December 31, 2006, the State of Michigan must recognize the financial impact of its future retiree health care obligations in its financial statements for the fiscal year that begins on October 1, 2007. In order to quantify the financial obligation, the State will be required to conduct an actuarial study based on the valuation as of September 30, 2007 (the State's FY 2006 year end). In essence, the State will have to begin recognizing this liability on its balance sheet for its fiscal year ending on September 30, 2008. Since it currently accounts for retirees' health care on a "pay as you go" basis, when the actuarial liability is recognized it most likely will result in a deficit balance for the State and require the State to continue pursuing budget reductions or revenue enhancements in order to eliminate the deficit on their balance sheet.

The GASB statement requires governmental units to recognize the liability in their balance sheet, but it does not require them to fund the obligation. However, if not funded, a deficit could occur depending on the amount of

the unfunded obligation and the required annual amortization amount. The answers to the questions like, "When will the deficit occur for the State?" and "How much will the deficit be?" will depend on how the State implements GASB 45. GASB 45 provides an option for governments to apply the requirements *prospectively* by establishing its future retiree health care liability at zero at the beginning of the initial year of implementation. However, beyond that initial year, the unfunded actuarial liability will be required to be amortized over the future periods.

The State of Michigan cannot incur a deficit, so the budgetary impact of GASB 45 will have to be addressed by the State, possibly beginning with the FY 2007 budget next year. If the State utilized a biennial budget process, it would be addressing this issue now and recognize that the State has a budget shortfall that is at least double the amount they are attempting to resolve for FY 2006. However, the State does not utilize a biennial budget process, so after the state resolves its budget shortfall for FY 2006, it will have to deal with a subsequent budget shortfall as a result of GASB 45. The shortfall will have to be addressed in either FY 2007 or in FY 2008, and it will be at least the same magnitude if not greater that the State's current budget shortfall. (Again, the year of impact depends on whether or not the State applies GASB 45 prospectively rather than retrospectively).

As the State continues to make tough budget decisions, it is likely that there will be a negative impact on Michigan's local units of government, including Oakland County. Many of the services provided to the public by the local units of government are funded by the State through various funding formulas, reimbursement contracts, and grants. This means the County's General Fund is vulnerable to state cuts in these areas because our General Fund includes approximately $29 million of State reimbursements or State contracts for various programs, the majority of which are dedicated for health and children services or for the operation of the courts.

Beyond the General Fund, the County has many special revenue fund programs supported by dedicated State and/or Federal grants that are in jeopardy. For example, the drug court programs utilize 22 staff positions funded by State and Federal dollars, including State Court Administrator's Office (SCAO) grants and Federal Byrne grants. There is a high probability that the Byrne grants will be discontinued after September 30, 2006, and it is unknown how long the State will continue to fund the SCAO grants. Another large grant funded program in serious jeopardy is the Community Development Block Grant program, which is funded with Federal dollars, and involves another 22 positions. Our continued exposure is clear.

Beyond the issues identified as current budget challenges and beyond the current slow recovery in Michigan's economy, there remains another potential budget challenge that will impact Oakland County in the next several years: the constitutional limit on the growth in property tax revenue. Property tax revenue is the primary source of funding for Oakland County's General Fund, accounting for 60% of the General Fund's total annual resources. Over time, the property tax has provided a stable revenue base and, even after providing several reductions in the levied millage rate since 1992, because of our increasing property values it historically has grown beyond the rate of inflation.

Since adoption 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 allowable rate is diminishing, as illustrated in the following table:

Year	Taxable Value	Maximum Authorized Millage	Millage Levied	Millage Differential	Taxes Saved
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
2004	55,986,490,872	4.2359	4.1900	.0459	2,569,780
2005	58,864,093,550	4.2242	4.1900	.0342	2,013,152

Translated into property tax dollars that otherwise could have been levied during this eight-year period displayed, the chart shows that Oakland County taxpayers saved $47.9 million because County government opted to levy a reduced rate rather than the maximum millage rate allowed by law. However, even given our past ability to levy a rate well within the Maximum Allowable Tax Rate, the County is still 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 early as FY 2008 or FY 2009, the Headlee Amendment will require the Maximum Allowable Tax Rate to be rolled back below the current millage rate levied by Oakland County. 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 2005 Budget Recommendation represents approximately 60% 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.

Obviously, the budget challenges and revenue constraints discussed herein are not unique to Oakland County. And while Oakland County is managing its financial challenges in a responsible manner, a fact confirmed by Wall Street's continuation of the County's AAA bond rating, there are serious financial problems involving major deficits for many municipalities around the State. Unfortunately, many of those troubled local units are concentrated in Southeast Michigan. Coupled with the State's ongoing issues, these financially troubled units impact Oakland County's economy in a negative manner. As the affect of tough budget decisions made at the State level continue to be pushed down to the local level, it is anticipated that the financial situation is going to become even worse for local units of government, both within the County's geographic area and in neighboring counties.

In an effort to provide assistance to the cities, villages, and townships (CVTs) within Oakland County, the County Executive administration has proposed several new initiatives. Included in this budget recommendation is one new initiative focused on providing long-term CVT assistance by creating a new Capital & Cooperative Initiatives Revolving Fund (CCIRF).

Creation of the new Capital & Cooperative Initiatives Revolving Fund (CCIRF) is possible because Oakland County plans to completely wean its reliance on the "revenue sharing replacement" fund as a resource for County general fund programs by FY 2015. Under the weaning strategy, between now and FY 2015, as the difference grows between the "revenue sharing replacement" annual allocation amount and the amount that will be used for County General Fund programs, there will be an increasing amount of resources available. I am proposing that beginning with FY 2006, the difference between the annual "revenue sharing" allotted from the Revenue Sharing Reserve Fund and the amount still needed for General Fund operations be transferred to the new CCIRF fund.

Primarily, this new fund would provide the annual capital improvement fund appropriation, in conformance with the original intent of the revenue sharing weaning plan to use those dollars for capital projects and other projects of limited duration. However, beyond providing funding for the County's capital improvement program, I propose that the corpus of the CCIRF fund be maintained for the long term to provide an annual investment income stream sufficient to ensure continued funding for services that the County currently provides to its CVTs. This will help to avoid further burdens on those CVTs as the State, the County and those CVTs continue to resolve budget challenges that will, unfortunately, continue for some time into the future.

The long-term revenue stream from the CCIRF fund is estimated to be approximately $7 million annually. For FY 2006 and FY 2007, I am proposing that this revenue stream provide for the continuation of $3 million annually for the capital improvement plan. This is a reduction of $2.5 million from the current plan amount of $5.5 million. I

am then proposing that, that $2.5 million be used to provide ongoing funding for the OakNet fiber optic connection and the internet services the County currently provides to its CVTs without charge. Shifting these costs to the CCIRF relieves the General Fund from funding for those services to the CVTs and also reduces the overall budget task for all elected officials. It also provides a long-term method to assure a funding stream exists so that these services can be maintained for our local communities.

I am also proposing that this CCIRF provide funding for other services provided by the County for the benefit of the local communities, including continued funding for emergency health response (e.g., West Nile virus assistance), membership in the Main Street program, capital replacement needs for the Marine Safety program operated by the Sheriff's Office, and to meet the mandates imposed on the County Clerk's Office to assist the CVTs as a result of the Help America Vote Act (HAVA).

The new CCIRF fund will also provide a nominal amount ($210,000 in FY 2006 and $450,000 for FY 2007) to be used to obtain consulting assistance for CVT's and the County. The goal is to provide specialized expertise as needed to enable the CVTs and County to explore privatization opportunities and other methods of combining services/programs in an effort to generate long-term savings. If at the end of each fiscal year, the total annual appropriation amount is unexpended, I recommend that any remaining amount be transferred at fiscal year end to the VEBA fund to accelerate funding of the future retiree health care obligation.

I believe that the establishment of the proposed CCIRF fund will benefit the County, both in its efforts to continue the weaning away from revenue sharing funds while at the same time assisting the CVTs by ensuring that services that the County provides can be continued. Without this plan, it is likely that in the near future the County will be faced with the decision of either charging the CVTs for these services or discontinuing the programs.

In addition to the creation of the CCIRF fund, the County will be offering assistance to neighboring communities by hosting a series of summits in an effort of providing technical assistance in the area of management practices. For example, the County can encourage utilizing the biennial budget process in other units of government by sharing its expertise and demonstrating the benefits of long-term budgeting. There are other knowledge areas that the County can assist in such as BPR training, fringe benefit planning, developing an RFP for privatization efforts, etc. While the County cannot provide unlimited direct financial assistance to its CVTs, it can share the knowledge and expertise gained over the years through implementation of best practices.

Finally, one of our most exciting recent initiatives is the Wireless Oakland project. Successful completion of this project will help insure Oakland County's continued economic strength by providing a major attraction for businesses thinking about locating in Oakland County. The goal of Wireless Oakland is to prepare Oakland County and its workforce for the jobs and technology of tomorrow. In conjunction with the Emerging Sectors Initiative, it will enhance the County's ability to attract and retain high-tech and nanotechnology corporations. Wireless Oakland will also enhance the residential character of our local communities and further distinguish Oakland County as a great place to live, work, and play. It will support a growing mobile workforce and elevate the technical knowledge of its current and future workforces. Wireless Oakland will play a key role in the transformation of government services throughout Michigan and support the continued provision of Oakland County's eGovernment services well into the future. Wireless Oakland will blanket the County with a wireless internet service and provide free high speed internet access to every resident, business, and visitor. This initiative will also address the County's "digital divide" by providing personal computers and technology training to vulnerable groups of residents within Oakland County, including the elderly and those with low incomes. To find out more about this initiative, visit the County's web site at www.co.oakland.mi.us/wireless.

CONCLUSION

While Oakland County's current financial condition remains strong, we recognize that budget challenges exist today that must be resolved if we are to remain strong and competitive. I see these challenges as an invitation to scrutinize what we do and how we do it. They create an incentive and opportunity for change. The challenge is

to change for the better in these difficult times by not ignoring the difficulties. We can again prove that Oakland County government enjoys true leaders and visionaries.

I am confidant that under the leadership of the County's elected officials, department heads, and managers, working in tandem with its many fine employees, Oakland County will continue to rank as a premier County, both financially and programmatically. Wall Street shares this confidence, as it recently affirmed the County's AAA bond rating. As a Moody's Investors Service Vice President said in awarding Oakland County the highest bond rating possible: "Everything about them (Oakland County) is stellar. From my perspective, they are not just better than most counties, they are better than all." And, I am confident that with the dedication and effort, we will continue to be "better than all."



L. Brooks Patterson
Oakland County Executive



- Oakland County International Airport ranks as the 53rd busiest airport in the nation with 243,395 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.

- The Oakland County International Airport recently constructed a state of the art, aesthetically treated ground run-up enclosure as part of its continuing noise mitigation program. This facility is the most technically advanced facility of its type in the United States.

FINANCIAL STRUCTURE

FY 2006 AND FY 2007 BUDGET
FINANCIAL / BUDGETARY INFORMATION

I. FORM OF GOVERNMENT

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

II. ORGANIZATION AND FINANCIAL STRUCTURE

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

Administration of Justice
- Circuit Court
- District Court
- Probate Court

Law Enforcement
- Sheriff
- Prosecutor

General Government
- Clerk/Register
- Treasurer
- Drain Commissioner
- Board of Commissioners
- Parks and Recreation

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

Non-Dept. Appropriations

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

- General Fund
- Child Care Fund
- Public Health Fund
- Social Welfare Foster Care Fund

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

Revenues are further categorized by: Taxes, Intergovernmental Revenues, Charges for Services, Investment Income and Other Revenues.

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

Personnel Expenses
Operating Expenses
Internal Support 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. The budget is prepared in conjunction with the modified accrual accounting policies practiced by Oakland County.

IV. FUND DESCRIPTIONS

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

Public 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.

Child Care Fund is used to account for activity related to the placement of children in foster care homes and for the detention of children at Children's Village as ordered by 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 Health and Human Services Administration Division, Children's Village, and the Family Division 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 Department of Human Services. Partial reimbursement of these expenditures is received from the State of Michigan. A portion of the Health and Human Services Administration Division is supported by this fund.

Special Revenue and Proprietary Funds

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 91 separate grants in FY 2006 and FY 2007. 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:

COPS More Grants (1)

Emergency Response and Preparedness Grants (2)

Environmental Grants (9)

Friend of the Court Grant (1)

General Services Grants (5)

Housing and Community Development Grants (4)

Human Services Grants (17)

Judicial Grants (11)

Law Enforcement Grants (16)

Oakland Brownfield Initiative Grant (1)

Workforce Development Grants (24)

Special Revenue - Other

Restricted Funds are 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 Department of Human Services.

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

Register of Deeds Automation Fund is used to account for revenue from additional fees as authorized by the State of Michigan to allow for technology improvements at the Clerk/Register of Deeds office.

Environmental Infrastructure Fund is used for the purpose of reimbursing local cities, villages, and townships for costs incurred by them on environmental issues over a five-year period.

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

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

Water and Sewer Act 342 Funds are used to account for the construction, under contractual arrangement, of water and sewer systems for various municipalities under Public Act 342 of 1939.

Lake Levels Funds are used to account for funds from special assessments to finance the cost of maintaining County lake levels.

Lake Improvements Funds are used to account for special assessment revenues collected to oversee the improvement for various lakes in Oakland County. A process is under way to shift responsibility for these lake improvements to the respective local municipality.

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.

Revenue Sharing Reserve Fund was created in FY 2005 under direction of the State of Michigan to provide a mechanism to track the shift of county property tax levies from winter to summer over a three-year period, which provides temporary funding to replace State revenue sharing payments.

Capital Cooperative Initiative Reserve Fund is used to support the County's capital improvement projects and to support other initiatives that impact the services provided to Oakland County residents through the County government and the various cities, villages and townships within the County.

PROPRIETARY FUNDS

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

Proprietary - Internal Service Funds

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

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 and local units of government.

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 drain, water and sewer systems. 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.

Mailing, Copying and Printing 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.

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

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 equipment. The fund recovers costs by developing rates and billing user departments.

Farmer's 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 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 Fund 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.

V. BUDGET POLICY AND PROCEDURES

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

VI. BUDGET PROCESS

The Oakland County 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, developing preliminary General Fund/ General Purpose revenue estimates. This work is undertaken during January and early February. The staff members involved will use a number of techniques in developing these revenue estimates. Some of the techniques include reviewing historical revenue patterns; analyzing economic information such as the local consumer price index, construction activity, land sale activity, etc; reviewing property value information provided by the County's Equalization Division; and reviewing revenue estimates provided by the Michigan Department of Treasury. The result of this activity is the compilation of Estimated County General Fund/General Purpose Revenue for the upcoming 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 Human Resources. The letter is included and discussed during the Budget Orientation Sessions.

Upon completion of the revenue estimation function, Fiscal Services Division staff develop materials for the departments to use in requesting a budget for the next biennial period. This includes gathering historical expenditure information so that the departments have some rational basis to make their requests; preparing the 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 rates, 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 Human Resource Department staff, are designed to emphasize the budget parameters; go over the budget calendar and instructions, and provide departments with information useful to the development of their budget requests including current and historical expenditure information and an annualized salary and fringe benefit forecast.

Phase II - Development of Department Budget Requests

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 are required to enter a request in the 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 Human Resources 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 and Human Resources 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, Fiscal Services and Human Resources staff will work with the departments to obtain any necessary clarifications and documentation.

Upon completion of their analysis, the Fiscal Services and Human Resources 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 Human Resources, 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 Human Resources 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 statue, 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 Human Resources staff appear at each hearing as well as specific departments as requested by the committees.

During the budget hearing process a number of amendments to the 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 on separately. After consideration of any amendments, the Board adopts the Biennial Budget, which again must be balanced.

VII. CALENDAR FOR PREPARATION OF THE BUDGET DOCUMENT

Date	Activity/Action	Area Responsible
Jan 03, 05	Begin work on FY 2006/2007 Budget Instruction Manual	Fiscal Services
Jan 04, 05	Verify PeopleSoft information regarding Positions and classifications	Human Resources
Jan 18, 05	Enter parameters for fringe benefits into Position Budgeting System	Fiscal Services
Jan 19, 05	Roll PeopleSoft information into new Salary and Fringe Benefit Forecast	Fiscal Services
Jan 21, 05	Begin work on FY 2006/2007 General Fund/General Purpose Preliminary Revenue Estimates	Fiscal Services/ Departments
Feb 04, 05	Run New Salary and Fringe Benefit Forecast Review report	Fiscal Services
Feb 7 & 9, 05	FY 2006/2007 Budget Orientation Session	Fiscal Services / Human Resources
Feb 14, 05	Submit Preliminary FY2005/06/07 General Fund / General Purpose Revenue Estimates to Departments and Admin.	Fiscal Services
Feb 22, 05	Complete FY 2006/2007 preliminary General Fund / General Purpose Revenue Estimates	Fiscal Services
Mar 03, 05	Submission of 1st Quarter Financial Forecast And Related Budget Amendments	Fiscal Services
Mar 03, 05	Submit Preliminary FY 2006/2007 General Fund/ General Purpose Revenue Estimates to Finance Committee	Fiscal Services
Mar 22, 05	Run New Salary and Fringe Benefit Forecast Review report	Fiscal Services
Mar 25, 05	Submission of FY 2006/2007 Internal Service Fund budget Requests (including personnel)	Internal Service Fund Dept.
Mar 25, 05	Submission of FY 2006/2007 Departmental Budget Requested Changes - Personnel	Operating Depts.
Mar 25, 05	Submission of FY 2006/2007 Departmental Budget Requested Changes - Input into Performance Budgeting	Operating Depts.
Apr 07, 05	2005 Equalization report	Equalization
May 05, 05	Submission of 2nd Quarter Financial Forecast and Related Budget Amendments	Fiscal Services

May 06, 05	Complete and submit all proposed Internal Service Fund Rates	Fiscal Services
May 06, 05	Complete Internal Service Fund Budget Preliminary recommendation	Fiscal Services
May 06, 05	Completion of Internal Service Allocations	Fiscal Services
May 06, 05	Completion of Personnel Recommendation (for all departmental requests)	Human Resources
May 06, 05	Enter updated parameters for fringe benefits into Salary and Fringe Benefit forecast	Fiscal Services
May 13, 05	Roll PeopleSoft information into new Salary & Fringe Benefit Forecast	Info Tech/Fiscal Services
May 16, 05	Review / discuss preliminary Executive Recommendation with County Executive Administration	Fiscal Services / Human Resources
May 18, 05	Finalize preliminary Executive Recommendation	Fiscal Services/ Human Resources
May 19, 05	Notify Departments of Executive Recommendation	Fiscal Services/ Human Resources
May 23, 05	Department appeals submitted to Management & Budget and Human Resources Departments	Operating Depts.
May 31, 05	Complete Departmental Appeals Review	Administration
June 06, 05	Download budget from Performance Budget into PeopleSoft	Fiscal Services
June 17, 05	Complete County Executive's Budget Message, General Appropriations Act, and budget sheets	Fiscal Services
June 23, 05	Send County Executive Recommended Budget to Printing	Fiscal Services
June 29, 05	Complete "Categorical/Variance book, send to Printing	Fiscal Services
July 01, 05	Submit County Executive's FY 2006/2007 Recommendation to Board of Commissioners	Fiscal Services
July 13, 05	Personnel Committee Meeting - Budget Hearing Affected Operating Departments Recommended General Salary Increase for FY2006 Additional Hearing Dates tentatively Scheduled as follows: July 26, 2005 August 10, 2005 August 20, 2005	Human Resources
July 14, 05	Submit proposed County millage rate to Finance Committee	Fiscal Services
July 14, 05	Finance Committee Meeting – Present Executive Recommendation, Present Revenue and Non-Departmental budgets	Fiscal Services

July 14, 05	Finance Committee Meeting Budget Hearing Affected Operating Departments Additional Hearing Dates are tentatively Scheduled as follows: July 27, 2005 July 28, 2005	Fiscal Services
Aug. 25, 05	Submission of 3rd Quarter Financial Forecast and related budget amendments	Fiscal Services
Aug 25, 05	Finance Committee Meeting 1. Complete Budget Hearings, finalize Finance Committee Recommended Budget, (including consideration of Personnel Committee Recommendation) forward to Board of Commissioners 2. Forward recommendation to Board of Commissioners to set Public Hearing on Proposed Budget and authorize Public Notice	Finance Committee
Sept 01, 05	Set Public Hearing on FY 2006/2007 Budget and General Appropriations Act	Board of Comm.
Sept 01, 05	Set Public Hearing on Property Taxes and authorize publication of hearing notice	Board of Comm.
Sept 09, 05	Complete Finance Committee Recommended Budget Book	Fiscal Services
Sept 15, 05	Issue Public Notice for both FY 2006/2007 & Budget and General Appropriations Act as well as Property Tax millage rate	Fiscal Services
Sept 15, 05	Finance Committee Recommended Budget available on Clerk's table	Fiscal Services
Sept 22, 05	Hold Public Hearing - Adopt FY 2006/2007 Budget and General Appropriations Act	Board of Comm.
Oct 14, 05	Complete input on FY 2006/2007 Adopted Budget	Fiscal Services
Nov 15, 05	Submit Adopted Budget book to Printing	Fiscal Services
Nov 28, 05	Delivery of FY 2006/2007 Adopted Budget Document to the Board of Commissioners	Fiscal Services
Dec 01, 05	Submit FY 2005 Year End Resolution to Finance Committee	Fiscal Services
Dec 15, 05	Submit Program budget book to GFOA	Fiscal Services

VIII. BUDGET AMENDMENT PROCESS

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

Oakland County operates with a 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 Commissioners' 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 of 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 fund were based, the County Executive shall present to the Board of Commissioners recommendations which, if adopted, will prevent expenditures from exceeding available revenues for the current fiscal year. Such recommendations shall include proposals for reducing appropriations, increasing revenues, or both. After receiving the recommendations of the County Executive for bringing appropriations into balance with estimated revenues, the Board of Commissioners shall amend the general appropriations measure to reduce appropriations or shall approve such measures necessary to provide revenues sufficient to equal appropriations, or both.

Section 22 of the General Appropriations Act provides that:

> The Board of Commissioners may make supplemental appropriations by amending this general appropriations measure as provided by this resolution, provided that revenues in excess of those anticipated in the original general appropriations measure become available due to:
>
> (a) An unobligated surplus from prior years becoming available; or
> (b) Current year revenue exceeding original estimate in amounts sufficient enough to finance increased appropriations.
>
> The Board of Commissioners may make a supplemental appropriation by increasing the dollar amount of an appropriation item in the original general appropriations measure or by adding additional items. At the same time, the estimated amount from the source of revenue to which the increase in revenue may be attributed shall be increased, or other source and amount added in a sum sufficient to equal the supplemental expenditure amount. In no case, may such 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 as provided for in this resolution, except that transfers within and between budgeted funds and departments may be made by the Fiscal Officer in certain specified instances.

IX. USE OF FUND BALANCES

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.

Generally, fund balance is not used to offset on-going expenditures in a subsequent year. Rather, the County uses fund balance to cover the cost of one-time extraordinary projects. For example, during FY 2005, a portion of the General Fund balance was used to support the implementation of a new financial and supply chain system which includes a data warehouse to track performance measurement information. In addition, fund balance has been used to support law enforcement and homeland security efforts through the renovation of the Sheriff's Dispatch Center, improvements to the Community Corrections database and expansion of the COMSTAT website, enhancing community policing efforts and providing on-line crime statistics for several communities. The use of General Fund balance in these circumstances (one-time expenditures) allows the County to meet expansion needs without jeopardizing on-going operations.

The General Fund balance also includes $8.3 million designated for "Budget Transition". These funds may be used for short-term, limited relief to allow the County to thoughtfully and prudently plan for major budget reductions.

X. FUTURE BUDGET TRENDS

As public resources continue to be constrained, local governments are forced to consider a variety of options, including the reduction or elimination of various expenditures, in order to balance their budgets. Oakland County is no exception. The FY 2006 Budget process began with estimated expenditures exceeding projected revenues by $18 million. Primarily, this shortfall was NOT due to expanded requests, but was the result of the increased cost of retiree health care and the unavoidable cost of caring for neglected and abused children who are wards of the County Court.

To eliminate the shortfall, every line item in the County budget was scrutinized and reductions were implemented. In addition, several "across the board" adjustments were instituted including a reduction in the planned cost of living increase for employees. These actions left a $2 million dollar shortfall, which was eliminated through the efforts of all of the County Elected Officials, who each absorbed a portion of the required reduction.

The actions taken to balance the FY 2006 budget has left little flexibility in on-going operations. If budget reductions are required in future years, which is likely due to reductions in federal and state revenues to local governments and continuing cost increases, generic "across the board" adjustments will not be adequate. Policy makers and administrators will be forced to consider the larger, overall questions related to what services the County must provide, what services have the most impact on County residents, and what services should be reduced or eliminated.

To provide policy makers and administrators with the support they need to make these decisions, budget systems must adapt to provide information not only detailing WHO does what (organizational budget), but WHAT they do (program budget) and HOW WELL they do it (performance budget). In order to meet this information demand, Oakland County is continuing to develop and utilize program and performance information in its budget deliberations and presentations.

This FY 2006 and FY 2007 Budget document provides budget figures by program within the department/division organizational structure. Further, the department/division summaries contain preliminary performance measures. The development of program budgeting, reporting and performance measures is an on-going ever-evolving process.

County staff are currently engaged in procuring a new data warehouse based budget system, which will allow for the synchronization of financial and performance data, allowing for the development and presentation of meaningful program/performance data.

The new system should be in place for the FY 2007 and FY 2008 budget process, however, it will take time to fully develop and measure the program performance data. 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.

XI. COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

The schedules in Section III (pages III-1 through III-4) 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, 2003 (FY 2004) through September 30, 2007 (FY 2007):

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

Proprietary Funds
- Internal Service Funds
- Enterprise Funds

The FY 2005 fund balance for the General Fund of over $65 million represents about fourteen (14%) percent of General Fund/General Purpose annual operational budgets, equivalent to seven 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.

DEBT POLICY

DEBT POLICY
FOR
COUNTY OF OAKLAND, MICHIGAN

PURPOSE

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

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

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

IMPLEMENTATION

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

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

Adopted: January 15, 2004

INVESTMENT POLICY

INVESTMENT POLICY
FOR
COUNTY OF OAKLAND, MICHIGAN

1.0 PURPOSE

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

2.0 SCOPE

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

3.0 STANDARDS OF CARE

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

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

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

4.0 OBJECTIVE

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

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

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

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

5.0 DELEGATION OF AUTHORITY

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

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

6.0 AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

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

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

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

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

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

7.0 AUTHORIZED INVESTMENTS

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

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

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

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

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

7.5 Bankers' acceptances of United States banks.

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

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

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

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

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

8.0 INVESTMENT POOLS/MUTUAL FUNDS

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

1. Does the pool have a written statement of investment policy and objectives? How are changes to the policy and objective statement communicated to participants?
2. Does the policy describe eligible investment securities?
3. A detailed description of interest calculations covering items such as: How are they distributed? What is the frequency of interest payments? How are gains and losses treated?
4. How are securities safeguarded? How often are the securities priced to market? What audit steps are employed in this process?
5. Who can invest in the pool? How often? Any deposit/withdrawal size limitations? How many deposits or withdrawals can be made in a monthly period? What is the cutoff time for deposits and withdrawals? Does the pool allow for multiple accounts and sub-accounts? Do we get a confirmation after each transaction?
6. What is the schedule for receiving account statements and portfolio listings?
7. Please attach a fee schedule and describe in great detail how and when these fees are assessed.
8. Does the pool retain any reserves? Please describe.
9. Will the pool accept bond proceeds subject to arbitrage rebate? Will the pools accounting and record keeping system be suitable for arbitrage rebate? Is the pool's yield calculation acceptable to the IRS or will it need to be restated? Can a separate account be established for each bond offering?

9.0 SAFEKEEPING AND CUSTODY

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

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

10.0 DIVERSIFICATION

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

11.0 MAXIMUM MATURITIES

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

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

12.0 INTERNAL CONTROL

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

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

13.0 PERFORMANCE STANDARD

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

14.0 REPORTING

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

15.0 ADOPTION

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

Adopted: July 19, 2001



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 2,000 @ccess Oakland customers.



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OAKLAND COUNTY

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

2004 FISCAL YEAR

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	INTERNAL SERVICE FUNDS	ENTERPRISE FUNDS	TOTAL
Beginning Balance:	**$112,510,127**	**$22,267,361**	**$2,686,961**	**$43,037,757**	**$80,564,557**	**$530,257,313**	**$791,324,076**
Revenues							
Taxes	$214,309,074	$0	$0	$0	$0	$12,647,696	$226,956,770
Intergovernmental Revenue	33,432,200	64,157,513	0	100,477	0	0	97,690,190
Charges for Services	93,153,883	29,824,220	17,621,063	17,454	169,214,020	154,476,665	464,307,305
Investment Income	1,554,592	223,852	40,911	111,730	567,741	2,204,973	4,703,799
Other Revenue	1,343,313	946,984	0	37,286	664,884	1,501,782	4,494,249
Total Revenues	**$343,793,062**	**$95,152,569**	**$17,661,974**	**$266,947**	**$170,446,645**	**$170,831,116**	**$798,152,313**
Expenditures:							
County Executive	58,743,147	97,807,309	0	0	72,935,727	26,582,786	256,068,969
Clerk Register	12,510,892	569,148	0	0	951,255	0	14,031,295
Treasurer	3,227,295	2,230,901	0	0	0	1,077,366	6,535,562
Justice Administration	55,222,486	25,193,673	0	0	0	0	80,416,159
Law Enforcement	126,579,349	5,637,062	0	0	1,123,230	1,283,311	134,622,952
Legislative	5,059,493	0	0	0	0	0	5,059,493
Drain Commissioner	4,563,503	4,358,155	0	0	3,245,888	113,764,841	125,932,387
Parks and Recreation	0	0	0	0	0	19,021,859	19,021,859
Non-Departmental	18,084,671	1,590,262	23,979,306	17,962,682	96,161,599	0	157,778,520
Total Expenditures	**$283,990,836**	**$137,386,510**	**$23,979,306**	**$17,962,682**	**$174,417,699**	**$161,730,163**	**$799,467,196**
Excess of Revenues Over/(Under) Expenditures	**$59,802,226**	**($42,233,941)**	**($6,317,332)**	**($17,695,735)**	**($3,971,054)**	**$9,100,953**	**($1,314,883)**
Capital Contributions	0	0	0	0	22,675	5,909,610	5,932,285
Transfers In	6,861,763	49,639,623	5,974,523	11,038,558	5,772,595	3,912,916	83,199,978
Transfers Out	(60,843,671)	(1,576,127)	(2,219,931)	(1,962,341)	(947,314)	(15,650,594)	(83,199,978)
Proceeds from issuance of bonds	0	0	4,967,774	6,660,000	0	0	11,627,774
Payment to bond escrow agent	0	0	(4,832,368)	0	0	0	(4,832,368)
Discount on bonds sold	0	0	0	(55,957)	0	0	(55,957)
Special Items	(50,890,224)	0	0	0	0	(198,826)	(51,089,050)
Total Ending Balance	**$67,440,221**	**$28,096,916**	**$259,627**	**$41,022,282**	**$81,441,459**	**$533,331,372**	**$751,591,877**
Reserved/Designated Balance	66,989,823	28,096,916	259,627	30,402,086	26,314,054	253,001,511	405,064,017
Unreserved/Undesignated Balance	450,398	0	0	10,620,196	55,127,405	280,329,861	346,527,860
	$67,440,221	**$28,096,916**	**$259,627**	**$41,022,282**	**$81,441,459**	**$533,331,372**	**$751,591,877**

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
Beginning Balance:	**$67,440,221**	**$28,096,916**	**$259,627**	**$41,022,282**	**$81,441,459**	**$533,331,372**	**$751,591,877**
Revenues							
Taxes	$225,515,000	$0	$25,840,000	$0	$0	$13,135,000	$264,490,000
Intergovernmental Revenue	30,812,325	64,415,493	0	0	0	0	95,227,818
Charges for Services	89,544,413	23,776,046	0	0	179,097,262	172,325,845	464,743,566
Investment Income	1,430,200	45,447	42,000	400,000	1,169,618	1,544,755	4,632,020
Other Revenue	15,826,720	5,017,918	0	0	0	257,726	21,102,364
Total Revenues	**$363,128,658**	**$93,254,904**	**$25,882,000**	**$400,000**	**$180,266,880**	**$187,263,326**	**$850,195,768**
Expenditures:							
County Executive	63,203,237	98,312,440	0	0	81,386,383	30,606,126	273,508,186
Clerk Register	11,180,001	2,064,436	0	0	1,198,330	0	14,442,767
Treasurer	3,546,452	2,436,320	0	0	0	684,421	6,667,193
Justice Administration	60,750,397	23,178,586	0	0	0	0	83,928,983
Law Enforcement	132,139,774	6,776,511	0	0	1,533,548	1,089,202	141,539,035
Legislative	5,470,622	0	0	0	0	0	5,470,622
Drain Commissioner	6,423,588	2,160,790	0		3,468,613	127,779,883	139,832,874
Parks and Recreation	0	0	0	0	0	22,221,592	22,221,592
Non-Departmental	45,211,223	0	32,323,500	10,000,000	91,500,000	0	179,034,723
Total Expenditures	**$327,925,294**	**$134,929,083**	**$32,323,500**	**$10,000,000**	**$179,086,874**	**$182,381,224**	**$866,645,975**
Excess of Revenues Over/(Under) Expenditures	**$35,203,364**	**($41,674,179)**	**($6,441,500)**	**($9,600,000)**	**$1,180,006**	**$4,882,102**	**($16,450,207)**
Capital Contributions	0	0	0	0	0	2,627,276	2,627,276
Transfers In	6,118,584	44,674,179	6,440,775	2,000,000	7,500,065	2,162,719	68,896,322
Transfers Out	(56,300,000)	0	0	0	0	(12,600,000)	(68,900,000)
Proceeds from issuance of bonds	0	0	0	0	0	0	0
Discount on bonds sold	0	0	0	0	0	0	0
Total Ending Balance	**$52,462,169**	**$31,096,916**	**$258,902**	**$33,422,282**	**$90,121,530**	**$530,403,469**	**$737,765,268**
Reserved/Designated Balance	52,062,169	31,096,916	258,902	23,422,282	35,121,530	250,403,469	392,365,268
Unreserved/Undesignated Balance	400,000	0	0	10,000,000	55,000,000	280,000,000	345,400,000
	$52,462,169	**$31,096,916**	**$258,902**	**$33,422,282**	**$90,121,530**	**$530,403,469**	**$737,765,268**

OAKLAND COUNTY

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

2006 FISCAL YEAR (Est.)

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	INTERNAL SERVICE FUNDS	ENTERPRISE FUNDS	TOTAL
Beginning Balance:	**$52,462,169**	**$31,096,916**	**$258,902**	**$33,422,282**	**$90,121,530**	**$530,403,469**	**$737,765,268**
Revenues							
Taxes	$314,648,000	$0	$26,600,000	$0	$0	$13,687,000	$354,935,000
Intergovernmental Revenue	9,317,000	67,426,804	0	0	0	0	76,743,804
Charges for Services	92,339,409	25,538,365	0	0	187,529,095	170,620,773	476,027,642
Investment Income	2,012,000	55,126	55,000	400,000	1,239,347	3,973,282	7,734,755
Other Revenue	857,354	0	0	0	400,000	2,058,288	3,315,642
Total Revenues	**$419,173,763**	**$93,020,295**	**$26,655,000**	**$400,000**	**$189,168,442**	**$190,339,343**	**$918,756,843**
Expenditures:							
County Executive	61,619,152	99,318,005	0	0	78,832,991	32,399,004	272,169,152
Clerk Register	11,205,962	2,794,136	0	0	1,033,699	0	15,033,797
Treasurer	3,448,592	2,567,075	0	0	0	1,125,596	7,141,263
Justice Administration	57,931,640	26,388,305	0	0	0	0	84,319,945
Law Enforcement	135,140,138	6,923,004	0	0	1,366,011	1,426,537	144,855,690
Legislative	5,410,797	0	0	0	0	0	5,410,797
Drain Commissioner	4,958,245	1,587,074	0	0	3,255,204	123,876,628	133,677,151
Parks and Recreation	0	0	0	0	0	23,086,468	23,086,468
Non-Departmental	33,422,385	0	34,187,056	5,000,000	116,181,942	0	188,791,383
Total Expenditures	**$313,136,911**	**$139,577,599**	**$34,187,056**	**$5,000,000**	**$200,669,847**	**$181,914,233**	**$874,485,646**
Excess of Revenues Over/(Under) Expenditures	**$106,036,852**	**($46,557,304)**	**($7,532,056)**	**($4,600,000)**	**($11,501,405)**	**$8,425,110**	**$44,271,197**
Capital Contributions	0	0	0	0	0	500,000	500,000
Transfers In	28,022,310	129,528,000	7,481,416	400,000	2,575,000	2,151,800	170,158,526
Transfers Out	(134,505,830)	(24,422,310)	0	0	0	(11,100,000)	(170,028,140)
Proceeds from issuance of bonds	0	0	0	0	0	0	0
Discount on bonds sold	0	0	0	0	0	0	0
Total Ending Balance	**$52,015,501**	**$89,645,302**	**$208,262**	**$29,222,282**	**$81,195,125**	**$530,380,379**	**$782,666,851**
Reserved/Designated Balance	51,515,501	89,645,302	208,262	21,222,282	26,195,125	510,380,379	699,166,851
Unreserved/Undesignated Balance	500,000	0	0	8,000,000	55,000,000	20,000,000	83,500,000
	$52,015,501	**$89,645,302**	**$208,262**	**$29,222,282**	**$81,195,125**	**$530,380,379**	**$782,666,851**

OAKLAND COUNTY

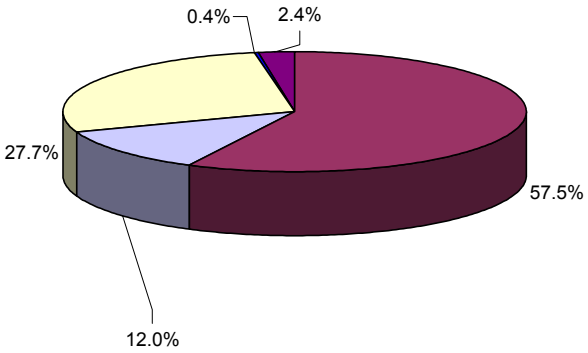
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

2007 FISCAL YEAR (Est.)

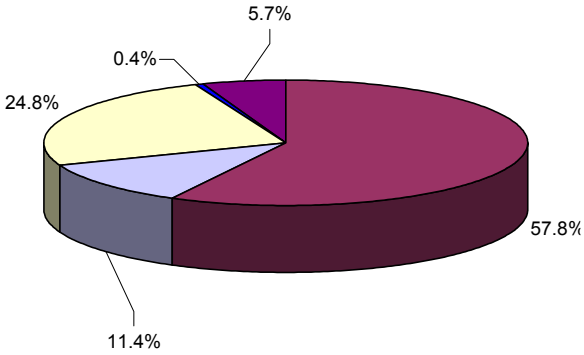
	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	INTERNAL SERVICE FUNDS	ENTERPRISE FUNDS	TOTAL
Beginning Balance:	**$52,015,501**	**$89,645,302**	**$208,262**	**$29,222,282**	**$81,195,125**	**$530,380,379**	**$782,666,851**
Revenues							
Taxes	$328,258,628	$0	$1,100,000	$0	$0	$14,097,610	$343,456,238
Intergovernmental Revenue	9,317,000	62,422,490	0	0	0	0	71,739,490
Charges for Services	93,819,748	25,833,257	0	0	195,528,997	166,874,272	482,056,274
Investment Income	2,871,500	66,351	60,000	400,000	1,239,485	3,899,794	8,537,130
Other Revenue	175,839	0	0	0	400,000	3,073,747	3,649,586
Total Revenues	**$434,442,715**	**$88,322,098**	**$1,160,000**	**$400,000**	**$197,168,482**	**$187,945,423**	**$909,438,718**
Expenditures:							
County Executive	61,221,562	105,453,870	0	0	80,110,146	32,294,315	279,079,893
Clerk Register	11,232,730	2,796,511	0	0	1,056,504	0	15,085,745
Treasurer	3,447,142	2,579,322	0	0	0	1,127,108	7,153,572
Justice Administration	57,572,792	26,630,084	0	0	0	0	84,202,876
Law Enforcement	134,893,203	6,936,265	0	0	1,366,011	1,426,537	144,622,016
Legislative	5,431,336	0	0	0	0	0	5,431,336
Drain Commissioner	4,902,047	1,587,074	0	0	3,268,726	124,157,859	133,915,706
Parks and Recreation	0	0	0	0	0	23,497,078	23,497,078
Non-Departmental	45,151,348	0	9,690,549	5,000,000	120,661,934	0	180,503,831
Total Expenditures	**$323,852,160**	**$145,983,126**	**$9,690,549**	**$5,000,000**	**$206,463,321**	**$182,502,897**	**$873,492,053**
Excess of Revenues Over/(Under) Expenditures	**$110,590,555**	**($57,661,028)**	**($8,530,549)**	**($4,600,000)**	**($9,294,839)**	**$5,442,526**	**$35,946,665**
Capital Contributions	0	0	0	0	0	0	0
Transfers In	28,684,010	135,000,000	8,488,727	400,000	2,550,000	2,151,800	177,274,537
Transfers Out	(139,722,073)	(25,084,010)	0	0	0	(12,000,000)	(176,806,083)
Proceeds from issuance of bonds	0	0	0	0	0	0	0
Discount on bonds sold	0	0	0	0	0	0	0
Total Ending Balance	**$51,567,993**	**$141,900,264**	**$166,440**	**$25,022,282**	**$74,450,286**	**$525,974,705**	**$819,081,970**
Reserved/Designated Balance	51,067,993	141,900,264	166,440	22,022,282	19,450,286	245,974,705	480,581,970
Unreserved/Undesignated Balance	500,000	0	0	3,000,000	55,000,000	280,000,000	338,500,000
	$51,567,993	**$141,900,264**	**$166,440**	**$25,022,282**	**$74,450,286**	**$525,974,705**	**$819,081,970**

GENERAL FUND/GENERAL PURPOSE BUDGET
REVENUE BY YEAR

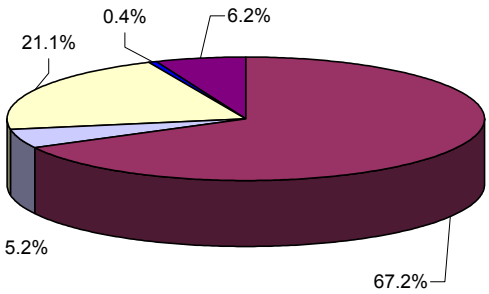
FY 2004 Actual



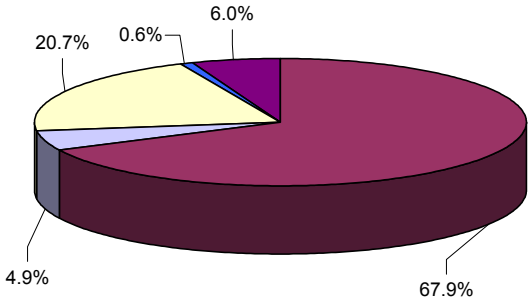
FY 2005 Amended Budget

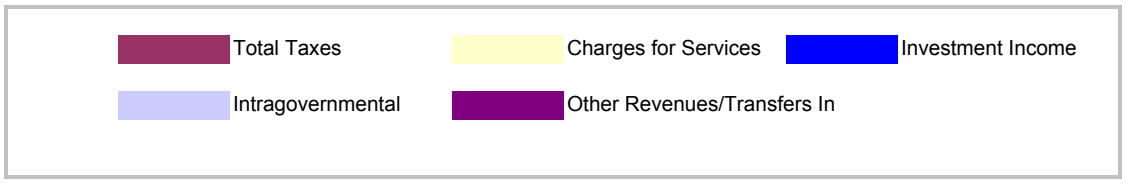


FY 2006 Budget



FY 2007 Budget





Oakland County, Michigan
FY 2006 - FY 2007 Adopted Biennial Budget
GF/GP Revenue Summary

Revenue Description	FY 2004 Actual	FY 2005 Amended Budget	FY 2006 Adopted Budget	FY 2007 Adopted Budget
Taxes:				
Property Taxes	204,474,447	224,805,000	237,365,584	247,889,929
Property Taxes - Revenue Sharing	0	0	77,153,076	80,239,199
Other Taxes	9,834,627	710,000	129,500	129,500
Total Taxes	214,309,074	225,515,000	314,648,160	328,258,628
Intergovernmental:				
Federal Grants	549,976	362,152	570,713	570,713
State Grants	14,057,656	13,360,019	14,479,430	13,979,430
Other Intergovernmental	30,239,698	30,687,573	9,118,000	9,118,000
Total Intergovernmental	44,847,330	44,409,744	24,168,143	23,668,143
Charges for Services	103,056,861	96,959,247	98,603,480	100,082,319
Investment Income	1,554,592	1,430,200	2,012,000	2,871,500
Other Revenues/Transfers In	8,903,912	22,148,222	28,879,664	28,861,349
Total Governmental Revenues	**$372,671,769**	**$390,462,413**	**$468,311,447**	**$483,741,939**

GF/GP Revenue Summary by Percentages

Revenue Description	FY 2004 Actual	FY 2005 Amended Budget	FY 2006 Adopted Budget	FY 2007 Adopted Budget
Taxes:				
Property Taxes	54.87%	57.57%	50.69%	51.24%
Property Taxes - Revenue Sharing	0.00%	0.00%	16.47%	16.59%
Other Taxes	2.64%	0.18%	0.03%	0.03%
Total Taxes	57.51%	57.75%	67.19%	67.86%
Intergovernmental:				
Federal Grants	0.15%	0.09%	0.12%	0.12%
State Grants	3.77%	3.42%	3.09%	2.89%
Other Intergovernmental	8.11%	7.86%	1.95%	1.88%
Total Intergovernmental	12.03%	11.37%	5.16%	4.89%
Charges for Services	27.65%	24.83%	21.06%	20.69%
Investment Income	0.42%	0.37%	0.43%	0.59%
Other Revenues/Transfers In	2.39%	5.67%	6.17%	5.97%
Total Governmental Revenues	**100.00%**	**100.00%**	**100.00%**	**100.00%**

Note: Property Taxes - Revenue Sharing estimate reflects the effect of a July levy of one-third of the County's authorized millage. See Revenue Descriptions for more detail.

Budget Development - Revenues

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

1. Maintain the current Ad Valorem Property Tax Levy rate of 4.19 mills, the third lowest county operating millage in the State. In the FY 2006 and FY 2007 Budgets, Property Tax revenue is based upon the current State Taxable Value multiplied by the Board of Commissioners levy. The value estimation is provided by the Equalization Division. Revenue collections are less than the levy due to agreements for TIFA and DDAs.

2. Charge for the use of unique County services at fair and equitable rates. "Unique" services are those that provide a direct benefit to the individual or group seeking the service rather than county-wide benefit. This includes anything from copies of County Clerk records, to reimbursement of court costs from defendants, to contracting of Sheriff's Patrol Services by chartered townships. In general, charges to county residents reflect a reduced amount covering a portion of the cost of doing business (their tax dollars cover the rest), whereas the County will charge the full cost of service provision to non-residents and other legal entities.

   Charges for Services revenue is based upon approved rates multiplied by estimated customer base as provided by the operating departments.

3. Continue to pursue a "fair share" of State and Federal reimbursement for services and other Intergovernmental Revenues. Currently, Oakland is one of four counties in the state that contributes more to Lansing than is returned in benefits. County officials will continue to work with the legislative delegation to make sure that County residents receive an appropriate share of state funds. In addition, efforts have begun to increase the share of Federal entitlement funds for corrections activities.

   Pursuit of Intergovernmental Revenue proceeds with caution, however. Revenue appropriations granted by "higher" levels of government can also be taken away by actions of the legislative body. The Ad Valorem Property Tax and Charges for Services are a much more stable source of revenue. However, the receipt of any Intergovernmental Revenue will help lessen the burden on the County taxpayer.

   Intergovernmental revenue is based on estimates provided by the State of Michigan and/or the Federal Government, refined by Management and Budget based upon historical patterns.

4. Continue the excellent work performed by the County Treasurer to invest County funds, in accordance with applicable state law and the County's investment policy, to maximize interest return. Investment Income is based on estimates provided by the Treasurer, anticipated rates of return and funds available for investment.

5. Use Fund Balance only to cover one-time project costs. Fund balance is reviewed annually and available funds are designated for technology projects, construction or remodeling of facilities and, if needed, budget transition.

Revenue Descriptions
General Fund/General Purpose Funds

TAXES

OTHER TAXES

- **Delinquent Taxes Prior Years':** Collection of previous years' delinquent property taxes previously treated as "uncollectable". Also, the "actual" column includes a payment from the Delinquent Tax Revolving Fund (DTRF) for property taxes listed as "delinquent" during that fiscal year. This payment is budgeted under "property taxes" for FY 2006 and FY 2007.

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

PROPERTY TAXES

The total budget for Property Taxes includes the following components, details of which are shown under the Non-Departmental Operations (General Fund - Department #90):

- **Property Tax Levy:** For Fiscal Year 2006, the Ad Valorem Tax Levy (levy) is based on December 31, 2004 State Taxable Value (STV) of **$58,864,093,550** multiplied by the County's authorized millage rate of **4.2242** mills. For Fiscal Year 2007, the levy is based upon the estimated December 31, 2005, STV of **$61,365,817,526** (a projected **4.25% increase**) by the County-authorized millage rate of **4.2242** mills. The Property Tax levy conforms to the Headlee Constitutional Tax Limitation Amendment as well as P.A. 4 of 1982, Truth in Taxation requirements.

- **Less: Tax Financing Offsets 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. **BROWNFIELD DEVELOPMENT:** Amount expected to be lost from municipal implementation of Brownfield plans and promotions for the redevelopment and revitalization of environmentally distressed areas, per P.A. 381 of 1996.

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

- **Less: Millage Reduction:** The effect of reducing the County's authorized millage rate by .0342 mill.

PROPERTY TAXES - REVENUE SHARING

Revenue estimate reflects the effect of a July levy of one-third of the County's authorized millage. Revenue from the levy, which is *required* by Public Act 357 of 2004, is not immediately available for County operations. Rather revenue from the levy, which is enacted over a three-year period (one-third July 2005, one-third July 2006, and one-third July 2007), must be placed in a "Revenue Sharing Reserve Fund". The County is authorized to make an annual withdrawal from the Revenue Sharing Reserve Fund, of an amount equal to the FY 2004 State revenue sharing payment (approximately $21 million), until the Revenue Sharing Reserve Fund is depleted (estimated 2015).

INTRAGOVERNMENTAL, STATE AND FEDERAL GRANTS

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

COUNTY EXECUTIVE ADMINISTRATION - Federal reimbursement for a portion of the Emergency Manager's salary.

CHILDREN'S VILLAGE - Federal payment of school meals for children in the Children's Village School.

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

OUTSIDE AGENCIES - State payments to the County's General Fund for the following activities:

- **Circuit Court, District Court, and Probate Court 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 Fiscal Year 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 Court and Probate Court caseloads.

- **Prosecutor:** Reimbursement from State for costs to provide services to crime victims and witnesses.

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

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

CHARGES FOR SERVICES

CIRCUIT COURT (Family Division, General Jurisdiction, Judicial Administration): Court costs, reimbursement for Court appointed attorneys, mediation fines, Jury Fees and revenue generated by sale of marriage licenses utilized in provision of family counseling services.

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

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

PROSECUTOR (Administration): 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 Services, Corrective Services, Satellites, Protective Services, Technical Services): Charges for service of process in the Civil Division, Township deputy contracts, Dispatch Services, 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 Marine Safety and 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.

REGISTER OF DEEDS: Fees and service charges collected by the Register of Deeds to record official County documents such as deeds, mortgages, surveys, land contracts, and other miscellaneous documents affecting real property. Also includes Land Transfer Tax (P.A. 134 of 1996) of $0.55 for each $500 of value of property transferred and fees charged for on-line access to specific public records.

ELECTIONS: Fees and reimbursements for costs associated with elections.

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.

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.

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

COUNTY EXECUTIVE ADMINISTRATION - Federal grant funding from Hazardous Material Transportation Uniform Safety Act (HMTUSA) for development of hazardous material response planning through the Emergency Response Preparedness unit.

PURCHASING - Negotiated rebates on large, countywide purchasing contracts, for such items as office supplies and Purchasing Cards.

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

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

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

HUMAN RESOURCES (Comp and Benefits, General): Reimbursement for duplicating personnel records, and requested salary survey information.

CHILDREN'S VILLAGE - State reimbursement for housing of State Wards in the Village and state aid for students enrolled in Children's Village School.

HEALTH DIVISION: Revenue for various inspection/permit fees, reimbursements from other governmental units, clients and third parties for services rendered by the Health Clinics.

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 Cities of Clawson, Farmington, Madison Heights, Huntington Woods, Troy, Pontiac and Rochester.

COMMUNITY CORRECTIONS: Fees from participants in the Weekend Alternative for Misdemeanants (WAM) and Results, Drug and Alcohol Testing Units.

MEDICAL EXAMINER: Charges for autopsies, cremations, drug and miscellaneous reports.

ECONOMIC DEVELOPMENT AND COMMUNITY AFFAIRS: Reimbursement of costs from local communities participating in the North Oakland County Household Hazardous Waste Consortium (NO HAZ) collection program and reimbursement from Automation Alley for the cost of one (1) Automation Alley Coordinator position.

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.

OUTSIDE AGENCIES: State reimbursement for the following programs:

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

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

- **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.

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.

SUNDRY: Commissions on public phone use by inmates in the Oakland County Jail as well as 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 investments by the County Treasurer.

OTHER REVENUE/TRANSFERS IN

PLANNED USE OF FUND BALANCE - Use of a designated General Fund Balance for Budget Transition. Funds originally set aside from a budget reduction effort during FY 2003 that generated $17 million in savings. The savings were placed in a designated fund balance for use in transitioning County operations. After the budgeted use in FY 2006, approximately $12 million remains in the designated fund balance.

LIBRARY BOARD: Transfer from the Jail Commissary Fund to support positions at the Jail Library. Per M.R. #05066, positions were transferred to the Sheriff's Department, which eliminated the need for a transfer.

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

NON-DEPARTMENTAL:

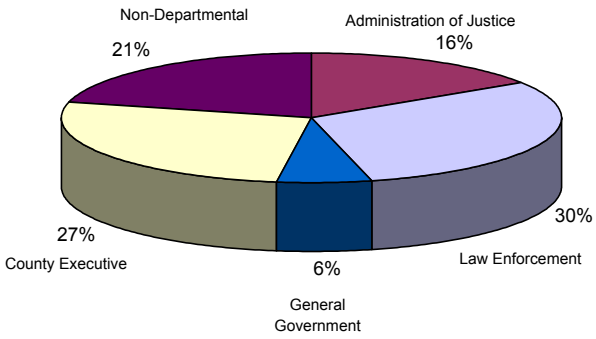
- **Delinquent Tax Revolving Fund - General Operations** - Annual transfer of $2.1 million in interest income to support General Fund operations.

- **Delinquent Tax Revolving Fund - Tri-Party Agreement** - Annual transfer of $1.5 million in interest income to support the County's one-third funding obligation for the Tri-Party Road Fund program. The remainder of the program is funded one-third by the Road Commission for Oakland County and one-third by the participating cities, villages, and townships.

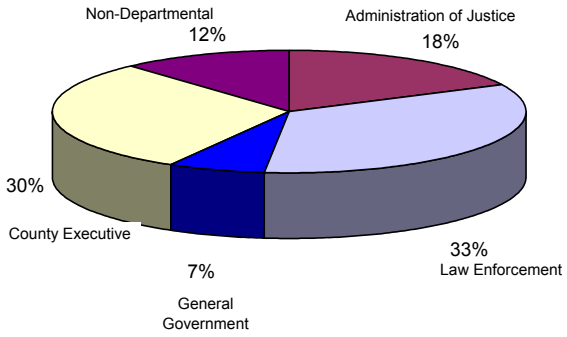
- **Revenue Sharing Reserve Fund** - Transfer from the Revenue Sharing Reserve Fund, established pursuant to Public Act 357 of 2004. The amount of the transfer is based upon the amount of State revenue sharing received by the County in FY 2004, with an inflation factor. (Please see "Property Taxes - Revenue Sharing, above).

GENERAL FUND/GENERAL PURPOSE BUDGET
EXPENDITURES BY YEAR

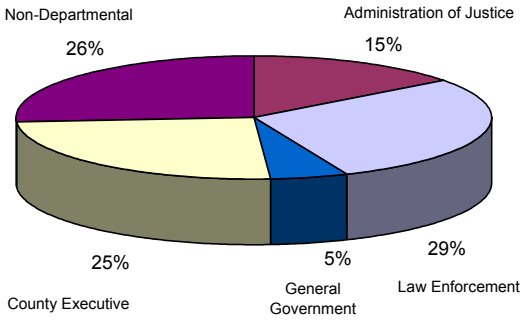
FY 2004 Actual



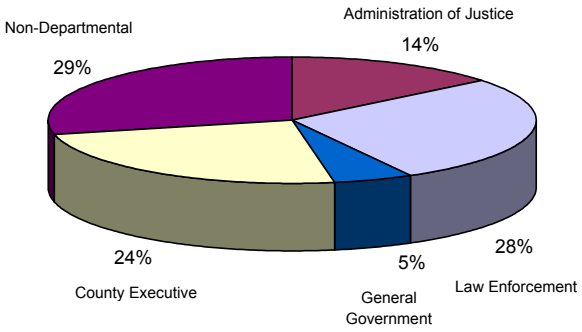
FY 2005 Amended

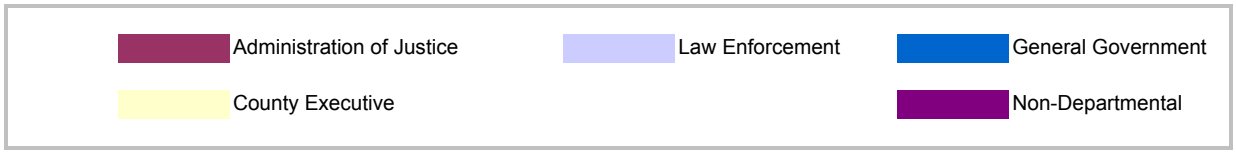


FY 2006 Budget



FY 2007 Budget





Oakland County, Michigan
FY 2006 - FY 2007 Adopted Biennial Budget
GF/GP Expenditure Summary

Expenditure Description	FY 2004 Actual	FY 2005 Amended	FY 2006 Adopted Budget	FY 2007 Adopted Budget
Administration of Justice				
Circuit Court	46,342,739	47,701,823	46,338,692	46,016,256
District Court	14,376,338	15,675,952	16,376,936	16,372,292
Probate Court	5,230,152	5,710,125	5,851,916	5,820,148
Total Administration of Justice	**$65,949,229**	**$69,087,900**	**$68,567,544**	**$68,208,696**
Law Enforcement				
Prosecuting Attorney	16,539,723	18,169,471	17,629,909	17,604,259
Sheriff	110,149,041	114,239,299	117,510,229	117,288,944
Total Law Enforcement	**$126,688,764**	**$132,408,770**	**$135,140,138**	**$134,893,203**
General Government				
Board of Commissioners	5,089,492	5,544,722	5,415,797	5,436,336
Drain Comissioner	4,590,934	6,479,753	5,014,410	4,958,212
Clerk/Register of Deeds	12,510,892	11,180,001	11,205,962	11,230,107
Treasurer	3,227,295	3,546,452	3,448,592	3,449,765
Total General Government	**$25,418,613**	**$26,750,928**	**$25,084,761**	**$25,074,420**
County Executive				
County Executive	7,584,487	8,036,152	8,055,084	7,783,502
Management and Budget	19,918,937	20,804,529	20,324,301	20,287,857
Central Services	2,361,789	2,655,865	2,419,153	2,410,922
Facilities Management	1,544,001	1,550,775	1,587,507	1,581,881
Human Resources	5,005,540	4,993,684	4,368,446	4,365,419
Health & Human Services	55,639,763	56,579,017	57,825,204	57,792,971
Public Services	14,484,248	15,437,180	15,635,112	15,639,010
Economic Dev. & Community Affairs	5,665,970	6,946,390	6,830,536	6,754,011
Total County Executive	**$112,204,735**	**$117,003,592**	**$117,045,343**	**$116,615,573**
Non-Departmental				
General Operations	83,050,842	32,672,155	24,321,400	25,988,600
Property Taxes - Revenue Sharing	0	0	77,153,076	80,239,199
Other Taxes	3,120,984	3,582,763	3,800,335	4,524,070
Outside Agencies	701,609	751,500	759,400	760,400
Sundry - Expenses	1,007,554	300,147	300,000	300,000
Reserved for Transfer	0	7,904,658	16,139,450	27,137,778
Total Non-Departmental	**$87,880,989**	**$45,211,223**	**$122,473,661**	**$138,950,047**
Total Governmental Funds	**$418,142,330**	**$390,462,413**	**$468,311,447**	**$483,741,939**

Oakland County, Michigan
FY 2006 - FY 2007 Adopted Biennial Budget
GF/GP Expenditure Summary by Percentages

Expenditure Description	FY 2004 Actual	FY 2005 Amended	FY 2006 Adopted Budget	FY 2007 Adopted Budget
Administration of Justice				
Circuit Court	70.27%	69.05%	67.58%	67.46%
District Court	21.80%	22.69%	23.88%	24.00%
Probate Court	7.93%	8.27%	8.53%	8.53%
Total Administration of Justice	**100.00%**	**100.00%**	**100.00%**	**100.00%**
Law Enforcement				
Prosecuting Attorney	13.06%	13.72%	13.05%	13.05%
Sheriff	86.94%	86.28%	86.95%	86.95%
Total Law Enforcement	**100.00%**	**100.00%**	**100.00%**	**100.00%**
General Government				
Board of Commissioners	20.02%	20.73%	21.59%	21.68%
Drain Comissioner	18.06%	24.22%	19.99%	19.77%
Clerk/Register of Deeds	49.22%	41.79%	44.67%	44.79%
Treasurer	12.70%	13.26%	13.75%	13.76%
Total General Government	**100.00%**	**100.00%**	**100.00%**	**100.00%**
County Executive				
County Executive	6.76%	6.87%	6.88%	6.67%
Management and Budget	17.75%	17.78%	17.36%	17.40%
Central Services	2.10%	2.27%	2.07%	2.07%
Facilities Management	1.38%	1.33%	1.36%	1.36%
Human Resources	4.46%	4.27%	3.73%	3.74%
Health & Human Services	49.59%	48.36%	49.40%	49.56%
Public Services	12.91%	13.19%	13.36%	13.41%
Economic Dev. & Community Affairs	5.05%	5.94%	5.84%	5.79%
Total County Executive	**100.00%**	**100.00%**	**100.00%**	**100.00%**
Non-Departmental				
General Operations	94.50%	72.27%	19.86%	18.70%
Property Taxes - Revenue Sharing	0.00%	0.00%	63.00%	57.75%
Other Taxes	3.55%	7.92%	3.10%	3.26%
Outside Agencies	0.80%	1.66%	0.62%	0.55%
Sundry - Expenses	1.15%	0.66%	0.24%	0.22%
Reserved for Transfer	0.00%	17.48%	13.18%	19.53%
Total Non-Departmental	**100.00%**	**100.00%**	**100.00%**	**100.00%**

Oakland County, Michigan
FY 2006 Adopted Budget
Revenue and Expenditure Summary by Fund Group with Department and Fund Detail

Department / Fund	General Fund / General Purpose		Special Revenue Funds		Proprietary Funds		Total	Total
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures
Circuit Court								
Circuit Ct Adult Byrne Grants	0	0	137,500	137,500	0	0	137,500	137,500
Drug Court Circuit Adult	0	0	141,633	141,633	0	0	141,633	141,633
Drug Court Circuit Juvenile	0	0	194,832	229,013	0	0	194,832	229,013
Family Focused Juv Drug Crt	0	0	0	299,776	0	0	0	299,776
FOC Access & Visitation	0	0	55,000	55,000	0	0	55,000	55,000
Friend of the Court Grant	0	0	15,123,112	14,300,204	0	0	15,123,112	14,300,204
General Fund	4,033,990	35,702,788	0	0	0	0	4,033,990	35,702,788
Juvenile Acct Incentive Block	0	0	130,922	130,922	0	0	130,922	130,922
Juvenile Maintenance	988,250	10,635,904	0	0	0	0	988,250	10,635,904
Bureau of Juvenile Justice G	0	0	494,776	160,819	0	0	494,776	160,819
Total Circuit Court	$5,022,240	$46,338,692	$16,277,775	$15,454,867	$0	$0	$21,300,015	$61,793,559
District Court								
Drug Court District 52/4	0	0	219,534	219,534	0	0	219,534	219,534
General Fund	12,034,721	16,376,936	0	0	0	0	12,034,721	16,376,936
Drug Court District 52/1	0	0	48,000	48,000	0	0	48,000	48,000
52/1 Novi Dist Ct Byrne Gran	0	0	30,000	30,000	0	0	30,000	30,000
Total District Court	$12,034,721	$16,376,936	$297,534	$297,534	$0	$0	$12,332,255	$16,674,470
Probate Court								
General Fund	525,300	5,851,916	0	0	0	0	525,300	5,851,916
Total Probate Court	$525,300	$5,851,916	$0	$0	$0	$0	$525,300	$5,851,916
Prosecuting Attorney								
A.T.P.A. Grants	0	0	261,368	261,368	0	0	261,368	261,368
Child Abuse Spec Unit Byrne	0	0	119,817	119,817	0	0	119,817	119,817
Drug Policy Grant	0	0	375,668	375,668	0	0	375,668	375,668
General Fund	346,539	17,629,909	0	0	0	0	346,539	17,629,909
Juvenile Acct Incentive Block	0	0	204,808	204,808	0	0	204,808	204,808
PA VOCA	0	0	125,593	125,593	0	0	125,593	125,593
Prosecutor Co-Op Reimburse	0	0	2,235,487	2,235,487	0	0	2,235,487	2,235,487
Total Prosecuting Attorney	$346,539	$17,629,909	$3,322,741	$3,322,741	$0	$0	$3,669,280	$20,952,650
Sheriff								
Child Abuse Spec Unit Byrne	0	0	107,958	107,958	0	0	107,958	107,958
Sheriff Road Patrol	0	0	1,173,432	1,173,432	0	0	1,173,432	1,173,432
Jail Inmate Commissary Fund	0	0	0	0	1,426,537	1,426,537	1,426,537	1,426,537
General Fund	35,875,217	117,510,229	0	0	0	0	35,875,217	117,510,229
Community Corrections	0	0	427,000	427,000	0	0	427,000	427,000
Drug Policy Grant	0	0	584,444	584,444	0	0	584,444	584,444
A.T.P.A. Grants	0	0	484,521	484,521	0	0	484,521	484,521
Friend of the Court Grant	0	0	0	822,908	0	0	0	822,908
Total Sheriff	$35,875,217	$117,510,229	$2,777,355	$3,600,263	$1,426,537	$1,426,537	$40,079,109	$122,537,029
Board of Commissioners								
General Fund	67,009	5,415,797	0	0	0	0	67,009	5,415,797
Total Board of Commissioners	$67,009	$5,415,797	$0	$0	$0	$0	$67,009	$5,415,797
Parks & Recreation								
Parks and Recreation Fund	0	0	0	0	23,086,468	23,086,468	23,086,468	23,086,468
Total Parks & Recreation	$0	$0	$0	$0	$23,086,468	$23,086,468	$23,086,468	$23,086,468
Drain Commissioner								
Huron Rouge SDS	0	0	0	0	3,503,578	3,503,578	3,503,578	3,503,578
Southeastern OC SDS	0	0	0	0	32,265,989	32,265,989	32,265,989	32,265,989
General Fund	1,876,928	5,014,410	0	0	0	0	1,876,928	5,014,410
Evergreen Farmington	0	0	0	0	27,187,729	27,187,729	27,187,729	27,187,729
Drain Equipment	0	0	0	0	1,609,484	0	1,609,484	0
Clinton Oakland SDS	0	0	0	0	21,757,946	21,757,946	21,757,946	21,757,946
Water and Sewer Trust	0	0	0	0	39,161,386	39,161,386	39,161,386	39,161,386
Total Drain Commissioner	$1,876,928	$5,014,410	$0	$0	$125,486,112	$123,876,628	$127,363,040	$128,891,038

Oakland County, Michigan
FY 2006 Adopted Budget
Revenue and Expenditure Summary by Fund Group with Department and Fund Detail

Department / Fund	General Fund / General Purpose		Special Revenue Funds		Proprietary Funds		Total Revenues	Total Expenditures
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Clerk - Register of Deeds								
Clerk Surv/Remounumentation	0	0	983,136	983,136	0	0	983,136	983,136
General Fund	16,605,975	11,205,962	0	0	0	0	16,605,975	11,205,962
Micrographics	0	0	0	0	201,000	0	201,000	0
Reg of Deeds Automation	0	0	2,000,000	1,811,000	0	0	2,000,000	1,811,000
Total Clerk - Register of Deed	$16,605,975	$11,205,962	$2,983,136	$2,794,136	$201,000	$0	$19,790,111	$14,000,098
Treasurers Office								
2005 Land Sale	0	0	1,503,300	1,526,649	0	0	1,503,300	1,526,649
Delinqt Personal Prop Tax Ad	0	0	1,040,426	1,040,426	0	0	1,040,426	1,040,426
Delinquent Tax Revolving	0	0	0	0	13,125,596	13,125,596	13,125,596	13,125,596
General Fund	5,500,381	3,448,592	0	0	0	0	5,500,381	3,448,592
Total Treasurers Office	$5,500,381	$3,448,592	$2,543,726	$2,567,075	$13,125,596	$13,125,596	$21,169,703	$19,141,263
County Executive								
General Fund	309,500	8,055,084	0	0	0	0	309,500	8,055,084
Arts, Culture & Film	0	0	46,200	46,200	0	0	46,200	46,200
Domestic Preparedness Equip	0	0	4,456,617	4,456,617	0	0	4,456,617	4,456,617
Total County Executive	$309,500	$8,055,084	$4,502,817	$4,502,817	$0	$0	$4,812,317	$12,557,901
Management and Budget								
Medical Care Facility	0	0	0	0	0	188,882	0	188,882
Water and Sewer Trust	0	0	0	0	0	0	0	0
General Fund	2,782,678	20,324,301	0	0	0	0	2,782,678	20,324,301
Total Management and Budget	$2,782,678	$20,324,301	$0	$0	$0	$188,882	$2,782,678	$20,513,183
Central Services								
County Airports	0	0	0	0	5,833,734	5,833,734	5,833,734	5,833,734
General Fund	171,000	2,419,153	0	0	0	0	171,000	2,419,153
Mailing, Conv Copier & Printn	0	0	0	0	155,000	0	155,000	0
Motor Pool Fund	0	0	0	0	47,000	0	47,000	0
Total Central Services	$171,000	$2,419,153	$0	$0	$6,035,734	$5,833,734	$6,206,734	$8,252,887
Facilities Management								
County Farmers Market	0	0	0	0	147,623	147,623	147,623	147,623
Facilities Maint and Operations	0	0	0	0	248,000	0	248,000	0
General Fund	0	1,587,507	0	0	0	0	0	1,587,507
Total Facilities Management	$0	$1,587,507	$0	$0	$395,623	$147,623	$395,623	$1,735,130
Human Resources								
General Fund	18,800	4,368,446	0	0	0	0	18,800	4,368,446
Total Human Resources	$18,800	$4,368,446	$0	$0	$0	$0	$18,800	$4,368,446
Health and Human Svc								
Health TB Outreach	0	0	0	49,771	0	0	0	49,771
Juvenile Maintenance	2,909,942	23,890,422	0	0	0	0	2,909,942	23,890,422
Medical Care Facility	0	0	0	0	11,481,373	11,292,491	11,481,373	11,292,491
Social Welfare Foster Care	0	2,000	0	0	0	0	0	2,000
Hlth Immun Action Plan	0	0	0	513,533	0	0	0	513,533
Health WIC	0	0	0	1,427,418	0	0	0	1,427,418
Health Vaccines for Children	0	0	0	4,572,671	0	0	0	4,572,671
Childrens Village Screening P	0	0	73,000	73,000	0	0	73,000	73,000
Health MDPH - OSAS	0	0	4,668,528	6,969,269	0	0	4,668,528	6,969,269
Health MCH Block	0	0	0	-6,077,591	0	0	0	-6,077,591
Health Bioterrorism	0	0	4,483,925	881,259	0	0	4,483,925	881,259
Health AIDS Counseling	0	0	0	484,799	0	0	0	484,799
General Fund	0	2,399,013	0	0	0	0	0	2,399,013
CMH/OSAS Medicaid	0	0	2,385,404	2,385,404	0	0	2,385,404	2,385,404
Health Nurse/Family Partners	0	0	0	331,324	0	0	0	331,324
Public Health	7,517,022	31,533,769	0	0	0	0	7,517,022	31,533,769
Total Health and Human Svc	$10,426,964	$57,825,204	$11,610,857	$11,610,857	$11,481,373	$11,292,491	$33,519,194	$80,728,552

Oakland County, Michigan
FY 2006 Adopted Budget
Revenue and Expenditure Summary by Fund Group with Department and Fund Detail

Department / Fund	General Fund / General Purpose		Special Revenue Funds		Proprietary Funds		Total Revenues	Total Expenditures
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Public Services								
Juvenile Acct Incentive Block	0	0	85,663	85,663	0	0	85,663	85,663
General Fund	2,016,685	15,635,112	0	0	0	0	2,016,685	15,635,112
County Veterans Trust	0	0	63,460	63,460	0	0	63,460	63,460
Community Corrections	0	0	3,378,403	3,378,403	0	0	3,378,403	3,378,403
Comm Corrections In-Step	0	0	172,495	172,495	0	0	172,495	172,495
Total Public Services	$2,016,685	$15,635,112	$3,700,021	$3,700,021	$0	$0	$5,716,706	$19,335,133
Information Technology								
Land Records Automation	0	0	0	189,000	0	0	0	189,000
Total Information Technology	$0	$0	$0	$189,000	$0	$0	$0	$189,000
CLEMIS & Emerg Communications								
Radio Communications Fund	0	0	0	0	7,765,000	6,507,390	7,765,000	6,507,390
CLEMIS	0	0	0	0	5,603,634	8,123,216	5,603,634	8,123,216
Fire Records Management	0	0	0	0	644,550	644,550	644,550	644,550
Total CLEMIS & Emerg Communi	$0	$0	$0	$0	$14,013,184	$15,275,156	$14,013,184	$15,275,156
Econ Dev and Comm Affairs								
BFC - Personnel	0	0	395,376	395,376	0	0	395,376	395,376
Community Dev Block Grant	0	0	5,973,629	5,973,629	0	0	5,973,629	5,973,629
Economic Development Corp	0	0	53,000	53,000	0	0	53,000	53,000
Emergency Shelter Grants	0	0	139,394	139,394	0	0	139,394	139,394
General Fund	511,625	6,795,536	0	0	0	0	511,625	6,795,536
Home Investment Trust Grants	0	0	3,271,814	3,271,814	0	0	3,271,814	3,271,814
Housing Counseling Grants	0	0	38,324	38,324	0	0	38,324	38,324
Total Econ Dev and Comm Affai	$511,625	$6,795,536	$9,871,537	$9,871,537	$0	$0	$10,383,162	$16,667,073
Workforce Development								
General Fund	0	35,000	0	0	0	0	0	35,000
Workforce Development Gran	0	0	14,017,582	14,017,582	0	0	14,017,582	14,017,582
Total Workforce Development	$0	$35,000	$14,017,582	$14,017,582	$0	$0	$14,017,582	$14,052,582
Non - Departmental								
General Fund	364,519,885	122,473,661	0	0	0	0	364,519,885	122,473,661
Juvenile Maintenance	9,700,000	0	0	0	0	0	9,700,000	0
Total Non - Departmental	$374,219,885	$122,473,661	$0	$0	$0	$0	$374,219,885	$122,473,661
Expenditure Adjustments								
External Revenue Offset	0	0	0	0	0	2,260,484	0	2,260,484
Estimated Profit/(Loss)	0	0	0	0	0	-1,285,321	0	-1,285,321
Total Expenditure Adjustments	$0	$0	$0	$0	$0	$975,163	$0	$975,163
Grand Total	$468,311,447	$468,311,447	$71,905,081	$71,928,430	$195,251,627	$195,228,278	$735,468,155	$735,468,155

Oakland County, Michigan
FY 2007 Adopted Budget
Revenue and Expenditure Summary by Fund Group with Department and Fund Detail

Department / Fund	General Fund/ General Purpose		Special Revenue Funds		Proprietary Funds		Total Revenues	Total Expenditures
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Circuit Court								
Circuit Ct Adult Byrne Grants	0	0	139,604	139,604	0	0	139,604	139,604
Drug Court Circuit Adult	0	0	142,873	142,873	0	0	142,873	142,873
Drug Court Circuit Juvenile	0	0	197,499	232,840	0	0	197,499	232,840
Family Focused Juv Drug Crt	0	0	0	301,898	0	0	0	301,898
FOC Access & Visitation	0	0	55,000	55,000	0	0	55,000	55,000
Friend of the Court Grant	0	0	15,364,440	14,528,271	0	0	15,364,440	14,528,271
General Fund	4,033,990	35,380,352	0	0	0	0	4,033,990	35,380,352
Juvenile Acct Incentive Block	0	0	130,922	130,922	0	0	130,922	130,922
Juvenile Maintenance	988,250	10,635,904	0	0	0	0	988,250	10,635,904
Bureau of Juvenile Justice G	0	0	498,896	161,657	0	0	498,896	161,657
Total Circuit Court	$5,022,240	$46,016,256	$16,529,234	$15,693,065	$0	$0	$21,551,474	$61,709,321
District Court								
Drug Court District 52/1	0	0	48,736	48,736	0	0	48,736	48,736
Drug Court District 52/4	0	0	221,889	221,889	0	0	221,889	221,889
52/1 Novi Dist Ct Byrne Gran	0	0	30,490	30,490	0	0	30,490	30,490
General Fund	12,049,721	16,372,292	0	0	0	0	12,049,721	16,372,292
Total District Court	$12,049,721	$16,372,292	$301,115	$301,115	$0	$0	$12,350,836	$16,673,407
Probate Court								
General Fund	525,300	5,820,148	0	0	0	0	525,300	5,820,148
Total Probate Court	$525,300	$5,820,148	$0	$0	$0	$0	$525,300	$5,820,148
Prosecuting Attorney								
A.T.P.A. Grants	0	0	261,368	261,368	0	0	261,368	261,368
Child Abuse Spec Unit Byrne	0	0	119,817	119,817	0	0	119,817	119,817
Drug Policy Grant	0	0	375,668	375,668	0	0	375,668	375,668
General Fund	346,539	17,604,259	0	0	0	0	346,539	17,604,259
Juvenile Acct Incentive Block	0	0	204,808	204,808	0	0	204,808	204,808
PA VOCA	0	0	125,593	125,593	0	0	125,593	125,593
Prosecutor Co-Op Reimburse	0	0	2,235,487	2,235,487	0	0	2,235,487	2,235,487
Total Prosecuting Attorney	$346,539	$17,604,259	$3,322,741	$3,322,741	$0	$0	$3,669,280	$20,927,000
Sheriff								
Friend of the Court Grant	0	0	0	836,169	0	0	0	836,169
General Fund	36,766,901	117,288,944	0	0	0	0	36,766,901	117,288,944
Sheriff Road Patrol	0	0	1,173,432	1,173,432	0	0	1,173,432	1,173,432
A.T.P.A. Grants	0	0	484,521	484,521	0	0	484,521	484,521
Community Corrections	0	0	427,000	427,000	0	0	427,000	427,000
Drug Policy Grant	0	0	584,444	584,444	0	0	584,444	584,444
Child Abuse Spec Unit Byrne	0	0	107,958	107,958	0	0	107,958	107,958
Jail Inmate Commissary Fund	0	0	0	0	1,426,537	1,426,537	1,426,537	1,426,537
Total Sheriff	$36,766,901	$117,288,944	$2,777,355	$3,613,524	$1,426,537	$1,426,537	$40,970,793	$122,329,005
Board of Commissioners								
General Fund	67,009	5,436,336	0	0	0	0	67,009	5,436,336
Total Board of Commissioners	$67,009	$5,436,336	$0	$0	$0	$0	$67,009	$5,436,336
Parks & Recreation								
Parks and Recreation Fund	0	0	0	0	23,497,078	23,497,078	23,497,078	23,497,078
Total Parks & Recreation	$0	$0	$0	$0	$23,497,078	$23,497,078	$23,497,078	$23,497,078

Oakland County, Michigan
FY 2007 Adopted Budget
Revenue and Expenditure Summary by Fund Group with Department and Fund Detail

Department / Fund	General Fund/ General Purpose		Special Revenue Funds		Proprietary Funds		Total Revenues	Total Expenditures
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Drain Commissioner								
Clinton Oakland SDS	0	0	0	0	21,782,794	21,782,794	21,782,794	21,782,794
Southeastern OC SDS	0	0	0	0	32,284,032	32,284,032	32,284,032	32,284,032
Huron Rouge SDS	0	0	0	0	3,506,919	3,506,919	3,506,919	3,506,919
General Fund	1,876,928	4,958,212	0	0	0	0	1,876,928	4,958,212
Drain Equipment	0	0	0	0	1,623,006	0	1,623,006	0
Water and Sewer Trust	0	0	0	0	39,372,964	39,372,964	39,372,964	39,372,964
Evergreen Farmington	0	0	0	0	27,211,150	27,211,150	27,211,150	27,211,150
Total Drain Commissioner	$1,876,928	$4,958,212	$0	$0	$125,780,865	$124,157,859	$127,657,793	$129,116,071
Clerk - Register of Deeds								
Reg of Deeds Automation	0	0	2,000,000	1,811,000	0	0	2,000,000	1,811,000
Micrographics	0	0	0	0	201,000	0	201,000	0
Clerk Surv/Remounumentation	0	0	985,511	985,511	0	0	985,511	985,511
General Fund	16,605,975	11,232,730	0	0	0	0	16,605,975	11,232,730
Total Clerk - Register of Deed	$16,605,975	$11,232,730	$2,985,511	$2,796,511	$201,000	$0	$19,792,486	$14,029,241
Treasurers Office								
2005 Land Sale	0	0	1,504,322	1,527,671	0	0	1,504,322	1,527,671
Delinqt Personal Prop Tax Ad	0	0	1,051,651	1,051,651	0	0	1,051,651	1,051,651
Delinquent Tax Revolving	0	0	0	0	13,127,108	13,127,108	13,127,108	13,127,108
General Fund	6,004,381	3,447,142	0	0	0	0	6,004,381	3,447,142
Total Treasurers Office	$6,004,381	$3,447,142	$2,555,973	$2,579,322	$13,127,108	$13,127,108	$21,687,462	$19,153,572
County Executive								
Arts, Culture & Film	0	0	46,200	46,200	0	0	46,200	46,200
Domestic Preparedness Equip	0	0	58,689	58,689	0	0	58,689	58,689
General Fund	359,500	7,783,502	0	0	0	0	359,500	7,783,502
Total County Executive	$359,500	$7,783,502	$104,889	$104,889	$0	$0	$464,389	$7,888,391
Management and Budget								
General Fund	2,782,678	20,287,857	0	0	0	0	2,782,678	20,287,857
Medical Care Facility	0	0	0	0	0	188,882	0	188,882
Water and Sewer Trust	0	0	0	0	0	0	0	0
Total Management and Budget	$2,782,678	$20,287,857	$0	$0	$0	$188,882	$2,782,678	$20,476,739
Central Services								
General Fund	171,000	2,410,922	0	0	0	0	171,000	2,410,922
County Airports	0	0	0	0	5,892,468	5,892,468	5,892,468	5,892,468
Mailing, Conv Copier & Printn	0	0	0	0	155,000	0	155,000	0
Motor Pool Fund	0	0	0	0	47,000	0	47,000	0
Total Central Services	$171,000	$2,410,922	$0	$0	$6,094,468	$5,892,468	$6,265,468	$8,303,390
Facilities Management								
County Farmers Market	0	0	0	0	152,588	152,588	152,588	152,588
Facilities Maint and Operations	0	0	0	0	248,000	0	248,000	0
General Fund	0	1,581,881	0	0	0	0	0	1,581,881
Total Facilities Management	$0	$1,581,881	$0	$0	$400,588	$152,588	$400,588	$1,734,469
Human Resources								
General Fund	18,800	4,365,419	0	0	0	0	18,800	4,365,419
Total Human Resources	$18,800	$4,365,419	$0	$0	$0	$0	$18,800	$4,365,419

Oakland County, Michigan
FY 2007 Adopted Budget
Revenue and Expenditure Summary by Fund Group with Department and Fund Detail

Department / Fund	General Fund/ General Purpose		Special Revenue Funds		Proprietary Funds		Total Revenues	Total Expenditures
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Health and Human Svc								
Public Health	7,517,022	31,522,919	0	0	0	0	7,517,022	31,522,919
Social Welfare Foster Care	0	2,000	0	0	0	0	0	2,000
Child Lead Posioning	0	0	70,000	0	0	0	70,000	0
Fetal Infant Mortality Review	0	0	331,324	0	0	0	331,324	0
Health AIDS Counseling	0	0	484,799	0	0	0	484,799	0
Health Bioterrorism	0	0	508,493	0	0	0	508,493	0
Health Minority Health	0	0	24,248	0	0	0	24,248	0
Medical Care Facility	0	0	0	0	11,489,658	11,300,776	11,489,658	11,300,776
Health WIC	0	0	1,427,418	0	0	0	1,427,418	0
Health MCH Block	0	0	585,464	0	0	0	585,464	0
Hlth Immun Action Plan	0	0	513,533	0	0	0	513,533	0
Health Vaccines for Children	0	0	116,109	0	0	0	116,109	0
Hlth Immun Action Plan	0	0	0	513,533	0	0	0	513,533
Health WIC	0	0	0	1,427,418	0	0	0	1,427,418
Health Vaccines for Children	0	0	0	116,109	0	0	0	116,109
Health TB Outreach	0	0	0	49,771	0	0	0	49,771
Health Nurse/Family Partners	0	0	0	331,324	0	0	0	331,324
Health MDPH - OSAS	0	0	4,668,528	4,668,528	0	0	4,668,528	4,668,528
Health TB Outreach	0	0	49,771	0	0	0	49,771	0
Health MCH Block	0	0	0	679,712	0	0	0	679,712
Health Bioterrorism	0	0	372,766	881,259	0	0	372,766	881,259
Health AIDS Counseling	0	0	0	484,799	0	0	0	484,799
General Fund	0	2,398,960	0	0	0	0	0	2,398,960
CMH/OSAS Medicaid	0	0	2,385,404	2,385,404	0	0	2,385,404	2,385,404
Juvenile Maintenance	2,909,942	23,869,092	0	0	0	0	2,909,942	23,869,092
Total Health and Human Svc	$10,426,964	$57,792,971	$11,537,857	$11,537,857	$11,489,658	$11,300,776	$33,454,479	$80,631,604
Public Services								
General Fund	2,016,685	15,639,010	0	0	0	0	2,016,685	15,639,010
Juvenile Acct Incentive Block	0	0	85,663	85,663	0	0	85,663	85,663
Community Corrections	0	0	3,378,403	3,378,403	0	0	3,378,403	3,378,403
Comm Corrections In-Step	0	0	175,564	175,564	0	0	175,564	175,564
County Veterans Trust	0	0	63,460	63,460	0	0	63,460	63,460
Total Public Services	$2,016,685	$15,639,010	$3,703,090	$3,703,090	$0	$0	$5,719,775	$19,342,100
Information Technology								
Land Records Automation	0	0	0	189,000	0	0	0	189,000
Total Information Technology	$0	$0	$0	$189,000	$0	$0	$0	$189,000
CLEMIS & Emerg Communications								
CLEMIS	0	0	0	0	6,697,470	8,003,790	6,697,470	8,003,790
Fire Records Management	0	0	0	0	572,180	572,180	572,180	572,180
Radio Communications Fund	0	0	0	0	3,084,277	6,522,513	3,084,277	6,522,513
Total CLEMIS & Emerg Communi	$0	$0	$0	$0	$10,353,927	$15,098,483	$10,353,927	$15,098,483
Econ Dev and Comm Affairs								
Economic Development Corp	0	0	53,000	53,000	0	0	53,000	53,000
Housing Counseling Grants	0	0	38,324	38,324	0	0	38,324	38,324
Home Investment Trust Grants	0	0	3,271,814	3,271,814	0	0	3,271,814	3,271,814
Emergency Shelter Grants	0	0	139,394	139,394	0	0	139,394	139,394
Community Dev Block Grant	0	0	5,973,629	5,973,629	0	0	5,973,629	5,973,629
BFC - Personnel	0	0	395,376	395,376	0	0	395,376	395,376
General Fund	513,780	6,728,391	0	0	0	0	513,780	6,728,391
Total Econ Dev and Comm Affai	$513,780	$6,728,391	$9,871,537	$9,871,537	$0	$0	$10,385,317	$16,599,928
Workforce Development								
General Fund	0	25,620	0	0	0	0	0	25,620
Workforce Development Gran	0	0	14,017,582	14,017,582	0	0	14,017,582	14,017,582
Total Workforce Development	$0	$25,620	$14,017,582	$14,017,582	$0	$0	$14,017,582	$14,043,202

Oakland County, Michigan
FY 2007 Adopted Budget
Revenue and Expenditure Summary by Fund Group with Department and Fund Detail

Department / Fund	General Fund/ General Purpose		Special Revenue Funds		Proprietary Funds		Total Revenues	Total Expenditures
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Non - Departmental								
General Fund	378,987,538	138,950,047	0	0	0	0	378,987,538	138,950,047
Juvenile Maintenance	9,200,000	0	0	0	0	0	9,200,000	0
Total Non - Departmental	$388,187,538	$138,950,047	$0	$0	$0	$0	$388,187,538	$138,950,047
Expenditure Adjustments								
External Revenue Offset	0	0	0	0	0	-4,767,905	0	-4,767,905
Estimated Profit/(Loss)	0	0	0	0	0	2,274,006	0	2,274,006
Total Expenditure Adjustments	$0	$0	$0	$0	$0	($2,493,899)	$0	($2,493,899)
Grand Total	$483,741,939	$483,741,939	$67,706,884	$67,730,233	$192,371,229	$192,347,880	$743,820,052	$743,820,052

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 1998 through 2004, as supported by Oakland County's Comprehensive Annual Financial Report (CAFR); estimated revenues and expenditures for fiscal year 2005; and budgeted revenues and expenditures for fiscal years 2006 and 2007.

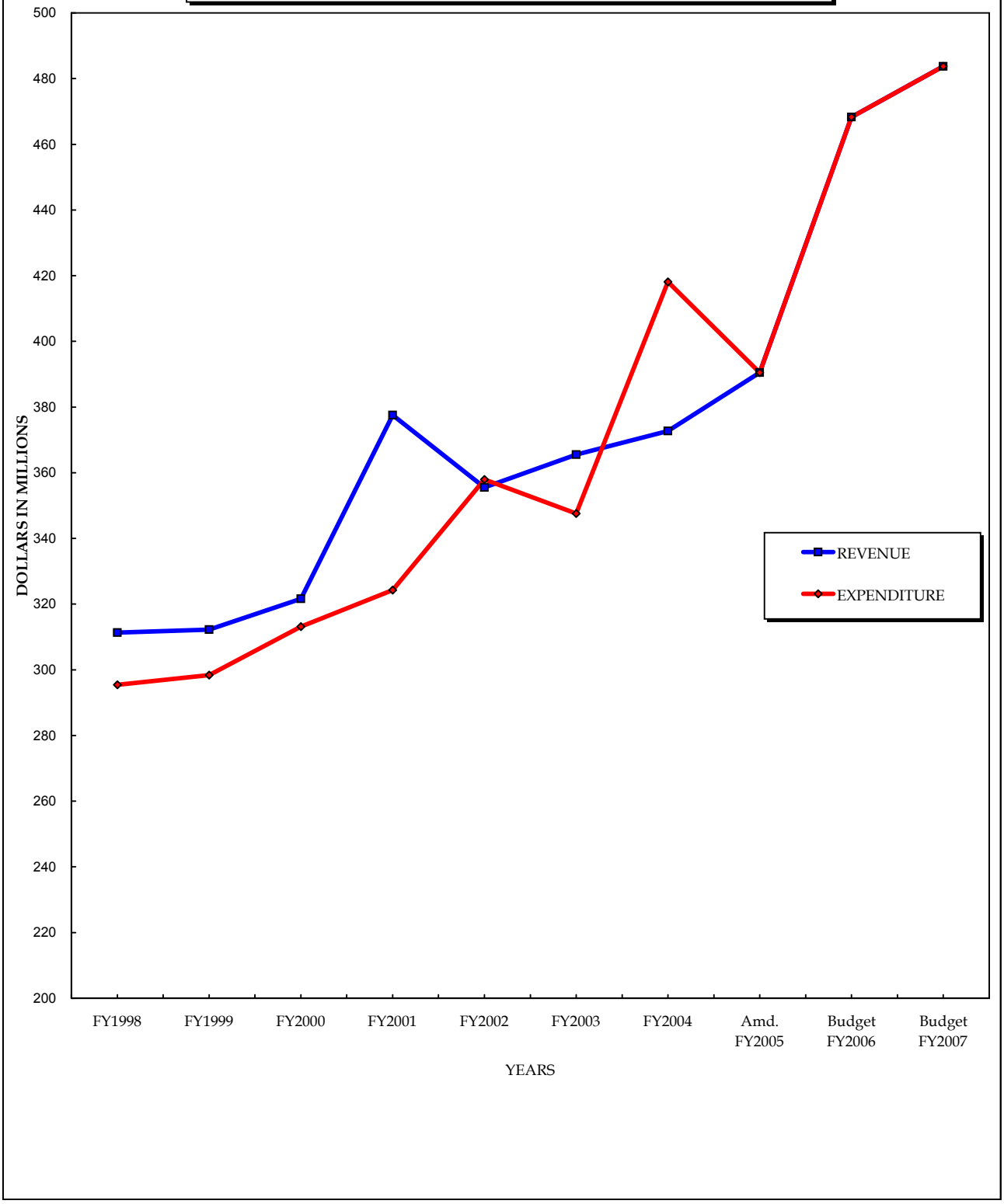
General Fund/General Purpose revenues and expenditures are those whose purpose and use **is not limited** by legislation and/or funding source. This covers the majority of the County's activities. Excluded from these charts are those funds which have limited purposes, categorized as Special Revenue, specifically federal and state grants; as well as Proprietary Funds, those which operate as independent units.

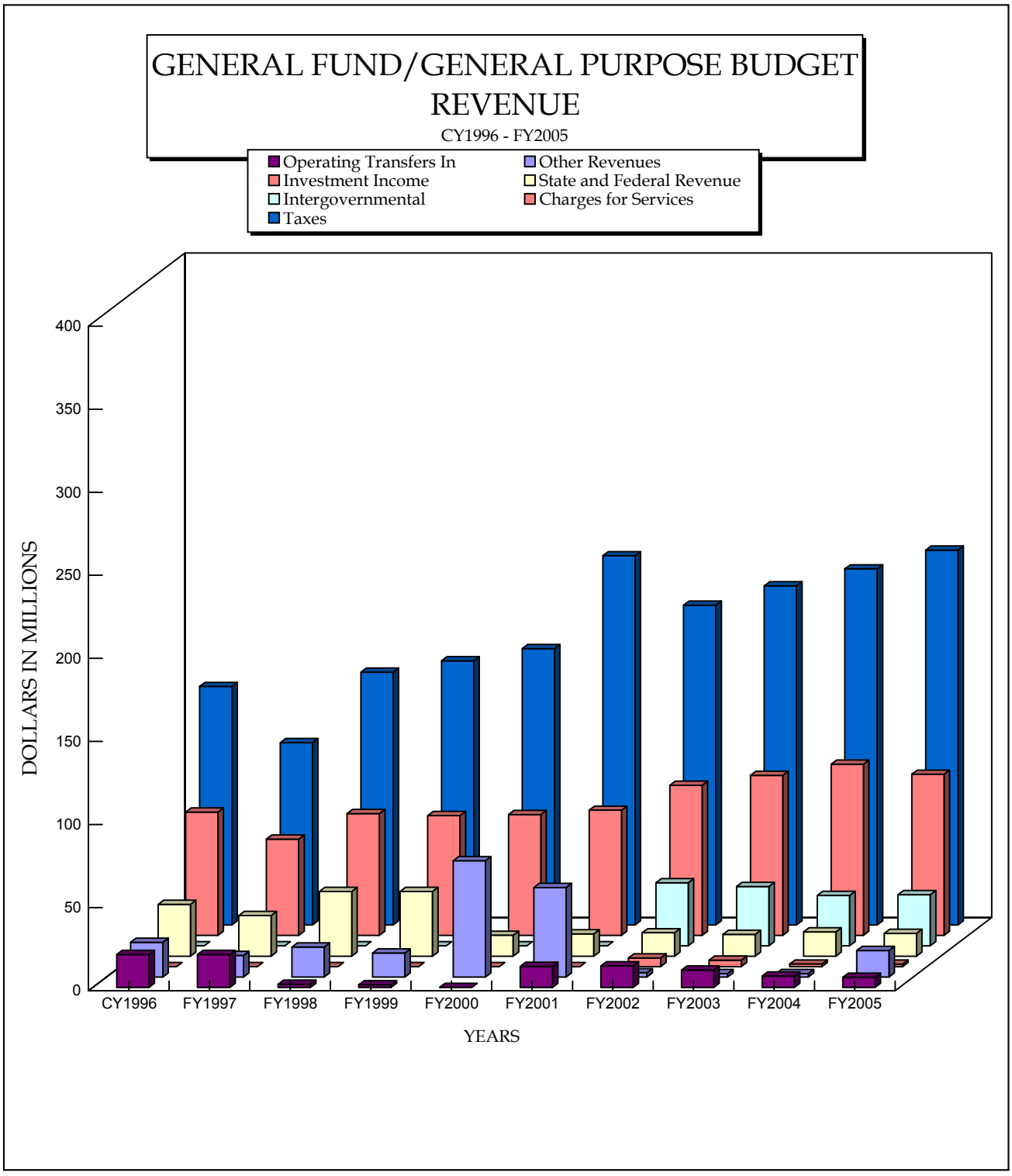
Although the property tax rate has remained unchanged for the years 1999 - 2006, property tax revenue has increased due to new construction and increasing property values. The reader will notice two spikes in the chart. The first in FY 2001, is a result of an accounting change mandated by the Michigan 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. Please note that these funds were transferred out in FY 2004 to advance fund Retiree Health Care. The continued increase in expenditures directly relates to the increased services provided to residents for the courts, law enforcement and public health.

The second, in FY2005, is a result of the adoption of Public Act 357 of 2004, which began a three-year shift of County operating taxes from a December to July collection. The primary purpose of this Act was to provide counties the means to create a "Revenue Sharing Reserve Fund" which will include one year's worth of property tax revenue. Counties can use this reserve to replace State Revenue Sharing payments, which were suspended with adoption of Public Act 357. The practical implementation of this act is to increase property tax collections for FY2005, FY 2006 and FY 2007 by approximately $75 million each year. This additional tax revenue flows to the Revenue Sharing Reserve Fund, not the General Fund.

GENERAL FUND / GENERAL PURPOSE BUDGET

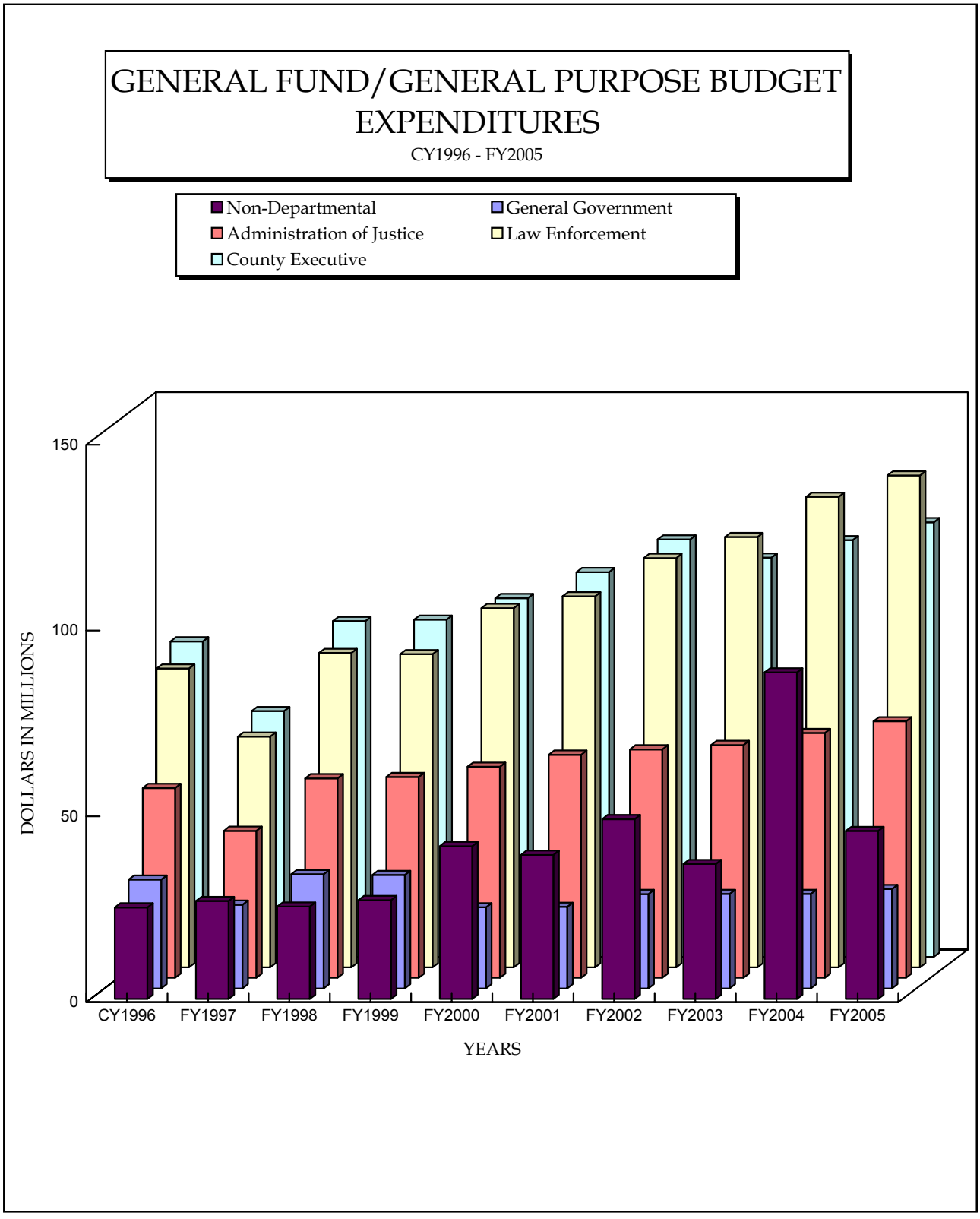
TEN YEAR REVENUE AND EXPENDITURE TREND





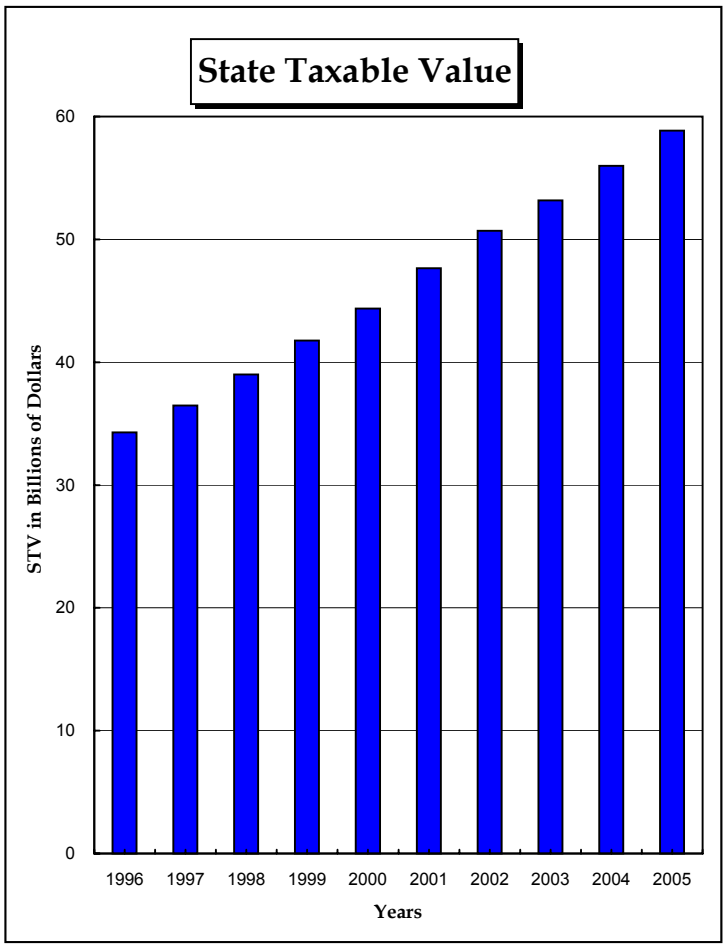
Note: 1997 was a 9 month Fiscal Year.

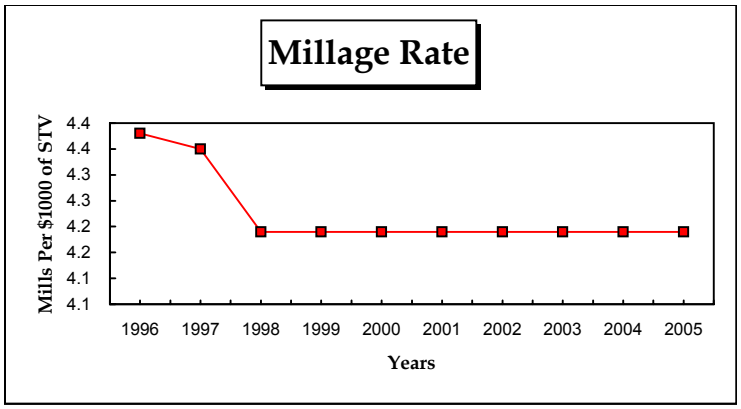
Note: Beginning FY 2002, the graph reflects new revenue titles that were changed to more accurately reflect revenue catagories.

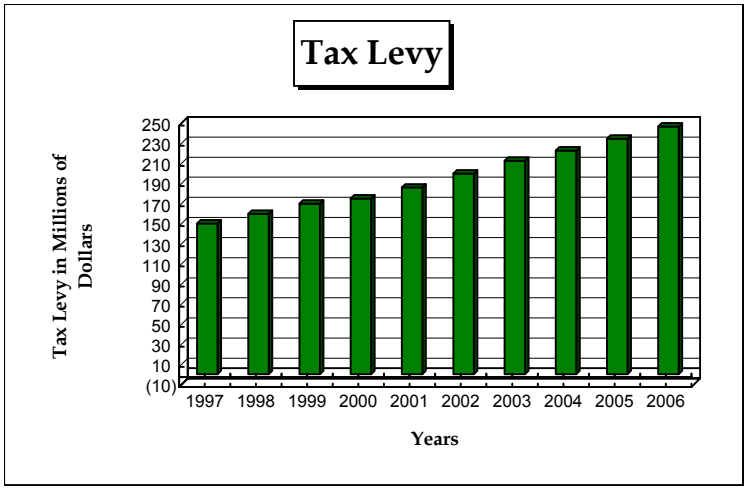


Note: 1997 is a 9 month Fiscal Year.

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



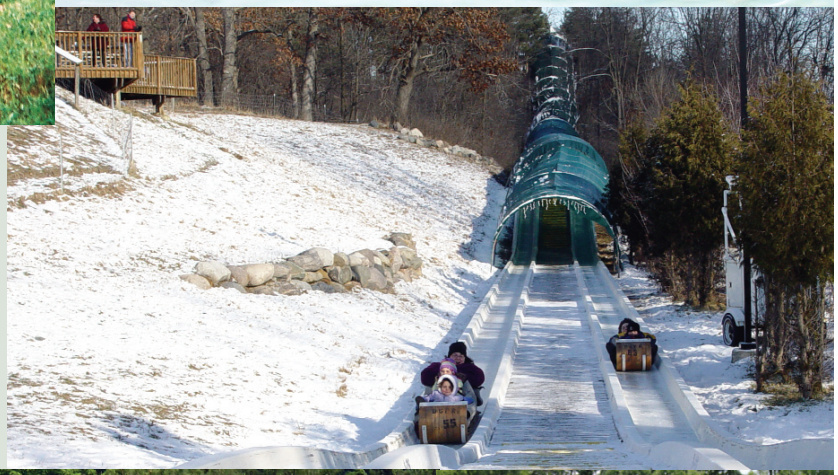








County residents, no matter where they live, are never more than a 20-minute drive or walk from the nearest park, nature trail or lake.









L. Brooks Patterson, County Executive

2006/2007 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.

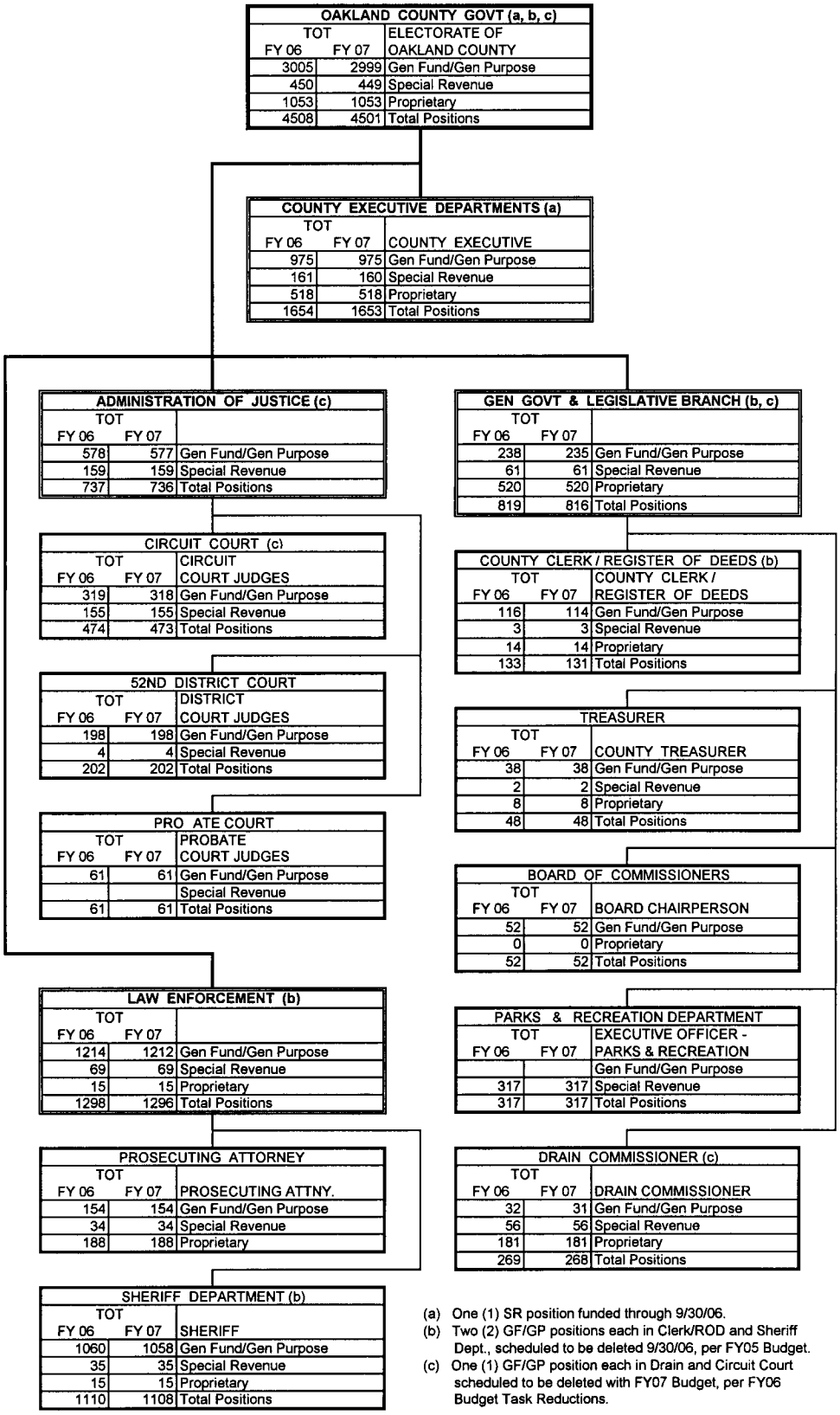
The organization charts included in this document provide the following information:

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.



(a) One (1) SR position funded through 9/30/06.
(b) Two (2) GF/GP positions each in Clerk/ROD and Sheriff Dept., scheduled to be deleted 9/30/06, per FY05 Budget.
(c) One (1) GF/GP position each in Drain and Circuit Court scheduled to be deleted with FY07 Budget, per FY06 Budget Task Reductions.

Prepared by Human Resources Dept. 10/1/05.

OAKLAND COUNTY, MICHIGAN
POSITION HISTORY
FY 2002 through FY 2007

	ADOPTED BUDGET				AMENDED BUDGET (As of 09/22/05)		ADOPTED BUDGET	
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2005	FY 2006	FY 2006	FY 2007
ADMINISTRATION OF JUSTICE								
Circuit Court								
Circuit Court - Judicial Administration	81	81	87	87	106	106	106	106
Circuit Court - Court Business	31	34	30	28	28	28	28	28
Circuit Court - Civil/Criminal	30	31	30	31	34	34	34	34
Circuit Court - Family Division	316	319	309	309	306	306	306	305
TOTAL CIRCUIT COURT	458	465	456	455	474	474	474	473
District Court								
Administration	3	5	3	3	3	3	4	4
Division I - (Novi)	63	64	65	65	66	66	66	66
Division II - (Clarkston)	18	18	23	26	27	27	28	28
Division III - (Rochester Hills)	52	55	56	59	59	59	62	62
Division IV - (Troy)	41	41	41	41	41	41	42	42
TOTAL DISTRICT COURT	177	183	188	194	196	196	202	202
Probate Court								
Judicial/Administration	20	20	20	20	23	23	22	22
Judicial Support	43	41	39	39	39	39	39	39
TOTAL PROBATE COURT	63	61	59	59	62	62	61	61
TOTAL ADMINISTRATION OF JUSTICE	**698**	**709**	**703**	**708**	**732**	**732**	**737**	**736**
LAW ENFORCEMENT								
Prosecuting Attorney	197	198	189	188	188	188	188	188
Sheriff	1011	1040	1042	1092	1113	1113	1110	1108
TOTAL LAW ENFORCEMENT	**1208**	**1238**	**1231**	**1280**	**1301**	**1301**	**1298**	**1296**
GENERAL GOVERNMENT								
Board of Commissioners	34	34	34	34	34	34	34	34
Library Board	24	24	23	23	18	18	18	18
Parks & Recreation	288	289	313	313	313	313	317	317
Drain Commissioner	240	251	263	269	269	269	269	268
Clerk/Register of Deeds	152	153	151	154	132	132	133	131
County Treasurer	49	49	48	48	48	48	48	48
TOTAL GENERAL GOVERNMENT	**787**	**800**	**832**	**841**	**814**	**814**	**819**	**816**
COUNTY EXECUTIVE DEPARTMENTS								
County Executive Administration								
Auditing	13	13	11	11	11	11	11	11
Corporation Counsel	28	28	28	27	27	27	26	26
County Executive Offices	21	30	26	27	28	28	28	28
TOTAL COUNTY EXECUTIVE ADMIN.	62	71	65	65	66	66	65	65
Management and Budget								
Purchasing	13	13	12	12	12	12	12	12
Equalization	95	93	90	90	90	90	90	90
Fiscal Services	79	77	63	63	63	63	63	63
Reimbursement	33	36	37	37	37	37	37	37
Administration	2	2	2	2	2	2	2	2
TOTAL MANAGEMENT AND BUDGET	222	221	204	204	204	204	204	204
Central Services								
Aviation and Transportation	18	18	18	18	18	18	18	18
Support Services	50	44	42	42	42	42	42	42
Administration	1	1	1	1	1	1	1	1
TOTAL CENTRAL SERVICES	69	63	61	61	61	61	61	61

OAKLAND COUNTY, MICHIGAN
POSITION HISTORY
FY 2002 through FY 2007

	ADOPTED BUDGET				AMENDED BUDGET (As of 09/22/05)		ADOPTED BUDGET	
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2005	FY 2006	FY 2006	FY 2007
Facilities Management								
Facilities Maintenance and Operations	180	178	180	180	180	180	180	180
Facilities Engineering	10	10	9	9	9	9	9	9
Administration	12	12	12	12	12	12	12	12
TOTAL FACILITIES MANAGEMENT	202	200	201	201	201	201	201	201
Human Resources								
General	31	31	29	29	20	20	20	20
Compensation & Benefits	18	18	19	19	25	25	25	25
Administration	2	2	2	3	6	6	6	6
TOTAL HUMAN RESOURCES	51	51	50	51	51	51	51	51
Health and Human Services								
Health Division	477	472	441	413	403	403	403	403
Medical Care Facility	112	112	112	110	110	110	104	104
Children's Village	166	166	161	161	161	161	161	160
Administration	4	4	4	4	4	4	4	4
TOTAL HEALTH & HUMAN SERVICES	759	754	718	688	678	678	672	671
Public Services								
Veterans' Services	18	18	16	16	18	18	18	18
Community Corrections	71	71	67	68	68	68	68	68
MSU Extension - Oakland County	14	14	13	13	13	13	13	13
Animal Control	24	24	23	24	24	24	24	24
Medical Examiner	27	28	26	34	34	34	34	34
Administration	1	1	1	1	1	1	1	1
TOTAL PUBLIC SERVICES	155	156	146	156	158	158	158	158
Information Technology	172	165	157	159	159	159	159	159
Ecomonic Development and Community Affairs								
Planning & Economic Development Svcs.	43	43	40	41	41	41	41	41
Community and Home Improvement	21	21	21	21	21	21	21	21
Workforce Development	9	9	9	9	9	9	9	9
Administration	6	8	9	14	12	12	12	12
TOTAL ECON DEV & COMM AFFAIRS	79	81	79	85	83	83	83	83
TOTAL COUNTY EXECUTIVE DEPTS	**1771**	**1762**	**1681**	**1670**	**1661**	**1661**	**1654**	**1653**
TOTAL COUNTY POSITIONS	**4464**	**4509**	**4447**	**4499**	**4508**	**4508**	**4508**	**4501**

GENERAL FUND/GENERAL PURPOSE POSITION REQUESTS
2006 BUDGET

REQUEST								BOARD ACTION		
DEPARTMENT / DIVISION / UNIT	REQUEST # of POS.	CLASSIFICATION	SALARY GRADE	SALARY EACH	FTE FRINGES* @49.5%	TOTAL	# POS.	TOTAL COST	COMMENTS
CIRCUIT COURT									
Judicial Administration	1	Court Information Manager (a) (New Class)	18	68,413	33,864	102,277	0	0	
Civil / Criminal Division	1	Court Appointment Specialist	8	35,269	17,458	52,727	0	0	
Division Total	2			103,682	51,323	155,005	0	0	
DEPARTMENT TOTAL	2			103,682	51,323	155,005	0	0	
a) Request also includes downward reclassification of one position and transfer of 5 positions, shown on subsequent summaries.									
52ND DISTRICT COURT									
Administration	1	Substitute District Court Recorder (a) (New Class) (PTNE 1,600 hrs./yr.)	–	30,000	2,760	32,760	1	32,760	Trade in Proff Services Contracts
Division Total	1			30,000	2,760	32,760	1	32,760	
District I - Novi									
Administration	3	Court Clerk	–	32,525	16,100	145,875	0	0	
Division Total	3			32,525	16,100	145,875	0	0	
District II - Clarkston									
Administration	–	District Court Clerk I (Increase Pos. #32301-10229 from PTNE to Full-time)	5	15,816	13,112	28,928	0	0	
	–	Magistrate (Increase Pos. #32301-05602 from 24 hrs./wk to 28 hrs./wk)	–	11,412	1,050	12,462	0	0	
Probation	1	Probation Investigator (b) (PTNE 1,400 hrs./yr.)	–	23,632	2,174	25,806	1	25,806	Trade in Proff Services Contracts
	1	Probation Officer I	9	38,782	19,197	57,979	0	0	
Division Total	2			89,642	35,533	125,175	1	25,806	
District III - Rochester Hills									
Administration	3	Court Clerk	–	32,525	16,100	145,875	0	0	
Probation	2	Probation Investigator (c) (PTNE 1,000 hrs./yr. each position)	–	16,880	1,553	36,866	2	36,866	Trade in Proff Services Contracts
	1	Probation Investigator (c) (PTNE 900 hrs./yr.)	–	15,192	1,398	16,590	1	16,590	Trade in Proff Services Contracts
	1	District Court Clerk I	5	28,926	14,318	43,244	0	0	
Division Total	7			93,523	33,369	242,575	3	53,456	
District IV - Troy									
Administration	–	Magistrate (Increase Pos. #32501-06763 from 25 hrs./wk To 30 hrs./wk)	–	14,264	1,312	15,576	0	0	
Probation	1	Probation Investigator (d) (PTNE 500 hrs./yr.)	–	8,442	777	9,219	1	9,219	Trade in Proff Services Contracts
Division Total	1			22,706	2,089	24,795	1	9,219	
DEPARTMENT TOTAL	14			268,396	89,851	571,179	6	121,240	
a) Position offset by deleting professional service contract funds.									
b) Position offset by transfer of existing budgeted funds ($25,960), replacing existing contracts.									
c) Positions offset by transfer of existing budget funds ($53,236), replacing existing contracts.									
d) Position offset by the budget reduction of funds ($10,000) for contractual services, replacing existing contracts.									
PROBATE COURT									
Estate & Mental Health	1	Youth & Family Caseworker I	–	41,786	20,684	62,470	0	0	
	(1)	**Student** (Pos. #34403-06890)	–	**9,190**	**845**	**(10,035)**	(1)	**(10,035)**	**Per Budget Task Reduction**
Division Total	1 (1)			50,976	21,529	52,435	0 (1)	(10,035)	
DEPARTMENT TOTAL	1 (1)			50,976	21,529	52,435	0 (1)	(10,035)	
PROSECUTING ATTORNEY									
Litigation									
Juvenile Justice	-	Assistant Prosecutor IV (Change funding of Pos # 41201-09833 from SR to GF/GP)	–	90,787	44,940	135,727	0	0	FY 05 Byrne Grant paid 40%. ($54,291) Funding ends 9/30/05
	1	**Assistant Prosecutor IV**	–	**90,787**	**44,940**	**135,727**	1	**135,727**	**(Funded by GF/GP funds made available by reimbursing NET position with Forfeiture Funds.**
	-	Probation Officer I (Teen Court Coordinator) (Change funding of Pos#41201-09330 from SR to GF/GP)	9	47,617	23,570	71,187	0	0	FY 05 JABG paid 90% ($64,068). Effective 4/1/06 JABG funding reduced to 60%.
Division Total	1			229,191	113,450	342,641	1	135,727	
Narcotics Task Force	-	Assistant Prosecutor III (Change funding of Pos # 41201-07959 from SR to GF/GP)	–	72,125	35,702	107,827	0	0	FY 05 Byrne Grant paid 50% ($53,914). Funding questionable after 9/30/06.
Division Total	0			72,125	35,702	107,827	0	0	
DEPARTMENT TOTAL	1			301,316	149,151	450,467	1	135,727	

GENERAL FUND/GENERAL PURPOSE POSITION REQUESTS
2006 BUDGET

REQUEST								BOARD ACTION		
DEPARTMENT / DIVISION / UNIT	REQUEST # of POS.	CLASSIFICATION	SALARY GRADE	SALARY EACH	FTE FRINGES* @49.5%	TOTAL	# POS.	TOTAL COST	COMMENTS
SHERIFF									
Patrol Services									
Contracted Patrol - Parks	--	Mounted Deputy (increase Pos. #43616-09748, 09749 & 09750 from 1,000 hrs./yr. to 1,250 hrs./yr. each position)	--	11,253	1,035	12,288	--	0	
Division Total	0			11,253	1,035	12,288	0	0	
Technical Services									
Administration	--	Sergeant (a) (Change funding of Pos. #43901-09832 from SR to GF/GP)	--	68,158	33,738	101,896	0	0	FY 05 Byrne Grant paid 40% ($40,758). Funding ends 9/30/05.
Division Total	0			68,158	33,738	101,896	0	0	
DEPARTMENT TOTAL	0			79,411	34,773	114,184	0	0	
a) Position currently 40% funded by Bryne Grant.									
CLERK/REGISTER									
Elections Division	1	Elections Specialist	10	42,641	21,107	63,748	1	63,748	Sunset 9/30/07.
Division Total	1			42,641	21,107	63,748	1	63,748	
DEPARTMENT TOTAL	1			42,641	21,107	63,748	1	63,748	
DRAIN COMMISSIONER									
Administration	(1)	Engineering System Coordinator (Pos. #01105-01714)	10	43,494	21,530	(65,024)	(1)	(65,024)	Per Budget Task Reduction
Division Total	0 (1)			43,494	21,530	(65,024)	0 (1)	(65,024)	
DEPARTMENT TOTAL	0 (1)			43,494	21,530	(65,024)	0 (1)	(65,024)	
HUMAN RESOURCES									
Compensation & Benefits Administration	--	Sr. Human Resource Analyst (Reduce Pos. #15302-00109 from Full-time to PTNE)	--	(28,467)	(24,714)	(53,181)	--	(53,181)	Per Budget Task Reduction
Division Total	--			(28,467)	(24,714)	(53,181)	0 0	(53,181)	
DEPARTMENT TOTAL	--			(28,467)	(24,714)	(53,181)	0 0	(53,181)	
PUBLIC SERVICES									
Medical Examiner	--	Pathology Fellow (PTNE Pos. #17601-10288 reduce to 1473 hrs./yr.	--	(15,283)	(1,406)	(16,689)	--	(16,689)	Per Budget Task Reduction
Division Total	--			(15,283)	(1,406)	(16,689)	0 0	(16,689)	
DEPARTMENT TOTAL	--			(15,283)	(1,406)	(16,689)	0 0	(16,689)	
	19 (2)					1,272,126	8 (2)	175,787	

Offsets:

District Court	121,240
Prosecutor	135,727
Clerk/Register	63,748
	320,715

Budget Task Reductions:

Probate Court	10,035
Drain Commisioner	65,024
Human Resources	53,181
Public Services	16,689
	144,929

SPECIAL REVENUE / PROPRIETARY POSITION REQUESTS
2006 BUDGET

DEPARTMENT/DIVISION/UNIT	REQUEST # POS.	CLASSIFICATION	SALARY GRADE	SALARY EACH	FTE FRINGES* @49.5%	TOTAL	BOARD ACTION # POS.	BOARD ACTION TOTAL COST	COMMENTS
REQUEST							**BOARD ACTION**		
PARKS & RECREATION									
Recreation									
Recreation Section Administration	2	Student (PTNE 1,240 hrs./yr.)	--	11,396	1,048	24,889	2	24,889	
Mobile Recreation Program	2	Student (PTNE 1,240 hrs./yr.)	--	11,396	1,048	24,889	2	24,889	
Division Total	4			22,792	2,097	49,778	4	49,778	
DEPARTMENT TOTAL	4			22,792	2,097	49,778	4	49,778	
DRAIN COMMISSIONER									
Operations & Maintenance									
Cross Connection & Pre-Treatment	1	Meter Mechanic II	--	34,778	17,215	51,993	1	51,993	
Division Total	1								
DEPARTMENT TOTAL	1			34,778	17,215	51,993	1	51,993	
HEALTH & HUMAN SERVICES									
Medical Care Facility									
Pharmacy	(1)	Chief Pharmacist (Pos. #16370-03661)	--	74,174	36,716	(110,890)	(1)	(110,890)	(Function handled by
	(1)	Pharmacist (Pos. #16370-06364)	--	64,505	31,930	(96,435)	(1)	(96,435)	contracting services.)
	(1)	Pharmacist (PTNE Pos. #16370-07343)	--	31,012	2,853	(33,865)	(1)	(33,865)	
	(2)	Pharmacy Technician (Pos. #16370-00199, 07879)	5	28,926	14,318	(86,489)	(2)	(86,489)	
	(1)	Office Assistant I (Pos. #16370-05618)	3	26,387	13,062	(39,449)	(1)	(39,449)	
Division Total	(6)			225,004	98,879	(367,128)	0 (6)	(367,128)	
DEPARTMENT TOTAL	(6)			225,004	98,879	(367,128)	0 (6)	(367,128)	
TOTAL SR & PR POSITIONS-2006	**5 (6)**	**TOTAL SR & PR COST-2006**				**(265,357)**	**5 (6)**	**(265,357)**	

2006 BUDGET
SUMMARY OF POSITION TRANSFER REQUESTS

FROM DEPARTMENT/DIV/UNIT	POS. #	CLASSIFICATION	TO DEPARTMENT/DIVISION/UNIT	BOARD ACTION
CIRCUIT COURT				
Court Business	35201 - 01171	User Support Specialist II	Circuit Court/Judicial Admin (35101) Reporting to requested new position.	Not Recommended
	35201 - 02450	User Support Specialist II	Circuit Court/Judicial Admin (35101) Reporting to requested new position.	Not Recommended
	35201 - 07504	Court Business Analyst	Circuit Court/Judicial Admin (35101) Reporting to requested new position.	Not Recommended
	35201 - 09162	Program Evaluation Analyst	Circuit Court/Judicial Admin (35101) Reporting to requested new position.	Not Recommended
	35201 - 09567	Supv-Ct Business Operation	Circuit Court/Judicial Admin (35101) Reporting to requested new position.	Not Recommended
	35201 - 01389	**Court Operation Analyst**	**Circuit Court/Criminal Division (35301)** **(Downwardly reclassify to Court Appointment Specialist)**	**Recommended**
Family Division				
Court Services	35402 - 02961	Secretary II	Circuit Court/Civil Criminal Division (35301)	Recommended
CLERK/REGISTER OF DEEDS				
Legal Records	**21210 - 10000**	**User Support Specialist I**	**Clerk/ROD Admin (21101)** (Change funding from GF/GP to SR)	**Recommended**
COUNTY EXECUTIVE				
Executive Support	11105 - 01118	Graphic Artist	Econ Dev & Community Affairs/Admin/Marketing & Comm. (19108)	Recommended
FACILITIES MANAGEMENT				
Facilities Maintenance & Operations				
Building Maintenance	14719 - 01433	Alarm Technician	Facilities Management/FM & O/Building Safety (14770)	Recommended
	14719 - 01968	Alarm Technician	Facilities Management/FM & O/Building Safety (14770)	Recommended
	14719 - 02922	Locksmith	Facilities Management/FM & O/Building Safety (14770)	Recommended
HUMAN RESOURCES				
HR General				
Administration	15401 - 01765	Supervisor - Training & Development	HR Compensation & Benefits/Training & Development (15525) (Change from GF/GP to PR funded)	Recommended
HR Employee Records & HRIS	15415 - 09768	User Support Specialist I	HR General/Administration (15401)	Recommended
HR Compensation & Benefits				
Administration	15502 - 00109	Senior Human Resources Analyst	HR General/Selection & Placement (15402)	Recommended
Employee Benefits	15520 - 00451	Employee Benefits Specialist	Change from GF/GP to PR funded	Recommended
	15520 - 00976	Employee Benefits Specialist	Change from GF/GP to PR funded	Recommended
	15520 - 02232	Supervisor - Employee Benefits	Change from GF/GP to PR funded	Recommended
	15520 - 05781	Human Resources Analyst III	Change from GF/GP to PR funded	Recommended
ECONOMIC DEV & COMMUNITY AFFAIRS				
Planning & Economic Dev Services				
Business Development	19205 - 10241	Secretary III	County Executive/Executive Support (11105)	Recommended

SUMMARY OF RECLASSIFICATION AND SALARY GRADE REVIEW REQUESTS
FY 2006 BUDGET

DEPARTMENT/DIVISION/UNIT	POS. #	CLASSIFICATION	CURRENT SALARY GRADE	SALARY	CLASSIFICATION	REQUESTED SALARY GRADE	SALARY	COST OR (SAVINGS)	BOARD ACTION
CIRCUIT COURT									
Court Business	35201 - 09567	Supv-Ct Business Operations	14	54,826	User Support Specialist II	12	49,392	(5,434)	Not Recommended
	35201 - 01389	**Court Operations Analyst**	**12**	**49,392**	**Court Appointment Specialist**	**8**	**35,269**	**(14,123)**	**Recommended**
Civil Criminal Division	35301 - 03341	Gen Jurisdiction Div Administrator	20	93,914	Civil/Criminal Div - Administrator	20	93,914	--	Recommended
Family Division									
Judicial Support	35403 - 07505	Dept Ct Admin - Judicial Assistant	21	100,502	Mgr - Judicial Support/Judicial Asst	21	100,502	--	Recommended
52ND DISTRICT COURT									
District I - Novi									
Probation	32205 - 08069	Probation Officer II	10	52,347	Probation Officer III	11	54,881	2,534	Pending
BOARD OF COMMISSIONERS									
Library									
Law Library	51302 - 03642	Law Library Tech Support Spec	8	43,310	Librarian	9	45,410	2,100	Recommended
DRAIN COMMSSIONER									
Operations & Maintenance									
Water System Maintenance	61205 - 03441	Maintenance Laborer - Drain	--	29,115	Office Assistant II	5	28,926	(189)	Recommended
Customer Services	**61220 - 01718**	**Account Clerk II**	**7**	**33,918**	**Utility Billing Customer Service Assistant II ***	**8**	**35,269**	**1,351**	**Recommended**
	61220 - 01945	**Account Clerk II**	**7**	**43,344**	**Utility Billing Customer Service Assistant II ***	**8**	**45,432**	**2,088**	**Recommended**
	61220 - 02381	**Account Clerk II**	**7**	**33,918**	**Utility Billing Customer Service Assistant II ***	**8**	**35,269**	**1,351**	**Recommended**
	61220 - 01616	**Junior Accountant**	**8**	**35,269**	**Utility Billing Customer Service Assistant II *** (Position only)	**8**	**35,269**	**0**	**Recommended**
	61220 - 02631	**Junior Accountant**	**8**	**43,310**	**Utility Billing Customer Service Coordinator ***	**9**	**45,410**	**2,100**	**Recommended**
	61220 - 01906	**Junior Accountant**	**8**	**43,310**	**Utility Billing Customer Service Supervisor I ***	**10**	**47,498**	**4,188**	**Recommended**
	61220 - 02774	**Supv. - Drain Customer Services**	**15**	**78,606**	**Utility Billing Customer Service Supervisor II *** *(New Classes)	**15**	**78,606**	**0**	**Recommended**
CENTRAL SERVICES									
Support Services Admin	**13850 - 02768**	**Property Control Clerk**	**5**	**28,926**	**Clerk II/Delivery Person**	**4**	**27,467**	**(1,459)**	**Recommended**

SUMMARY OF SUNSET POSITIONS
As of 09/01/05

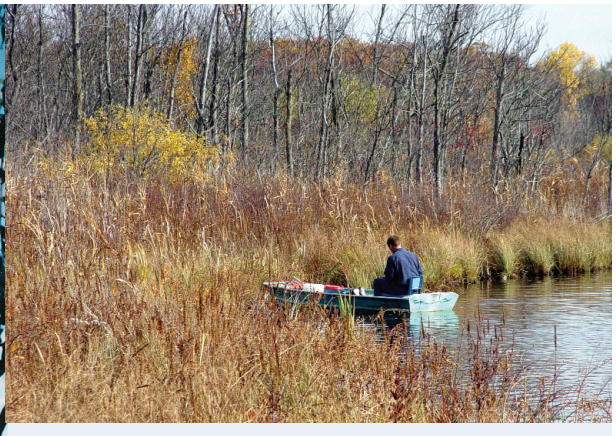
DEPARTMENT / DIVISION / UNIT	POS. #	OCA/PCA	FUNDING TYPE	CLASSIFICATION	CURRENT SALARY GRADE	SUNSET DATE	REFERENCE	COMMENTS
End of FY 05								
PROSECUTING ATTORNEY								
Litigation								
Juvenile Justice	41201 - 09833	261012/41800	SR	Assistant Prosecutor IV	--	9/30/05	MR #04325	Grant Funding ends.
SHERIFF								
Corrective Services/Satellite								
Trusty Camp	43415 - 07422	210712/21700	SR	Work Projects Coordinator	8	9/30/05	MR #05129	Discontinue Grant Funding.
Work Release	43430 - 07423	210712/21700	SR	Work Projects Coordinator	8	9/30/05	MR #05129	Discontinue Grant Funding.
Technical Services								
Administration	43901 - 09832	261022/44400	SR	Sergeant	--	9/30/05	MR #04325	Grant Funding ends.
COUNTY EXECUTIVE								
Corporation Counsel								
Risk Management	11502 - 10100	250207/30000	PR	Technical Assistant	8	9/30/05	FY04 Budget	
End of FY 06								
SHERIFF								
Administrative Services								
Records Unit	43215 - 09821	23901/45000	GF/GP	Office Assistant II	5	9/30/06	FY 05 Budget	
	43215 - 09822	23901/45000	GF/GP	Office Assistant II	5	9/30/06	FY 05 Budget	
CLERK/REGISTER								
County Clerk								
Vital Statistics	21205 - 09862	220500/40000	GF/GP	Office Assistant II	5	9/30/06	FY 05 Budget	
	21205 - 09863	220500/40000	GF/GP	Office Assistant II	5	9/30/06	FY 05 Budget	
During FY 07								
CLERK/REGISTER								
Micrographics & Reproductions	21601 - 10165	260100/11000	GFGP	Micrographic Equip Oper I	4	12/31/06	MR #03280	
	21601 - 10166	260100/11000	GFGP	Micrographic Equip Oper I	4	12/31/06	MR #03280	
	21601 10167	260100/11000	GFGP	Micrographic Equip Oper I	4	12/31/06	MR #03280	
	21601 - 10167	260100/11000	GFGP	Micrographic Equip Oper I	4	12/31/2006	MR #03280	
End of FY 07								
CLERK/REGISTER								
Elections Division	21301 - xxxxx		GFGP	Election Specialist	10	9/30/07	FY 06 Budget	

SUMMARY OF FROZEN POSITIONS
As of 07/01/05

DEPARTMENT / DIVISION / UNIT	POS. #	OCA/PCA	FUNDING TYPE	CLASSIFICATION	CURRENT SALARY GRADE	REFERENCE	COMMENTS
FY 06							
HEALTH AND HUMAN SERVICES							
Health Division							
Environmental Health	16220 - 07955	156196/65300	SR	Public Health Sanitarian	10	CPBC	Lead Abatement Grant
Field Nursing Infant Promotion	16236 - 09552	156499/42500	SR	Public Health Nurse III	N/A	CPBC	PTNE - Childhood Lead Poisoning Prevention Grant
	16291 - 05135	156499/42500	SR	Office Assistant II	5	CPBC	Childhood Lead Poisoning Prevention Grant

NOTE: Department seeking funding to continue positions.

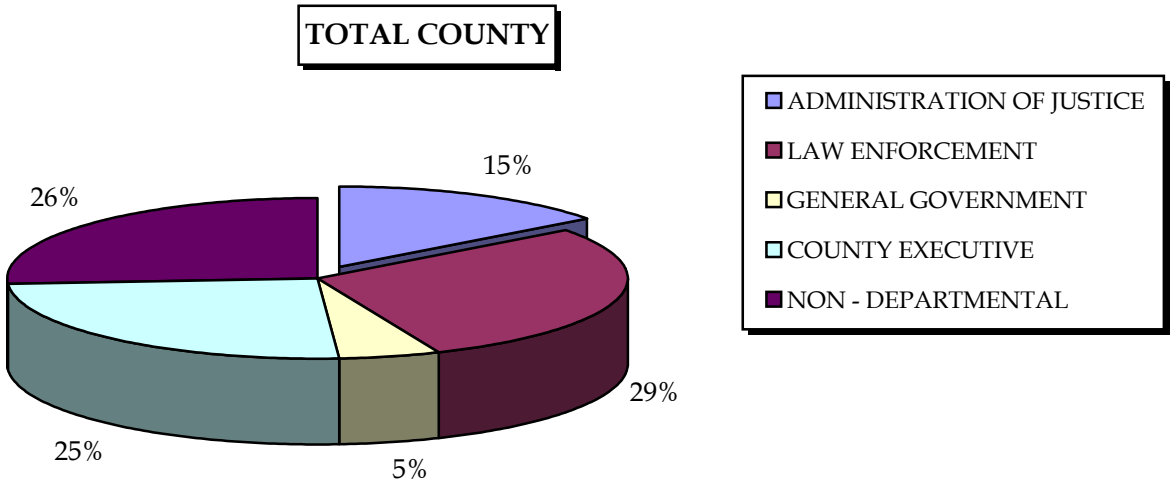


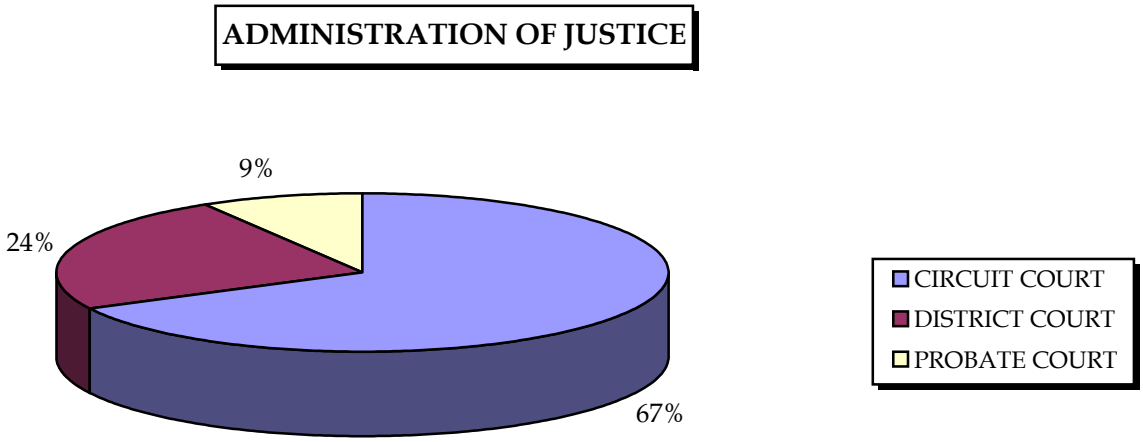


There are more natural lakes
in the County than any other
county in the state.
Oakland contains over 1,400 lakes
and the headwaters of
five major rivers, the Clinton,
Huron, Rouge, Shiawassee
and Flint Rivers.



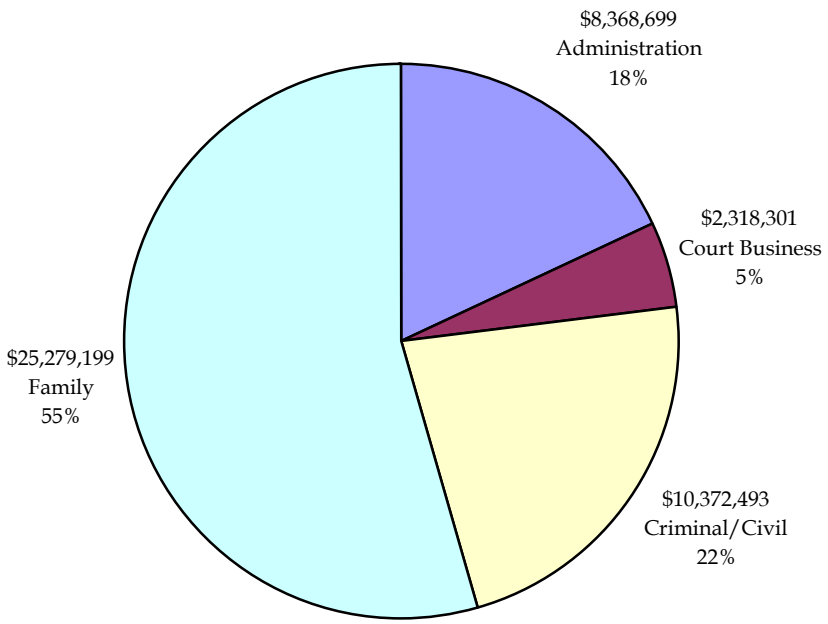
GENERAL FUND/GENERAL PURPOSE BUDGET
ADMINISTRATION OF JUSTICE EXPENDITURES



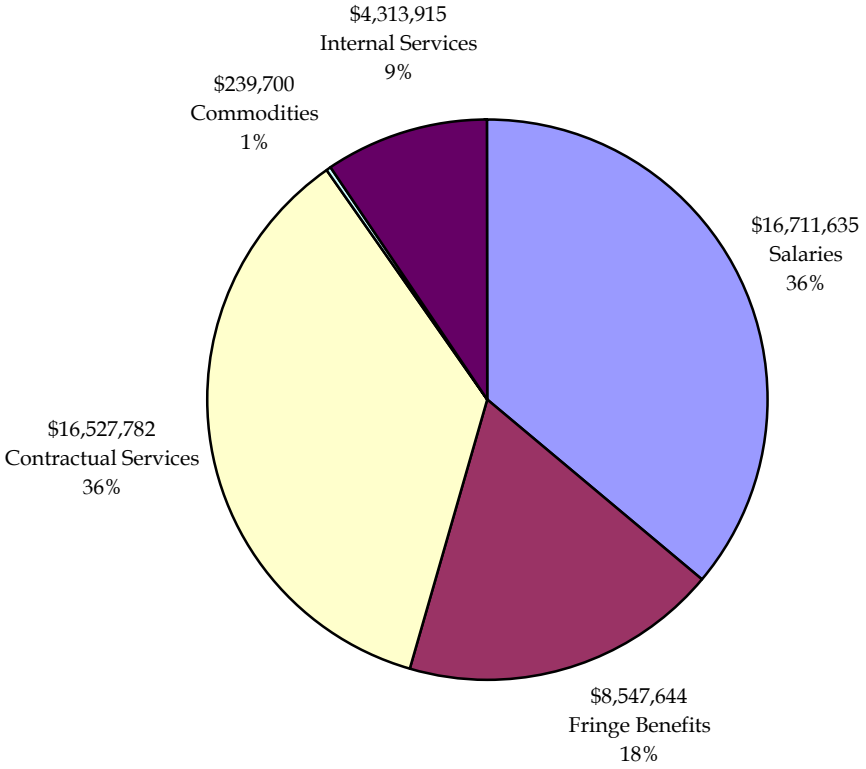


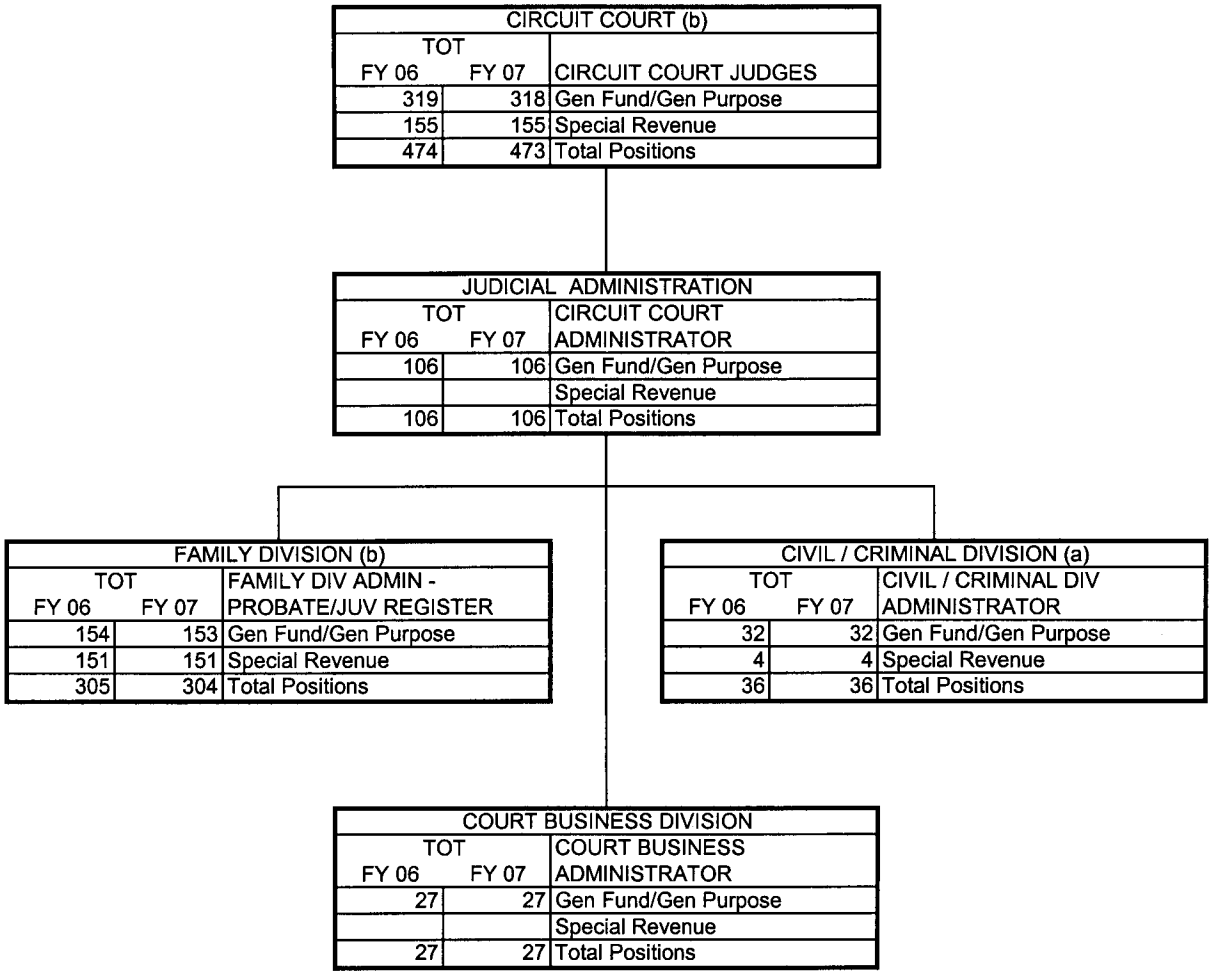
Circuit Court
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures





(a) Retitle Division and Administration from General Jurisdiction, per FY06 Budget.
(b) One (1) GF/GP position deleted, per FY06 Budget Task Reduction, effective with FY07 Budget.

Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Circuit Court Adm.	0	0
Court Business	0	0
Civil/Criminal	3,322,190	3,322,190
Family	1,700,050	1,700,050
Total Revenue	$5,022,240	$5,022,240

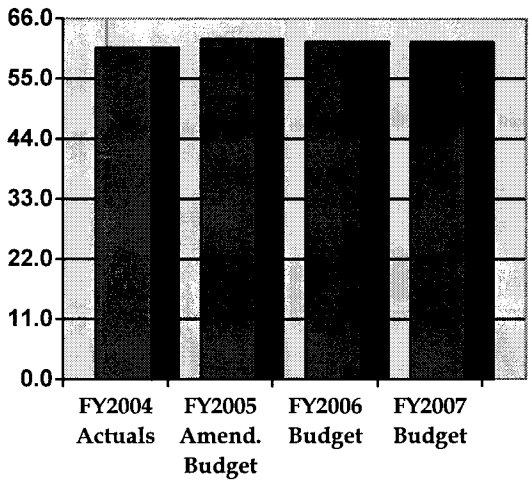
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Circuit Court Adm.	8,368,699	8,368,911
Court Business	2,318,301	2,317,265
Civil/Criminal	10,372,493	10,078,382
Family	25,279,199	25,251,698
Total Expenditures	$46,338,692	$46,016,256

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	449	449
Part Time Positions	25	24
Total Positions	474	473

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 courts, administrative agencies, and some Probate Court matters. The job of the Court is to dispense justice, interpret the law, and settle disputes.

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

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

Current Issues

- In accordance with the Supreme Court's Caseflow Management guidelines, the Circuit Court continues to work towards improving its approach towards case management. 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. Additional steps were taken by the continuation of the Visiting Judge program and the development of a mediation plan for cases with low case evaluation awards and an early intervention conference system.
- The Circuit judges identified "best practices" in regard to criminal docket management techniques, and have actively encouraged their implementation in each of the general jurisdiction courts. These efforts have also addressed an increasing population at the Oakland County Jail. The Circuit Court has expedited case processing for criminal defendants and better utilizes alternative programs to incarceration. Judgments of sentence are completed within

Department Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Intergov't Revenue	9,961	17,950	4,500	4,500
Charges for Services	4,746,423	5,118,190	5,017,740	5,017,740
Other Revenue	1,711	0	0	0
Transfers In	0	0	0	0
Total GF/GP Rev.	$4,758,095	$5,136,140	$5,022,240	$5,022,240
Other Funds				
Multi-Org Grants	204,386	130,922	130,922	130,922
FOC Grant	13,249,142	14,429,375	15,123,112	15,364,440
Other Grants	430,834	55,000	55,000	55,000
Judicial Grants	441,305	586,942	968,741	978,872
Total Revenue	$19,083,762	$20,338,379	$21,300,015	$21,551,474

Department Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	14,756,372	16,358,910	16,711,635	16,693,648
Fringe Benefits	6,768,907	8,133,555	8,547,644	8,546,129
Contractual Services	19,592,705	18,053,538	16,527,782	16,248,372
Commodities	237,361	423,585	239,700	239,700
Total Capital Outlay	0	0	0	0
Internal Services	4,987,394	4,732,235	4,313,915	4,288,407
Budget Transition	0	0	(1,984)	0
Total GF/GP Exp.	$46,342,739	$47,701,823	$46,338,692	$46,016,256
Other Funds				
Multi-Org Grants	204,386	130,922	130,922	130,922
FOC Grants	13,249,142	13,752,959	14,300,204	14,528,271
Other Grants	430,834	55,000	55,000	55,000
Judicial Grants	441,305	586,942	968,741	978,872
Total Expenditures	$60,668,406	$62,227,646	$61,793,559	$61,709,321

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	6,448,035	7,584,857	3,438,586	3,437,679
Child Support Enforcement	11,527,968	11,457,153	12,006,559	12,196,818
Children & Family Services	3,942,342	4,165,963	4,271,435	4,268,475
Drug Court	647,538	731,735	1,113,061	1,123,192
Family Judicial	6,884,349	6,938,071	7,225,869	7,202,359
FOC Family Counseling	2,152,008	2,350,807	2,348,645	2,386,453
General Judicial	14,688,967	16,742,070	16,636,563	16,342,452
In Home Care	1,760,120	1,686,503	1,973,904	1,973,904
Out-of Home Placement	9,022,000	6,651,000	8,662,000	8,662,000
Youth Assistance/ Prevention	3,595,079	3,919,487	4,116,937	4,115,989
Total Program Exp.	$60,668,406	$62,227,646	$61,793,559	$61,709,321

Current Issues (Cont'd)

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 has been reduced to between two and three weeks, saving about 42 jail beds daily. A Violation of Probation docket was added to the Adult Treatment Court. This improvement provides 25 additional treatment court slots to offenders who would otherwise be sentenced to jail or prison. The Circuit judges conferred authority upon the Sheriff to provide for automatic sentence reduction credit for trusties on work detail. The court has also expedited the review process for sentence reduction requests for non-trusties 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. The Court's actions have enabled the jail population to remain under capacity, thereby avoiding early releases due to jail overcrowding emergencies.

- The Friend of the Court recently upgraded its State mandated Michigan Child Support Enforcement System (MiCSES). The system 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, the upgrade 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.

Department Goals (Cont'd)

- 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.

Summary of Major Program Changes FY 2006 FY 2007

Revenue
Decrease in Intergovernmental Program Revenue of ($13,450) reflects the cessation of State Inmate Reimbursement revenue, partially offset by increased Drug Case Management revenue. Decrease in Charges for Service of ($100,450) is due to a one time amendment in FY 2005 to transfer funds from the Civil Mediation fund not budgeted for FY 2006. It also reflects a correction to the budget for Government Benefit Board & Care reimbursement ($80,000).

Expenditures
Controllable Personnel reflects a 2% across the board increase related Fringe Benefits and increased Retiree's Health Care. Contractual Services decreased by a net amount of ($1,525,756) reflecting the decrease in Grant Match budgeted in Non-departmental, Attorney Fees Mediators, partially offset by rising Defense Attorney Fees, Fees Guardian Ad Litem, and State and Private Institutions. The expendable equipment budget decreased by ($183,538). Budgets for the internal services category is for current operation and additional allocation will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage.

Administration $3,438,586 $3,437,679

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.

Child Support Enforcement $12,006,559 $12,196,818

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	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Referee Activity				
Motion/oral arguments heard	8,125	9,668	4,076	4,376
Evidentiary hearings held	6,205	5,565	4,910	5,145
Total orders entered as a result of referee recommendation	6,961	6,163	6,068	5,360
Number of appeals to Family Division Judges	465	489	430	436
Show cause enforcement hearings scheduled	20,895	21,338	16,707	17,085
Early Intervention Conferences schedule	2,831	2,427	2,716	2,532
Job placement/Work First referrals	988	1,240	1,268	1,226

Children & Family Services $4,271,435 $4,268,475

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

Objectives

Provide accurate psychological evaluations to aid Jurists in making well-informed decisions

Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Referrals Received from the Court	1,846	1,717	1,908	1,997
Evaluations Completed	1,414	1,466	1,540	1,606

Objectives

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

Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Standard Probation Average Caseload	N/A	N/A	893	1005
Intensive Probation Average Caseload	N/A	N/A	61	70

Youth Assistance/Prevention Programs $4,116,937 $4,115,989

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

Objectives

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

Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Youth and adults receiving direct community services	32,566	42,286	34,505	38,524
Youth Assistance Volunteers	829	930	950	1,059
Hours volunteers contributed working with youth and their families	33,559	44,602	45,000	43,600
Amount of funds raised by volunteers	$63,975	$152,327	$443,859	$580,056
Skill building scholarships provided	1,057	1,454	12,592	16,959
Youth receiving recognition for outstanding contributions	1,220	1,728	1,382	1,660
Municipalities served	60	60	60	60
New Youth Assistance Cases (total)	3,242	3,664	3,308	3,887
Mentors	201	200	200	213
U-Turn Participants (jail tours)	94	159	158	176

Drug Court — $1,113,061 — $1,123,192

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 Actual	CY2002 Actual	CY2003 Actual	CY2004 YTD
Adult Drug Court				
Program Participants	12	27	53	21
Program Graduates	0	2	7	9

Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Juvenile Drug Court				
Program Participants	10	31	48	130
Program Graduates	0	2	13	31

Family Judicial $7,225,869 $7,202,359

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	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Filing Activity:				
Juvenile/Adoptions				
Authorized Delinquency Petitions	2,071	2,251	1821	2197
Authorized CPP (child protective proc.) Petitions	333	309	466	450
Unofficially Closed Delinquency Complaints	2,197	1,879	1707	1694
Unofficially Closed CPP Complaints	18	15	61	67
Supplemental Delinquency Complaints	260	266	266	255
Juvenile Traffic Tickets	539	482	409	372
Authorized Adoption Petitions	477	504	436	424
Subtotal	5,895	5,706	5,166	5,459
Domestic Relations				
No Children	2,772	2,646	2,651	2,595
With Children	2,792	2,732	2,584	2,520
Paternity	851	830	531	825
URESA (Uniform Reciprocal Enforce. Supp. Act)	411	359	272	379
Support	863	843	604	1056
Other	187	190	273	272
Subtotal	7,876	7,600	6,915	7,647
Personal Protection Orders	3,994	3,790	3,808	3,752
Miscellaneous Family				
Name Changes	430	481	604	530
Total New Filings	18,195	17,577	16,493	17,388

FOC Family Counseling $2,348,645 $2,386,453

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.

General Judicial $16,636,563 $16,342,452

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.

Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Civil Cases Disposed	8,651	9,433	8,454	8,343
Criminal Cases Disposed	6,845	6,158	6,769	6,773
Appeals Disposed	1,114	1,206	1,152	1,128
Cases resolved during Intensive Settlement Week	N/A	73%	N/A	N/A
Juries provided for Civil Trials	168	149	131	129
Juries provided for Criminal Trials	330	355	300	300
Jurors Summoned	62,146	63,578	80,075	74,314
Jurors who Served	24,318	23,150	24,323	21,311
Jurors Impaneled	5,447	5,690	4,873	4,948

In Home Care $1,973,904 $1,973,904

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	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Youth served by STRIDE	351	391	414	402
Youth served by IRAP	N/A	5	6	4
Youth served by Intensive Probation	148	226	218	208
Youth served by Wraparound	N/A	32	35	49

Out-of-Home Placement $8,662,000 $8,662,000

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.

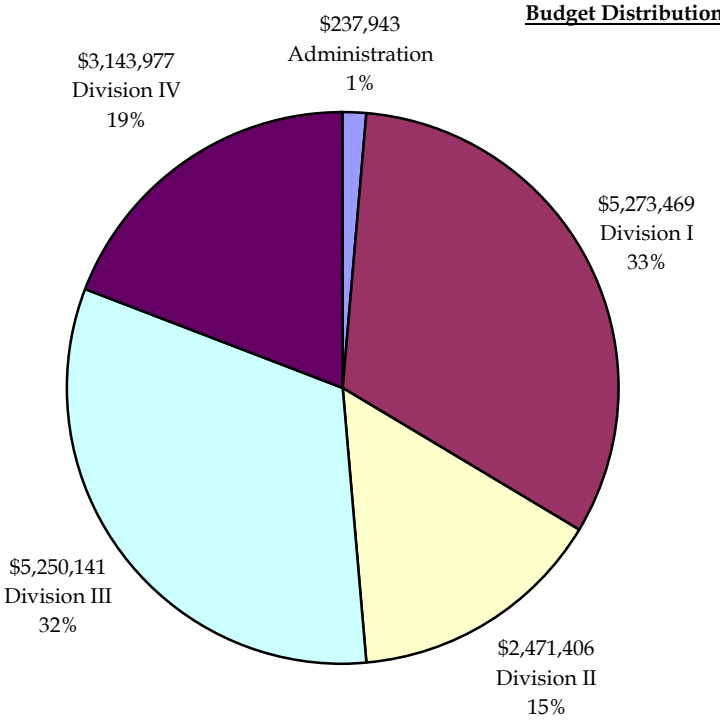
Objectives

- 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.

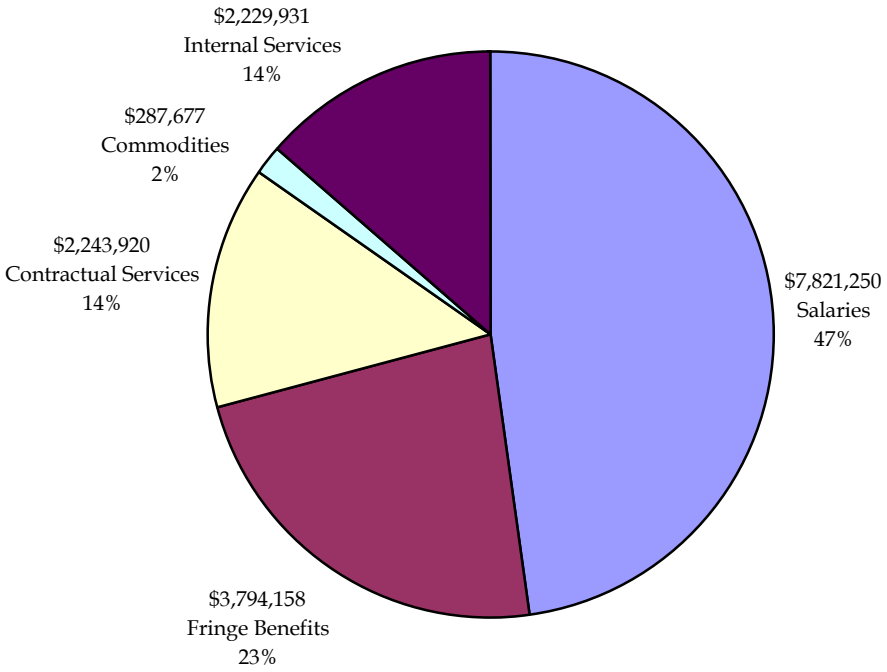
Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Total Delinquents in Placement at Year End	316	274	325	321
MCI 220 Permanent State Wards	297	305	330	401
Temporary Neglect Wards	619	605	936	1,069
PA150 Delinquent Permanent State Wards	185	180	178	174

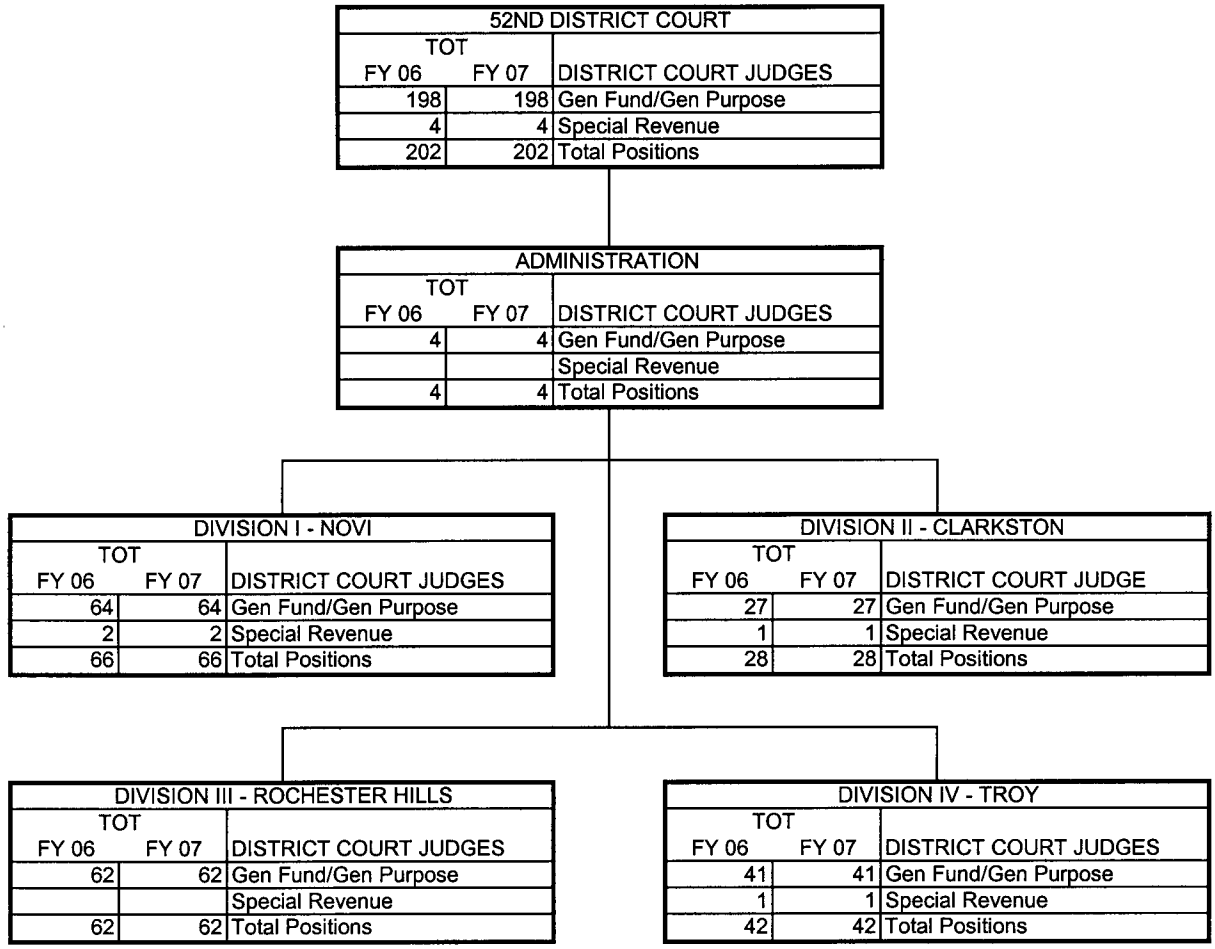
District Court
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures





Prepared by Human Resources Dept. 10/1/05.

52nd District Court

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
District Court Adm.	0	0
Division I	3,733,600	3,733,600
Division II	1,810,285	1,825,285
Division III	4,346,976	4,346,976
Division IV	2,143,860	2,143,860
Total Revenue	$12,034,721	$12,049,721

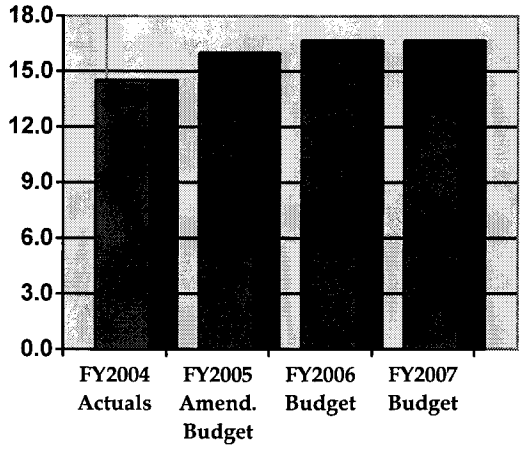
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
District Court Adm.	237,943	237,943
Division I	5,273,469	5,272,730
Division II	2,471,406	2,479,006
Division III	5,250,141	5,238,636
Division IV	3,143,977	3,143,977
Total Expenditures	$16,376,936	$16,372,292

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	155	155
Part Time Positions	47	47
Total Positions	202	202

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 52nd District Court. This Court is the only County funded District Court. The 52nd 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 52nd 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 52nd 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 includes the use of x-ray and magnetometer security equipment at each location, as well as surveillance equipment and security staff. The Court also developed and implemented an Emergency Response Manual and Plan for the employees and citizens that appear in Court.
- A new court facility was completed for the 3rd Division in July of 2004.
- At no cost to the funding unit, a web site continues to be developed in the 1st 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 2nd, 3rd and 4th Divisions have been developed through a joint effort of the Department of Information Technology and court staff.

Department Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Intergov't Revenue	3,345	2,880	2,850	2,850
Charges for Services	12,428,242	12,012,403	12,021,871	12,036,871
Investment Income	10,569	26,500	10,000	10,000
Other Revenue	198	0	0	0
Contributions	1,000	0	0	0
Total GF/GP Rev.	$12,443,354	$12,041,783	$12,034,721	$12,049,721
Other Funds:				
Judicial Grants	145,067	315,259	297,534	301,115
Total Revenue	$12,588,421	$12,357,042	$12,332,255	$12,350,836

Department Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	7,106,076	7,498,088	7,821,250	7,821,250
Fringe Benefits	2,962,017	3,550,566	3,794,158	3,794,158
Contractual Services	2,368,014	2,251,858	2,243,920	2,249,020
Commodities	220,000	282,241	287,677	284,831
Capital Outlay	7,806	14,226	0	0
Internal Services	1,708,621	2,078,973	2,229,931	2,223,033
Transfers Out	3,804	0	0	0
Total GF/GP Exp.	$14,376,338	$15,675,952	$16,376,936	$16,372,292
Other Funds:				
Judicial Grants	145,067	315,259	297,534	301,115
Total Expenditures	$14,521,405	$15,991,211	$16,674,470	$16,673,407

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Chief Judge Admin.	55,000	209,720	237,943	237,943
Court Operations	11,523,743	12,201,954	12,760,347	12,755,703
Drug Court	149,831	315,259	297,534	301,115
Probation	2,792,831	3,264,278	3,378,646	3,378,646
Total Program Exp.	$14,521,405	$15,991,211	$16,674,470	$16,673,407

Current Issues (Cont'd)

- The 52nd District Court instituted a Pay Ticket program in conjunction with the Department of Information Technology in November of 2003. Since it's inception through September of 2005, the Court's have collected $1,146,360 in e-payments. The program allows the citizens to pay traffic tickets on-line and avoid a court visit.
- The 52nd District Court continues its efforts to service the public by providing and instituting new programs such as the 1st, 2nd and 4th Divisions Sobriety/Drug Court Programs. All of the divisions of the 52nd District Court participate with their respective communities and local school districts promoting involvement with their local Teen Court programs as well as conducting Court in Schools. The Court in Schools program consists of official court proceedings and a critical choice presentation to area teens.
- Video Arraignment: The 2nd and 3rd Divisions are actively utilizing the OakVideo Arraignment system. This system allows arraignments to be conducted from the police agency to the Court or the Jail to the Court eliminating the need to transport the individual. This improves cost efficiency and reduces security threats for both the Court and the law enforcement community.

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 implementing and completing a new case management system, video arraignment programs in the 1st and 4th Divisions and police vehicle-to-Court data transfer .
- The 3rd Division will institute a Sobriety Court.

Summary of Major Program Changes FY 2006 FY 2007

Revenue
Reduction in Investment Income of ($16,500) is due to drop in interest rates and investment base. Increase in Charges for Service of $9,468 reflects adjustments between accounts.

Expenditures
Controllable Personnel reflects a 2% across the board increase, as well as an increase in related Fringe Benefits and an increase in Retiree Health Care costs. In addition, a new PTNE Court Reporter position was created, offset by a reduction in Professional Services. Also, six (6) PTNE Probation Investigator positions were created and are offset by reduction in Training Psychological and Medical Exams budget. Commodities increased by $5,436 for the purchase of Sobriety Program training equipment and a new safe at 52-3 Rochester Hills District Court. Budgets for the internal services category is for current operation and additional allocation will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage.

Chief Judge Administration $237,943 $237,943

This budgetary program is responsible for all administrative items that pertain to all four divisions of the 52nd 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.

Court Operations $12,760,347 $12,755,703

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	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
New Cases Filed:				
Division I - Novi	57,634	56,453	50,463	51,743
Division II - Clarkston	17,103	19,248	27,636	24,620
Division III - Rochester	56,632	62,781	59,498	57,512
Division IV - Troy	38,560	34,796	25,053	25,007

Drug Court $297,534 $301,115

The 1st , 2nd and 4th Divisions of the 52nd District Court have instituted a Sobriety/Drug Court. The Sobriety Court was created to reduce alcohol related driving offenses among repeat offenders and the Drug Court was created to address drug and alcohol addiction, regardless of the charge. The Sobriety/Drug Court provides intensive probation supervision, monitored substance abuse treatment, repetitive testing for alcohol/drug use and regular judicial hearings. The goal of the Sobriety/Drug Court is to change the recidivist behavior of repeat offenders through intensive supervision and treatment.

Probation $3,378,646 $3,378,646

A Probation Department is funded for each division of the 52nd 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.

Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
New Cases Filed:				
Division I - Novi	57,634	56,453	50,463	51,743
Division II - Clarkston	17,103	19,248	27,636	24,620
Division III - Rochester	56,632	62,781	59,498	57,512
Division IV - Troy	38,560	34,796	25,053	25,007

Supervised Probation Cases

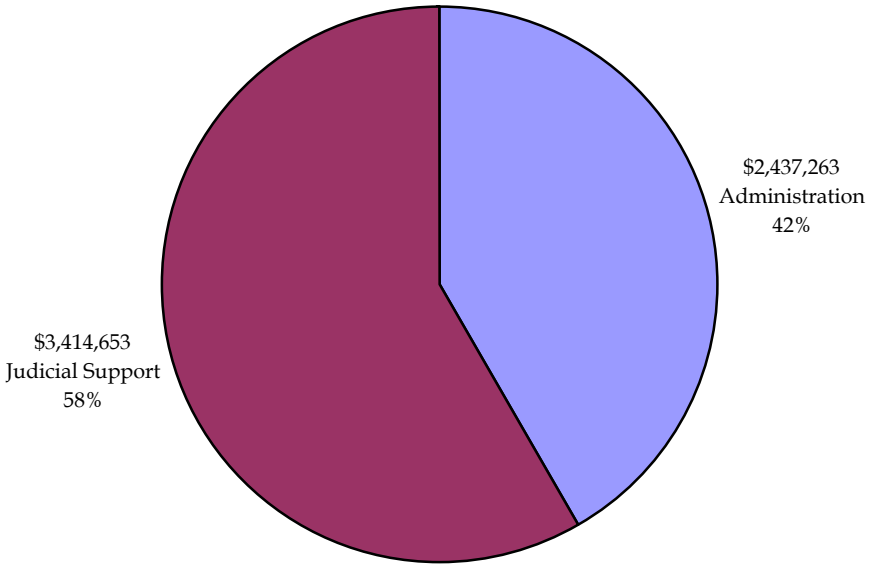
	CY2003 Actual	CY2004 Actual	CY2005* Actual
Division I - Novi	2,720	2,530	2,722
Division II - Clarkston	862	1,335	1,372
Division III - Rochester	3,119	3,326	3,150
Division IV - Troy	1,623	1,974	1,497

*Reflects eight months of activity for the period 1/1/2005 to 9/1/2005.

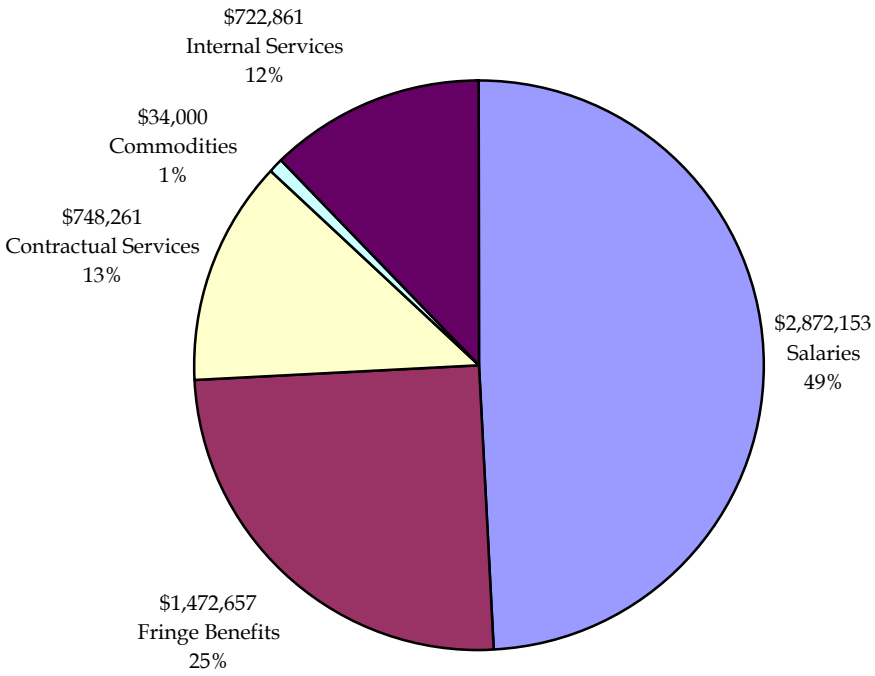
The Palace of Auburn Hills is home to the Detroit Pistons, who won the NBA Championship in 2004. Other professional sports teams playing at the Palace include the Detroit Shock of the WNBA and the Detroit Fury of the Arena Football League.

Probate Court
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures



PROBATE COURT		
TOT FY 06	FY 07	PROBATE JUDGES
61	61	Gen Fund/Gen Purpose
		Special Revenue
61	61	Total Positions

ADMINISTRATION		
TOT FY 06	FY 07	ADMINISTRATION
23	23	Gen Fund/Gen Purpose
		Special Revenue
23	23	Total Positions

ESTATES/MENTAL HEALTH		
TOT FY 06	FY 07	ESTATES/MENTAL HEALTH
38	38	Gen Fund/Gen Purpose
		Special Revenue
38	38	Total Positions

Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Judicial/Admin.	0	0
Judicial Support	525,300	525,300
Total Revenue	$525,300	$525,300

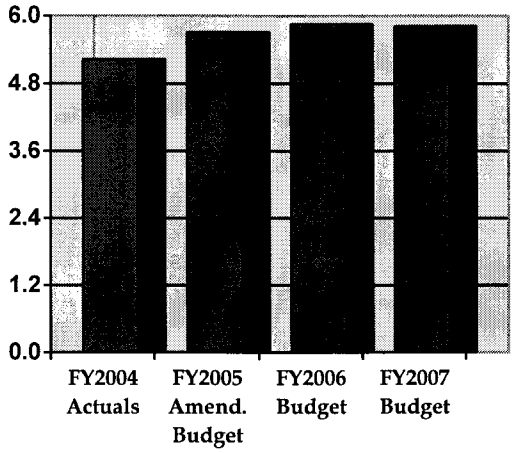
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Judicial/Admin	2,437,263	2,400,095
Judicial Support	3,414,653	3,420,053
Total Expenditures	$5,851,916	$5,820,148

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	56	56
Part Time Positions	5	5
Total Positions	61	61

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.

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 continues to develop our 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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	537,012	524,100	525,300	525,300
Other Revenue	79	0	0	0
Total GF/GP Revenue	$537,091	$524,100	$525,300	$525,300

Department Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	2,532,402	2,787,692	2,872,153	2,872,153
Fringe Benefits	1,139,427	1,385,687	1,472,657	1,472,657
Contractual Services	687,501	671,094	748,261	748,261
Commodities	21,069	43,858	34,000	34,000
Internal Services	849,753	821,794	722,861	719,852
Transition Fund	0	0	1,984	(26,775)
Total GF/GP Exp.	$5,230,152	$5,710,125	$5,851,916	$5,820,148

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administrative Serv.	424,406	398,097	401,846	401,846
Family Judicial	1,650,607	1,867,930	1,866,501	1,865,076
Judicial Services	548,098	572,711	591,633	562,381
Probate Services	2,607,041	2,871,387	2,991,936	2,990,845
Total Program Exp.	$5,230,152	$5,710,125	$5,851,916	$5,820,148

Summary of Major Program Changes

FY 2006 FY 2007

Revenue
Revenues reflect increase in Charges for Service of $1,200 for Ancillary (supplementary) Fees for Minor Guardianships that have a companion file with another Circuit Court Judge. The fees are $150 / case.

Expenditure
Controllable Personnel reflects a 2% across the board increase, related Fringe Benefits and an increase in Retiree Health Care costs. Budgets were increased reflecting the rising cost of Defense Attorney Fees, $20,000, Fees Guardian AD Litem, $35,000, and Medical Services Probate Exam $18,600. Budgets for the internal services category is for current operation and additional allocation will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage.

Administrative Services $401,846 $401,846

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.

Family Judicial $1,866,501 $1,865,076

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.

Judicial Services $591,633 $562,381

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	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
New Files Opened:				
Small Estates	676	679	671	692
EPIC-Supervised	79	53	53	32
EPIC-Unsupervised	1,877	1,955	2,028	1,909
Adult Guardianships	980	1,073	870	755
Minor Guardianships	599	712	716	657
Adult Conservatorships	409	415	444	363
Minor Conservatorships	214	181	206	161
Mentally Ill	1,338	1,494	1,542	1,457
Developmentally Disabled	n/a	155	258	230
Reopened Estates and Trusts	n/a	21	112	167
Protective Orders	n/a	38	30	43
Civil and Other	126	229	188	100
Total	6,298	7,005	7,118	6,566
Active Cases:				
Deceased-Supervised	8	1	5	2
Deceased-Independent	25	0	0	1
EPIC-Supervised	671	484	337	228
EPIC-Unsupervised	3,159	3,381	3,224	3,265
Adult Guardianships (LIP)	3,119	3,144	3,168	3,119
Adult Guardianships (DDP)	1,460	1,451	1,480	1,521
Minor Guardianships	2,681	2,723	2,793	2,750
Adult Conservatorships	1,538	1,559	1,514	1,459
Minor Conservatorships	1,664	1,626	1,567	1,461
Other	233	208	219	190
Total	**14,558**	**14,577**	**14,307**	**13,996**

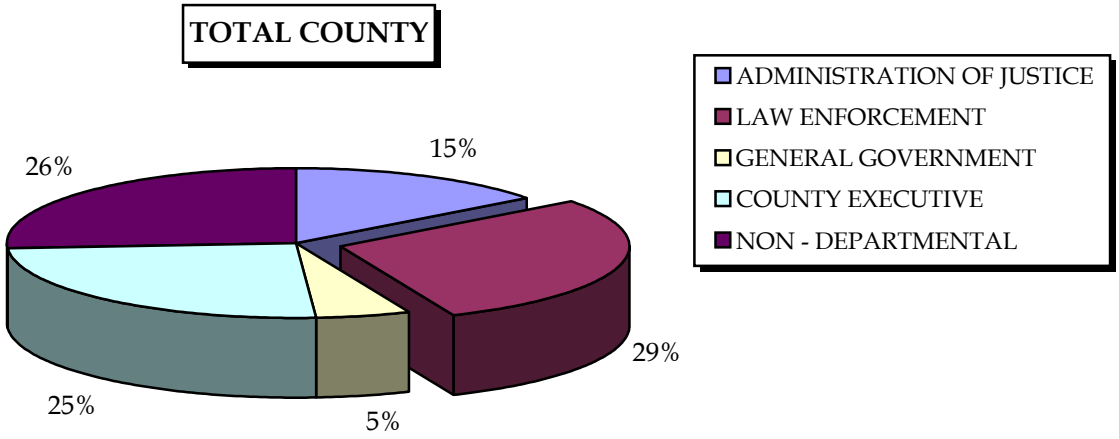
EPIC - Estates and Protected Individuals Code
LIP - Legally Incapacitated Person
DDP - Developmental Disabled Person

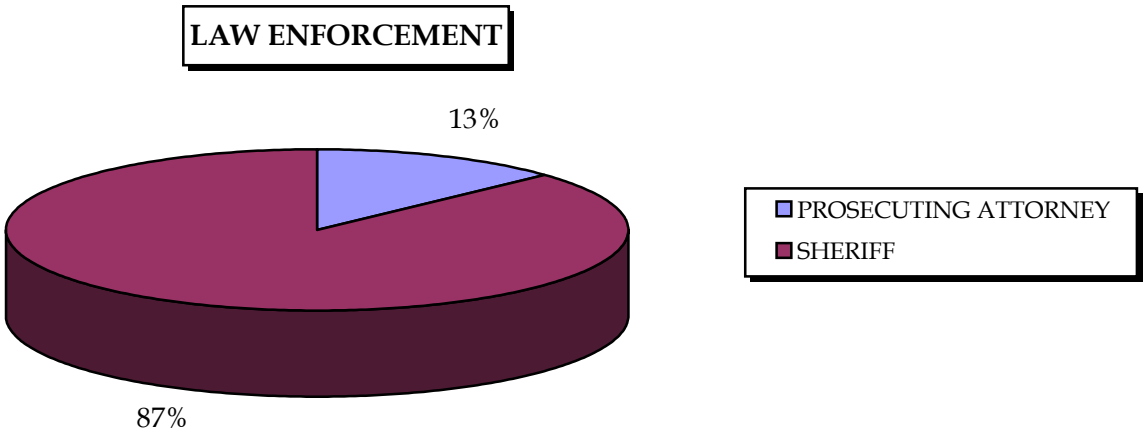
Probate Services $2,991,936 $2,990,845

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 plays host to several marquee, annual events: Arts, Beats & Eats, Woodward Dream Cruise, Quake on the Lake, and the Michigan Renaissance Festival.

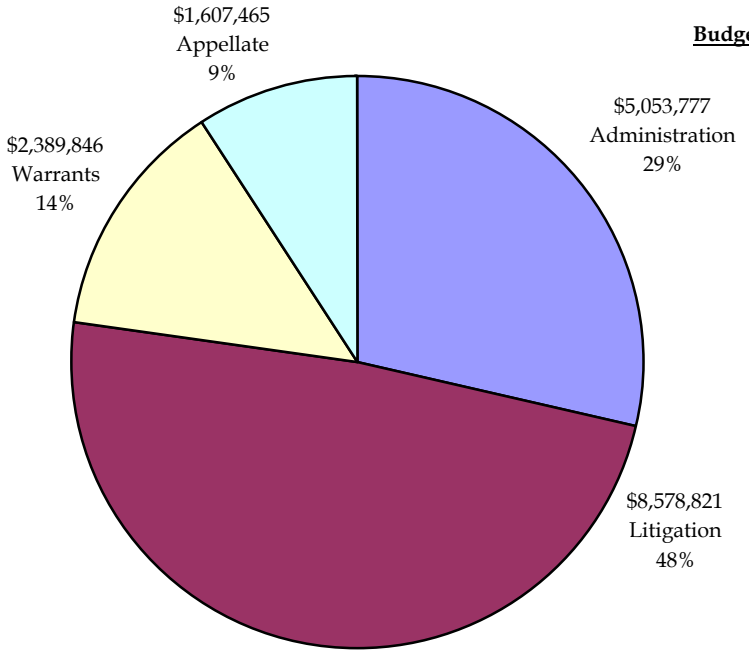
GENERAL FUND/GENERAL PURPOSE BUDGET
LAW ENFORCEMENT EXPENDITURES



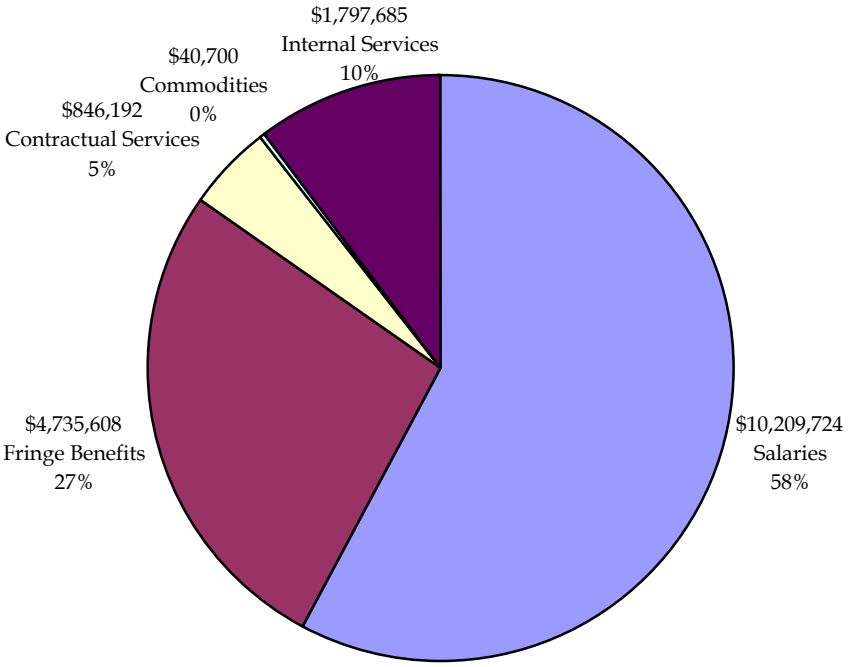


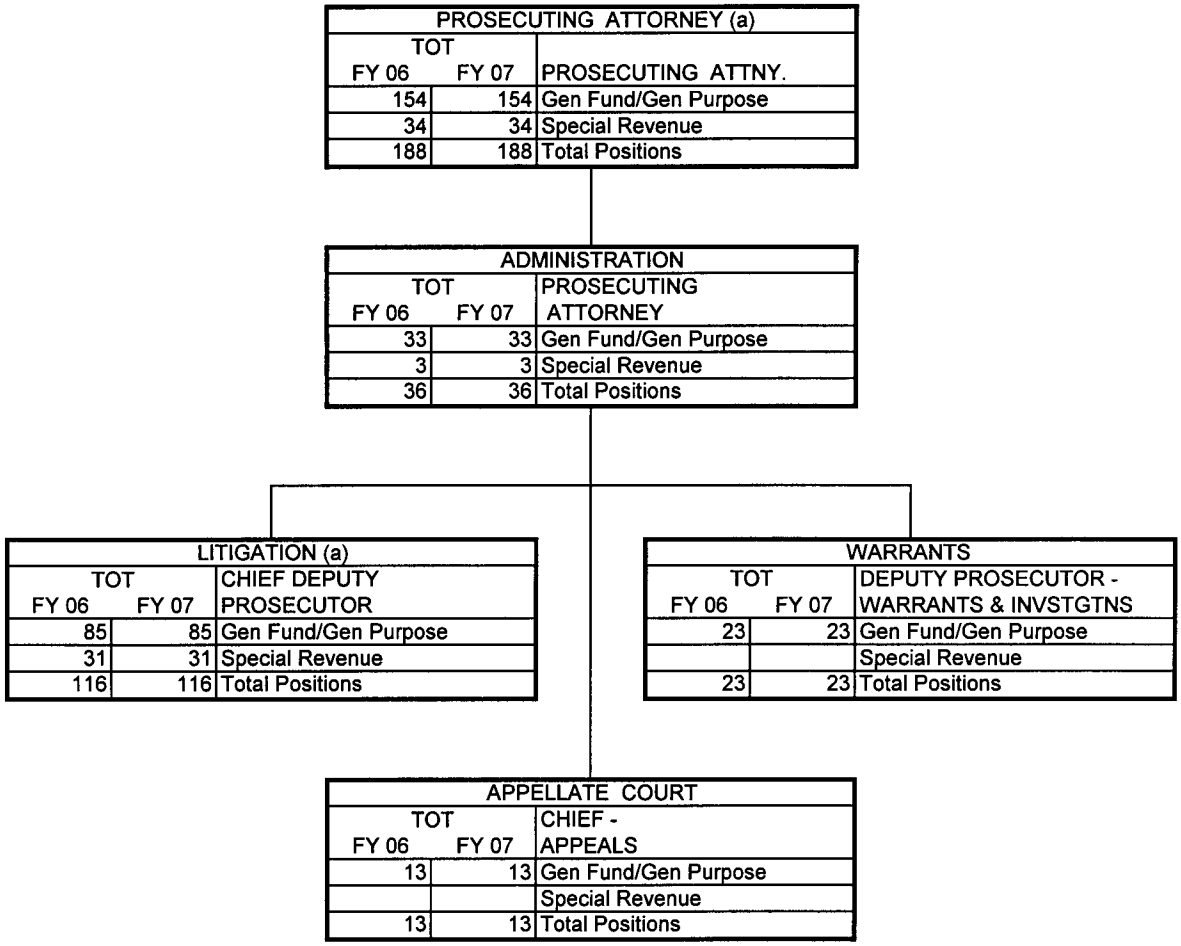
Prosecuting Attorney
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures





(a) One (1) SR position funded by Byrne Child Physical Abuse Grant deleted. Funding expired 9/30/05.

Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	346,539	346,539
Total Rev. GF/GP	$346,539	$346,539

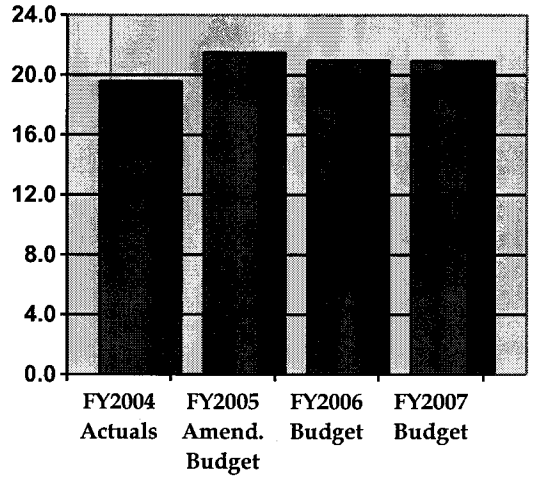
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	5,053,777	5,028,127
Litigation	8,578,821	8,578,821
Warrants	2,389,846	2,389,846
Appellate	1,607,465	1,607,465
Total Expenditures	$17,629,909	$17,604,259

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	181	181
Part Time Positions	7	7
Total Positions	188	188

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 2005, 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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges For Services	165,975	214,600	213,700	213,700
Other Revenues	6,050	55,511	132,839	132,839
Total GF/GP Rev.	$172,025	$270,111	$346,539	$346,539
Other Funds				
Law Enforc. Grant	2,840,942	3,117,933	3,117,933	3,117,933
Multi-Org Grants	199,766	204,808	204,808	204,808
Total Revenues	$3,212,733	$3,592,852	$3,669,280	$3,669,280

Department Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	9,080,334	9,887,829	10,209,724	10,209,724
Fringe Benefits	3,924,284	4,446,021	4,735,608	4,735,608
Contractual Services	1,603,288	1,874,779	846,192	866,925
Commodities	57,803	58,378	40,700	40,700
Misc. Cap. Outlay	0	0	0	0
Internal Services	1,874,014	1,888,464	1,797,685	1,789,382
Transfers Out	0	14,000	0	0
Budget Transition	0	0	0	(38,080)
Total GF/GP Exp.	$16,539,723	$18,169,471	$17,629,909	$17,604,259
Other Funds				
Law Enforc. Grant	2,840,942	3,117,933	3,117,933	3,117,933
Multi-Org Grants	199,766	204,808	204,808	204,808
Total Expenditures	$19,580,431	$21,492,212	$20,952,650	$20,927,000

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	1,522,121	1,470,209	1,387,097	1,349,017
Prosecution	13,826,334	15,503,858	15,710,126	15,722,556
Family Services	2,660,126	2,914,620	2,235,487	2,235,487
Victim Services	597,872	641,036	638,440	638,440
Case Records Mgmt.	510,839	446,985	508,881	508,881
Investigations	370,012	394,604	408,164	408,164
School Based Ed. & Intervention	93,127	120,900	64,455	64,455
Total Program Exp.	$19,580,431	$21,492,212	$20,952,650	$20,927,000

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 2006 — FY 2007

Revenue
The Revenue budget reflects an increase in use of Enhancement Funds to cover the cost of one Assistant Prosecuting Attorney in Narcotics unit.

Expenditures
Controllable Personnel reflects a 2% across the board Salary increase, related Fringe Benefits and increased Retiree Health Care costs. Contractual Services reflects a decrease due to a reduction in Professional Services (one-time use per M.R. #04313) and grant match which is budgeted in Non-Departmental. The decrease is partially offset by a rate increase for Computer Research Service and reduction in Extradition expense budget. The Commodities budget reflects a reduction in Expendable Equipment Expense, which was used to purchase furniture in FY 2005 per M.R. #05061. Budgets for the internal services category is for current operation and additional allocation will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage. Transfers Out reflects a $14,000 decrease for a Transfer Out to Information Technology in FY 2005 per M.R. #05061.

Administration — $1,387,097 — $1,349,017

Executive staff is responsible for management and oversight the Prosecutor's budget, creation and implementation of professional development and training programs, and the direction of liaison activities between other government and law enforcement agencies.

In addition, Assistant Prosecuting Attorneys regularly provide legal training on a local, statewide and even national basis to prosecutors, police officers and medical personnel. In 2005, over 200 hours of instruction was provided for such agencies as the Oakland Police Academy, Prosecuting Attorneys Association of Michigan and the National College of District Attorneys. Staff members also honored approximately 100 speaker requests and addressed a wide-range of community groups and organizations on prosecution related topics.

Prosecution — $15,710,126 — $15,722,556

Auto Theft - The Auto Theft program specializes in the prosecution of auto theft and related crimes such as insurance fraud, false police reports regarding auto theft, and fraudulent purchase of autos. The program focuses specifically on organized rings and conspiracies, as well as on repeat auto theft offenders and chop shops. Specialized assistant prosecutors in this program follow a case from investigation (including the issuance of search warrants to aid the police) to authorizing arrest warrants, pre-trial hearings, pleas and trials, sentencings and forfeiture hearings. Assistant Prosecutors in this section acquire expertise in complex auto theft investigations and regularly provide instruction to local law enforcement agencies.

The Auto Theft Prevention Authority Grant provides funding for 75% of the operational costs associated with this program comprised of two Assistant Prosecutors. 222 cases have been assigned to date in 2005, with an overall conviction rate of 98%.

Criminal Sexual Assault - This program identifies and prosecutes defendants who sexually assault children and strives to minimize the trauma of court proceedings for child victims. The assistant prosecutors assigned to the Child Sexual Assault Section receive extensive specialized training in the prosecution of these cases. 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 2005, 162 cases were resolved with a 90% conviction rate.

Domestic Violence - The Domestic Violence program specializes in prosecuting cases involving abuse within a domestic relationship. Domestic violence is difficult to prosecute since the victims of domestic violence are often hesitant or uncooperative in prosecutions of their batterers for several reasons: financial dependency, fear of retribution or even the possibility of reconciliation. Consequently, Assistant Prosecutors in this section are specially trained and highly experienced in handling these types of cases, and successfully overcoming these obstacles.

In 2005, the Domestic Violence program has been assigned 345 cases with approximately 187 cases pending. 256 cases were resolved, retaining a 97.2% conviction rate. Assistant Prosecutors also conducted 32 training presentations in 2005 for police departments, medical personnel, and prosecutors throughout the state and community organizations that assist domestic violence victims.

General Prosecution - Through October 2005, a total of 14,087 offenses were initially reviewed by Assistant Prosecutors to determine if criminal charges were warranted. 11,376 criminal charges were authorized, with 9,746 cases against adult defendants and 1,629 involving juvenile perpetrators. In FY2005, Assistant Prosecutors assigned to the Circuit Court Division (including Special Units) completed 4,954 cases, obtaining an overall conviction rate of 98%. Of those, a total of 264 cases went to trial with a conviction rate of 80%. Fourteen of those trials involved a victim's death. Of these trials, convictions were obtained in 13 cases, reflecting a 93% conviction rate. In FY 2004/2005, the Appellate Division Assistant Prosecutors handled 968 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 - Juvenile Justice prosecutes juvenile delinquency cases as well as those involving child abuse and/or neglect. Assistant Prosecutors also handle cases involving Personal Protection Orders.

The Juvenile Justice Division resolved 1,804 cases involving juvenile delinquency, with a 99.5% conviction rate. Additionally, 603 cases of child abuse and/or neglect were resolved, with a 99% conviction rate achieved. Assistant Prosecutors also concluded 178 cases involving Personal Protection Orders.

Narcotics Enforcement – The Narcotics Enforcement program concentrates on mid and upper level drug dealers, as well as repeat offenders of the drug laws. There are four Assistant Prosecutors assigned to the program which is currently carrying a caseload of approximately 330 cases. 1,462 cases have been reviewed through October 2005 for possible vertical prosecution. The Narcotics program resolved 342 cases in the fiscal year 2004-2005, with a 92% conviction rate. The average minimum term of incarceration for convicted offenders was 46 months. 92% of the offenders were convicted of the most serious offense charged.

Parole Appeal - This program 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 2005, this program reviewed approximately 2,615 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 39 inmates in 2005. 100% of these inmates were denied parole and remain incarcerated within the Michigan Department of Corrections.

Alternative Prosecution — $0 — $0

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 First Offender Program has streamlined the review process and integrated the District Courts' Probation Departments to monitor the program participants. Since May of 2003, there have been 432 participants approved for participation with a successful completion rate of 94%.

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 2004 alone, $253,000 was recovered in restitution for Oakland County businesses without any cost to the taxpayers. Since the program's inception in 1999, over 35,000 checks have been submitted to the program and 4,700 bad check offenders have completed the educational

program. More than 1.2 million has been recovered for Oakland County business owners. To date, $71,000 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. As of March 31, 2005, 90% of the juvenile participants successfully completed their sentence and did not commit any further offenses.

Family Services $2,235,487 $2,235,487

Child Support Enforcement – The Family Support Division aggressively pursues parents who have failed to pay child support. This approach to recovering unpaid child support ensures that parents fulfill their financial responsibilities. In addition, they locate and obtain child support orders against parents who live in other states or countries. For cases in which a parent has blatantly disregarded a court order to pay child support and has left the state, or has failed to provide necessary support for a child, even though able to do so, it may be possible to issue criminal charges against the absent parent. When arrested in another state, the absent parent can be brought back to Oakland County to stand trial on the charges. Since this is considered a tool for punishing the offender and not for the collection of funds, criminal charges are usually not considered until all other enforcement remedies have failed.

Any resident of Oakland County who is a parent or guardian and who has custody of a child is eligible for assistance from the Prosecutor's Office regardless of income. A person does not have to be receiving any type of public assistance to qualify for our services, and no fees are charged.

During fiscal year 2004-2005, the Family Support Division established court orders for child support payment in 1,460 cases. The total amount of child support ordered to be paid in these cases was $546,738. Additionally, the Division screened over 500 cases for potential criminal prosecution and initiated 58 criminal felony prosecutions against delinquent parents who owed a combined total of $2,011,000 in unpaid child support.

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

The Family Support Division established paternity for 751 children during fiscal year 2004-2005.

Parental Termination - The Juvenile Justice Division members intervened on behalf of 131 critically neglected children in permanent wardship proceedings. The parental rights of these 131 children were successfully terminated by court order, permitting adoption and other advantageous long-term care options to be pursued for the children.

Victim Services $638,440 $638,440

The responsibility of the Victim Services program is to provide crime victims with support and an assurance that their legal rights are being represented. Victim Services support staff provide victims with notice of all court dates and thorough explanations of each proceeding. Support staff also accompany victims to court hearings and offer emotional support to the victim and family members. Assistance in applying for financial reimbursement from the state is also provided to victims, as are referrals for counseling, housing or other necessary services. This program strives to assist in protecting the rights of victims and their families by advocating for them in a caring and compassionate manner as their case progresses through the criminal justice system.

The Victim Services program provided notification to over 6,000 victims (6,086 cases) of their rights pursuant to the Crime Victims Rights Act. Victim Advocates maintained continuous contact with 2,100 victims throughout the pendency of their case.

Case Records Management $508,881 $508,881

The Case Records program manages case flow activity for all divisions within the office, beginning with case initiation in The Warrants Division through post-conviction appellate proceedings. Case records staff are responsible for the management of criminal case files and all incoming and outgoing correspondence. With the aid of computers and automated filing equipment, this part of the Administration program processes and prepares legal pleadings, controls file traffic, provides case status reports, caseload allocation studies and statistical analysis of individual assistant prosecutor performance.

Investigations $408,164 $408,164

Economic Recovery – The Economic Recovery program investigates criminal activities and identifies assets that have been acquired through drug dealing and other criminal offenses. Prosecutors and Investigators working in this section are highly trained and experienced in following far-reaching paper trails to prove forfeiture cases. The objective of asset forfeiture is to take the profit out of crime by seizing assets acquired through criminal transactions. State law requires that prosecutors and police departments use all forfeited money to fund future criminal investigations and enhance drug awareness efforts in the community. This approach results in shifting some of the financial burden to fund law enforcement initiatives from taxpayers onto criminals.

The Economic Recovery Unit initiated forfeiture actions to seize over $602,000 of profits earned from criminal activity. Of that amount, $32,653 was utilized to defray investigation expenses while $280,402 was returned to the Oakland County General Fund. The balance of nearly $300,000 was directed to local police departments to fund future investigations and prosecutions.

Grand Jury - During Fiscal Year 2005, there were no cases presented to a grand jury.

School Based Education & Intervention $64,455 $64,455

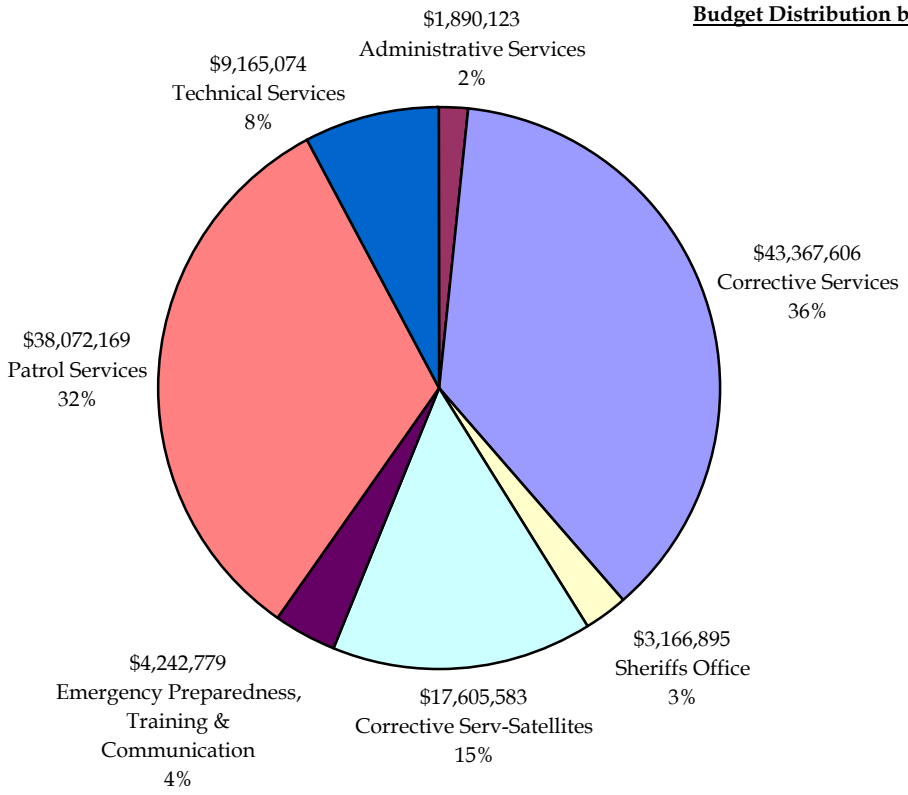
School Violence - The School Violence Program was created in 2001 to pro-actively address potential incidences of school violence by training school personnel in early detection and prompt resolution skills. The Program Coordinator works collaboratively with Oakland Schools Administration to provide hands-on training to all elementary, middle school, and high school educators (principals, counselors, administrators, playground and cafeteria supervisors as well as bus drivers). 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.

Since the inception of the program in 2001, the coordinators worked with the 135 schools within Oakland County, including approximately 8,500 educators, and impacting a total of 47,300 students. After consistent implementation, students report an increased sense or feeling of safety and increased adult support to report incidents of bullying. Administrators report approximately a 20% decrease in the number of referrals to school principals for discipline as a result of bullying incidents. Administrators also report an increased positive climate between and among students and staff.

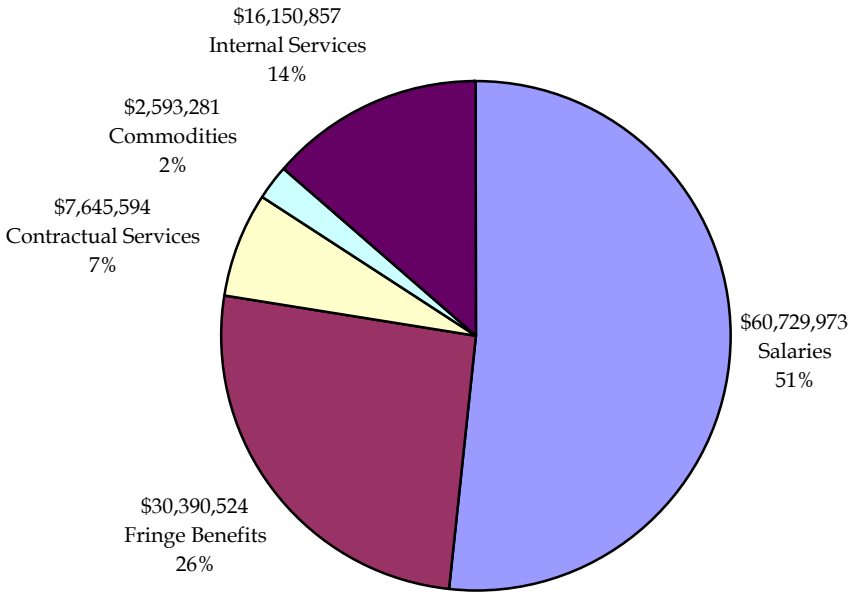
Forty-seven percent of Fortune 500 companies have a business location in Oakland County.

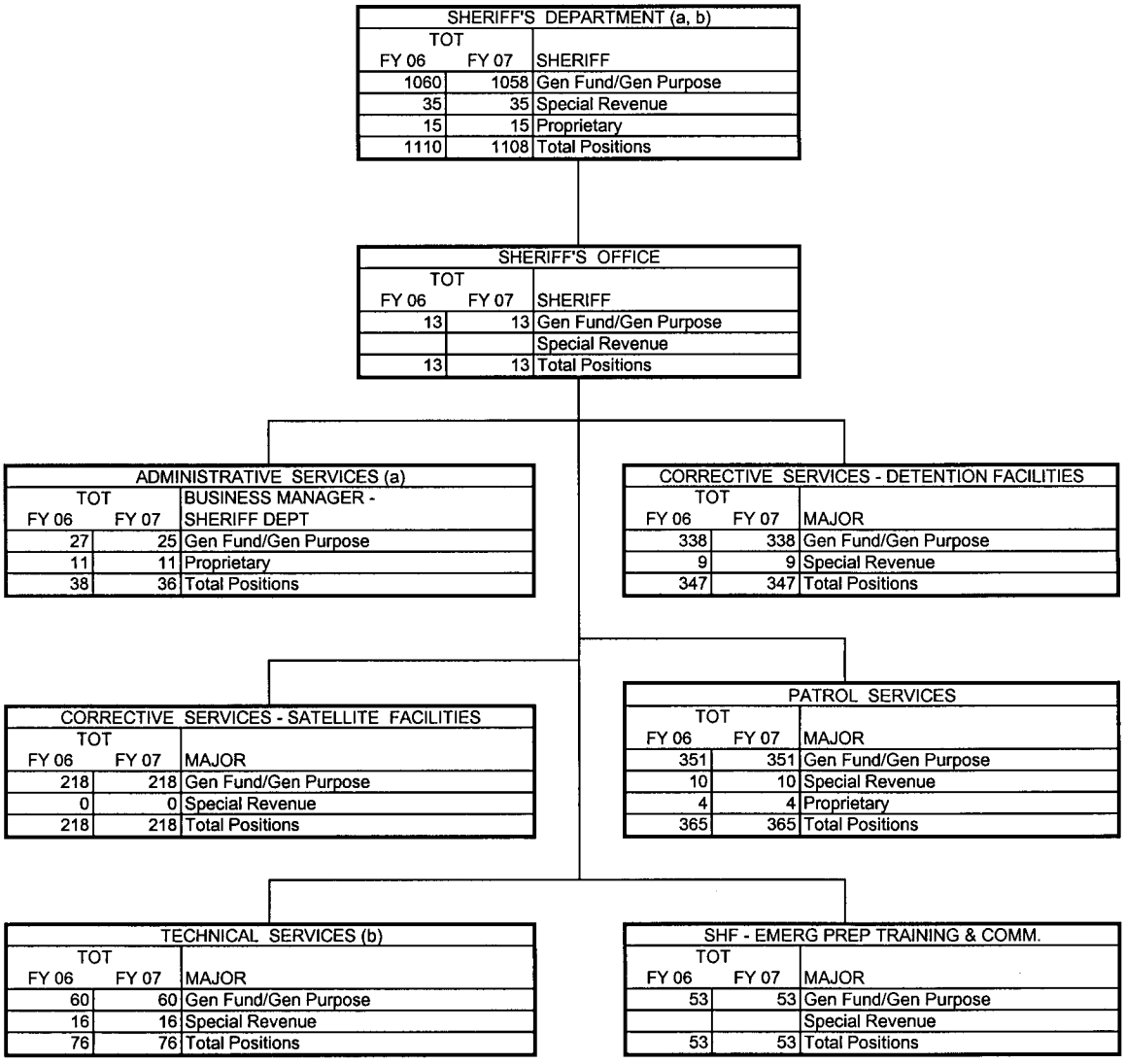
Sheriff
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures





(a) Two (2) GF/GP positions to sunset 9/30/06.
(b) One (1) Sergeant position requested to change funding from SR to GF/GP with FY06 Budget. Not recommended. Funding ended 9/30/05.

Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Sheriff's Office	106,600	106,600
Admin Services	10,000	10,000
Corrective Services	3,502,129	3,508,131
Corr. Serv. - Satellites	2,061,864	2,075,728
Emerg. Preparedness, Training & Comm.	300,000	300,000
Patrol Services	29,693,624	30,565,442
Technical Services	201,000	201,000
Total Revenue	$35,875,217	$36,766,901

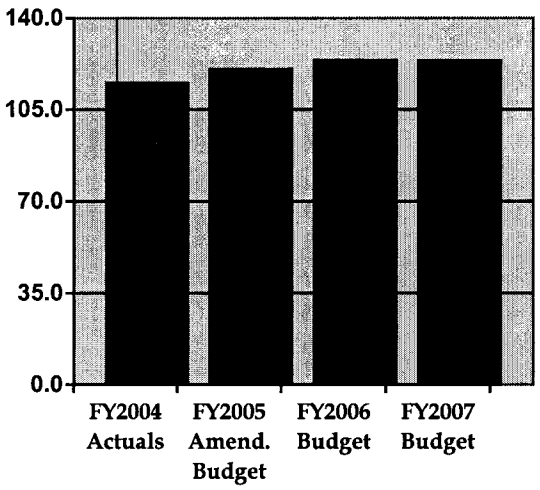
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Sheriff's Office	3,166,895	3,166,895
Admin Services	1,890,123	1,890,108
Corrective Services	43,367,606	43,172,169
Corr. Serv. - Satellites	17,605,583	17,599,366
Emerg. Preparedness, Training & Comm.	4,242,779	4,241,803
Patrol Services	38,072,169	38,067,087
Technical Services	9,165,074	9,151,516
Total Expenditures	$117,510,229	$117,288,944

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	991	990
Part Time Positions	119	118
Total Positions	1,110	1,108

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

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, Board of Commissioners, executive, prosecutors, probation/parole, community corrections, defense bar and other law enforcement agencies in the development of a Criminal Justice Coordinating Council to study and make recommendations on "best practices" that will serve to enhance criminal justice processes and better manage the inmate population.

- Inmate mental health services continue to be a crucial issue within the jail setting. In collaboration with Community Mental Health Authority, and the Oakland County Office of Substance Abuse, the Sheriff's Office received a second year Byrne grant award to continue a post-book jail diversion program. The program fast-tracks mentally ill inmates into a treatment-readiness pod housing area after they have been stabilized. A community reintegration plan is developed in conjunction with mental health providers that is presented to the Court for consideration of an expedited release and ensures pre-release planning. Since March 2005, 104 inmates have participated in the program; 29 currently participating, 52 being followed in the community; and 23 terminated from the program. There were 25 expedited releases resulting in 1,488 jail bed days saved. A recent addition of a 25-bed direct-observation housing unit is operational for placement of mentally ill and special management inmates.

Department Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Inter Gov't Revenue	306,228	260,000	280,000	280,000
Federal Grants	150,586	70,000	150,000	150,000
State Grants	480	2,400	0	0
Charges for Services	33,060,702	33,756,663	35,414,217	36,305,901
Other Revenues	632,047	301,836	31,000	31,000
Total GF/GP Rev.	$34,150,043	$34,390,899	$35,875,217	$36,766,901
Other Funds				
Commissary*	1,208,776	1,246,189	1,426,537	1,426,537
Law Enforce Grants	2,109,154	2,350,355	2,350,355	2,350,355
Multi-Org Grants	507,303	427,000	427,000	427,000
Sheriff Aviation	1,595,969	1,971,048	1,803,511	1,803,511
Total Revenue	$39,571,245	$40,385,491	$41,882,620	$42,774,304

*Difference between Commissary Revenues and Expenditures in FY2004/ 2005 reported as part of Board of Commissioners Expenditures

Department Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	57,035,932	58,753,064	60,729,973	60,732,809
Fringe Benefits	26,610,948	28,664,986	30,390,524	30,389,236
Contractual Services	8,074,756	7,662,510	7,645,594	7,675,579
Commodities	2,909,407	3,292,900	2,593,281	2,373,767
Capital Outlay	96,191	400,916	0	0
Internal Services	15,312,392	15,210,927	16,150,857	16,117,553
Transfers	109,415	253,996	0	0
Total GF/GP Exp.	$110,149,041	$114,239,299	$117,510,229	$117,288,944
Other Funds				
Commissary*	1,265,628	1,149,710	1,426,537	1,426,537
Law Enforce Grants	2,109,154	2,350,355	2,350,355	2,350,355
Multi-Org Grants	507,303	427,000	427,000	427,000
Friend of the Court Grant	0	676,415	822,908	836,169
Sheriff Aviation	1,158,469	1,533,548	1,366,011	1,366,011
Total Exp.	$115,189,595	$120,376,327	$123,903,040	$123,695,016

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	4,636,280	5,676,867	6,304,969	6,304,954
Incarceration	53,890,909	54,515,593	55,903,232	55,697,238
Law Enforcement	40,670,544	38,425,419	40,556,487	40,551,405
Emergency Comm	2,541,756	3,795,787	3,343,886	3,343,753
Court Services	4,253,353	5,906,417	6,028,884	6,033,224
Forensic Analysis	1,396,984	1,344,453	1,245,896	1,234,284
Investigations	6,129,160	9,040,653	8,702,818	8,714,133
Records Mgmt	1,174,233	857,656	917,975	917,975
Training	496,376	813,482	898,893	898,050
Total Prog. Exp.	$115,189,595	$120,376,327	$123,903,040	$123,695,016

Current Issues (Cont'd)

- Terrorist issues and security for the 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.

Department Goals

- The Sheriff has established his primary goal for the Office to maintain and provide care and custody of inmates within the Corrective Services divisions.
- 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 Crime Investigation and Forensic Science.

Summary of Major Program Changes — FY 2006 — FY 2007

Revenue
Federal Grants increased $80,000 as a result of the Sheriff's NET Grant. Other Revenues decreased ($270,836) due to a reduction in the use of Enhancement Funds for grant match purposes and one-time Capital Outlay purchases. Intergovernmental Program Revenue increased $20,000 in Social Security Incentive payments as the result of the department's efforts in notifying the federal government about offenders receiving federal assistance. The revenue budget for Diverted Felons (Charges for Services) increased $642,389 due to Felons being housed in the County Jail. The state has not reduced funding as the county originally anticipated. Sheriff Special Deputies increased $1,194,984 pursuant to the contracts in place with the local municipalities.

Expenditures
Controllable Personnel reflects a 2% across the board Salary increase, related Fringe Benefits and increased Retiree Health Care costs. Commodities reflect a decrease in Custodial Supplies ($170,529), Dry Goods and Clothing ($90,000), Expendable Equipment ($150,276) and Office Supplies ($73,278). Capital Outlay decreased ($400,916). Funds will be appropriated from Capital Cooperative Initiative fund as necessary. Budgets for the internal services category is for current operation and additional allocation will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage. The FY 2005 amended budget for Transfers Out reflects one-time purchases and transfers for patrol contract changes with local municipalities.

Administration — $6,304,969 — $6,304,954

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

Objectives

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

Records Management — $917,975 — $917,975

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	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Guns Registered	3,467	4,110	3,869	4,078
Gun Purchase Permits	3,224	2,579	2,293	2,069
Fingerprints	5,600	5,475	3,461	5,900
FOIA Request	832	878	929	863
Incident reports/records provided to citizens	49,375	49,000	9,013	9,058

Incarceration $55,903,232 $55,697,238

The Sheriff must operate a county jail and correctional services is the largest expenditure within the Department. The system consists of five 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 the recently constructed Work Release facility that provided an additional 188 beds has assisted in managing the ever-increasing inmate population. 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 general population capacity is 1,828 and the holding area capacity for new arrests is 124. Several capital improvement projects have been submitted to update and expand the new arrest area to avoid utilization of the gym for overflow inmate housing; expand the kitchen and Master Control to accommodate the increase in inmate population and provide a housing dorm for Kitchen trustys.

Objectives

- To continue to explore all possible avenues for management of the inmate population.
- In conjunction with all criminal justice officials, develop by-laws and implementation guidelines for the Criminal Justice Coordinating Council to effect strategies and processes to enhance the effective operation of the criminal justice system and assist in reducing 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	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Inmate Admissions	24,295	24,805	24,573	26,066
Inmate Classification Interviews	13,570	14,125	14,166	15,126
Boot Camp Enrollees	214	250	220	292
Trusty Camp Details	3,003	2,606	2,506	2,474

Law Enforcement $40,556,487 $40,551,405

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 1,100 requests for police service during the year 2004. 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 29 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 24,884 hours during the year 2004. 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	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Calls for Service	143,009	125,685	128,193	146,174
Violation Citations	58,972	60,456	57,258	55,330
Hours of Lake Patrol	11,561	12,500	10,784	12,207
Boater Safety Students Certified	8,170	7,543	7,763	8,540
Drunk Drivers Arrested	993	927	979	1,028
S.C.O.P.E. Students	9,545	17,889	18,123	20,061

Emergency Communications $3,343,886 $3,343,753

The Sheriff's Emergency Communications Unit supports all divisions of the Sheriff's Office and provides dispatching services for other police agencies and fire departments. The Emergency Communications Unit 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, and forty-one Communication Agents. The Oakland County Sheriff's Communications Center services units of the Sheriff's Office, the Clarkston, Lake Angelus and Wixom Police Departments, and all five campuses of Oakland Community College Public Safety. The fire agencies served are Addison Township, Brandon Township, Commerce Township, Groveland Township, Highland Township, Independence Township, North Oakland Fire (Holly Township and Rose Township), Springfield Township and the City of Wixom. The Oakland County Sheriff's Communication Center is the designated "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 2005, of the total number of 911 calls received, 85 percent were cellular calls and 15 percent were wireline calls.

Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Non-Emergency Calls	350,811	305,595	299,423	286,102
Wireline 9-1-1 Calls	38,019	37,469	34,304	33,674
Wireless 9-1-1 Calls	123,373	100,570	122,243	121,295
Total Dispatch Calls	512,203	443,634	455,970	441,071

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. Emergency Medical Dispatching and Emergency Fire Dispatching has been added which enables dispatchers to assist during medical and fire emergencies with pre-arrival instructions for the caller.

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.

The Civil Unit staff is responsible for the processing and service of Personal Protection Orders, the service of seizure and foreclosure of tax delinquent homes and the auction of those properties. The number of foreclosures has increased dramatically and the new bankruptcy legislation will have an impact on the quantity of foreclosures.

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

Training $898,893 $898,050

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 Michigan Commission on Law Enforcement Standards (M.C.O.L.E.S.) certified officers to participate in various training programs. The County also provides over $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.

Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
In-Service Training Hours	1,946	2,245	2,282	2,055
Vendor-provided Training Hours	4,892	5,177	6,078	5,379

Court Services $6,028,884 $6,033,224

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 (47th & 48th). 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	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Inmates Handled	14,637	14,674	14,544	13,804
Trials in Circuit Court Requiring Security	128	150	151	150

Forensic Analysis $1,245,896 $1,234,284

The Forensic Science Laboratory conducts forensic testing in disciplines of controlled substances, firearms, toolmarks, latent prints, lamps and filaments, shoe and tire impressions and serial number restorations. The laboratory is acquiring cutting edge technology in areas such as AFIS (Automated Fingerprint Identification System), providing palm print and two finger searching capability for identifications. Likewise, the laboratory's IBIS (Integrated Ballistics Identification System), one of three linked systems in the state, searches locally and nationally for matching fired bullets and fired cartridge cases to firearms used in crimes. The Chemistry Section employs current technology such as GC/MS (uses a high-energy beam to obtain molecular fragmentation patterns) and FTIR (uses a laser to obtain molecular vibration patterns) instrumental analysis to identify the fingerprints of illicit drugs. The Forensic Art section of the laboratory provides composite drawings and cranial-facial reconstruction for identification of victims and suspects. Additionally, the laboratory processes and reconstructs crime scenes to assist investigators and provides expert testimony in local and federal courts.

Objectives

- To achieve and maintain an effective quality assurance system that meets accreditation by the American Society of Crime Laboratory Directors-Laboratory Accreditation Board (ASCLD- LAB) as specified by International Standard ISO 17025:1999 and ASCLD/LAB - International Supplemental Requirements.
- Seek out and retain highly skilled and educated personnel that are motivated to advance forensic science.
- Ensure that laboratory testing utilizes state-of-the art equipment that is appropriately maintained and calibrated.
- Employ sound management practices that assure accountability to our clients.

- Offer consistent and scientifically appropriate laboratory testing services to clients that are delivered in a timely, effective and efficient manner.
- Provide leadership, education, and training in the application of forensic science to the criminal justice community.
- Maintain a safe and healthy work environment that impacts all employees.

Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Crime Scene Investigations	307	201	214	161
Assists to Outside Agencies	1,251	1,217	2,127	1,898
Total Identifications	3,463	2,750	3,395	2,679

Investigations $8,702,818 $8,714,133

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

Objectives

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

The Fire Investigation Unit is comprised of 5 court-qualified experts in the field of fire investigations and post-bombing incidents. This highly-specialized unit is available to respond to any calls for investigative assistance on a 24 hour a day basis. Historically, the Fire Investigation Unit has been the investigative unit utilized by nearly all fire departments within Oakland County. The unit has been the recipient of numerous local, regional, state, and international awards for their investigative skills. The unit includes 1 Sergeant and 4 Investigators.

Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Contracted areas by OCSO	103	100	85	76
Assisted to Other Fire/Law Enforcement	112	85	103	78
Total Fire Scenes Investigated	215	185	188	154
Dollar Value Loss Investigated	$18,534,135	$17, 719,280	$22,464,780	$16,471,000
Arson Related Arrests for All Jurisdictions	30	19	21	14

The Auto Theft Unit is a multi-agency task force, funded 75% by the Auto Theft Prevention Authority, whose goal is to reduce, deter and investigate auto theft, carjacking, insurance fraud, and other related crimes. Auto theft investigations have become increasingly more complex over the years. Today's thieves are far more sophisticated and organized in their approach to stealing cars and using fraudulent documents, stolen identities, and other elaborate schemes to perpetrate their crimes. Information obtained in these investigations has led to arrests in several other crimes including homicide, home invasion, and identity theft. Since the units inception in 1987 the auto theft rate has dropped 57% in Oakland County leading to a $38 savings on vehicle insurance policies for Oakland County residents. In 2004 the unit made 226

arrests, recovered 281 stolen vehicles, parts, or other equipment valued at $2,889,900. The Oakland County Auto Theft Unit is one of the most respected auto theft units in the state and has won several awards for their efforts and dedication to reduce auto theft related crimes in Oakland County.

Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Property Rec. Incidents	204	287	285	281
Value	$2,827,200	$3,004,471	$2,465,450	$2,860,700
Arrests	155	153	182	226
Investigations	606	603	664	574

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

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

Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Complaints Opened	482	659	628	663
Fugitive Arrests	265	329	213	152
Assist Other Agency Arrests	145	150	144	178
Extraditions	68	61	26	31

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	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Arrests	3	7	26	9
Search Warrants	31	30	48	22
Forensic Exams	46	57	54	31

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 full service multi-agency undercover taskforce whose purpose is to arrest, prosecute, and disrupt all offenders of state and federal narcotic laws. This is accomplished through cooperation and intelligence sharing with 43 local police departments, along with the State Police, FBI, and DEA. This unit is comprised of investigators from 13 local police agencies, 2 Sheriff's Departments, the FBI, and the DEA.

In these tough economic times, of shrinking local police department budgets, this concept unit has been relied upon to be the primary drug enforcement team through out Oakland County. This unit's operation is supported by federal HIDTA grants, for equipment, training, overtime reimbursement. We also receive a matching Michigan State Byrne Memorial Grant to fund 4 investigators. For the last five years, the NET unit has averaged over $900,000/year in closed asset forfeiture that has been redistributed back to the local agencies. This unit is responsible for taking approximately $110 million of illegal narcotics off the street. Across the United States, to be successful, drug enforcement agencies have to rely

more and more on intelligence sharing and inter-agency cooperation. The Oakland County NET unit prides itself in being the leader in this trend.

Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Arrests	239	355	454	311

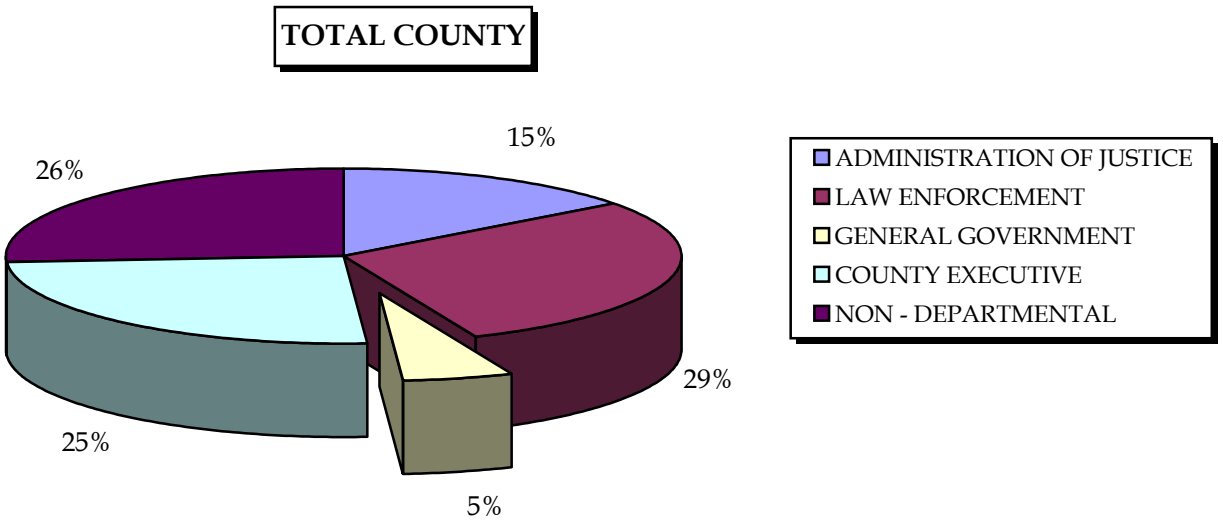
The Warrants Unit Investigators are responsible for picking up defendants that are arrested on Oakland County warrants by other law enforcement agencies throughout the State of Michigan. The investigators also process all misdemeanor requests for warrants and all juvenile petitions with the Oakland County Prosecutor's Office. The investigator also transports prisoners to the district courts and arraigns them. The Warrants Unit investigators are responsible for all fugitive extradition hearings. The Warrants Unit Clerks are responsible for entering, canceling and certifying the accuracy of all Circuit Court Probation Violation warrants, felony, and misdemeanor warrants for the sheriff's office and all civil warrants. The Warrants Unit Investigators also attempt to clear some of the 11,000 misdemeanor warrants currently outstanding.

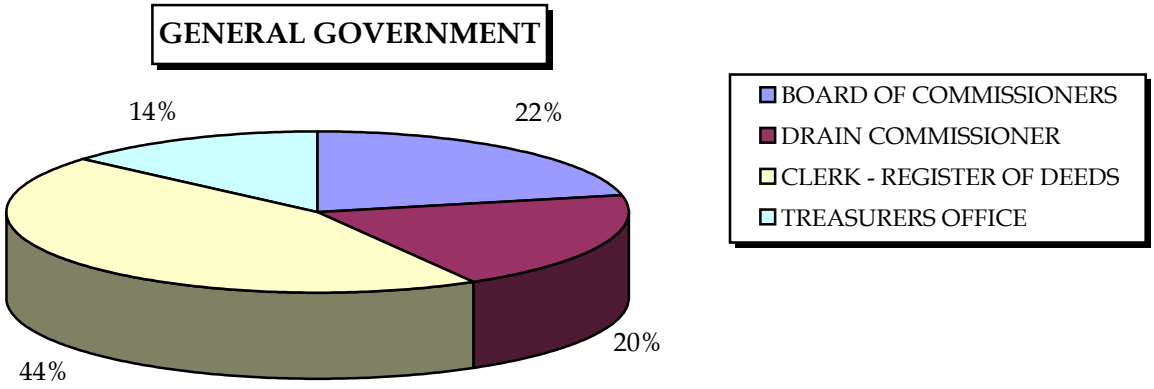
Performance Measures	CY2001 Actual	CY2002 Actual	CY2003 Actual	CY2004 Actual
Warrant Arrests	402	438	379	511
Warrants Registered	6,155	8,074	6,287	7,137
Adult Cases Presented to Pros Office	977	877	864	691
Juvenile Cases Present to Pros Office	321	349	389	259

Friend of the Court Investigators became members of the Sheriff's Office on December 25, 2004. The F.O.C. Investigators are responsible for picking up defendants that are arrested on Oakland County warrants throughout the state and arraign them. The F.O.C. Investigator also locates and arrests defendants at their homes and place of employment. Two-thirds of the funding for the unit is reimbursed by a grant.

More than 784,000 people work in Oakland County's 44,512 business establishments and government agencies.

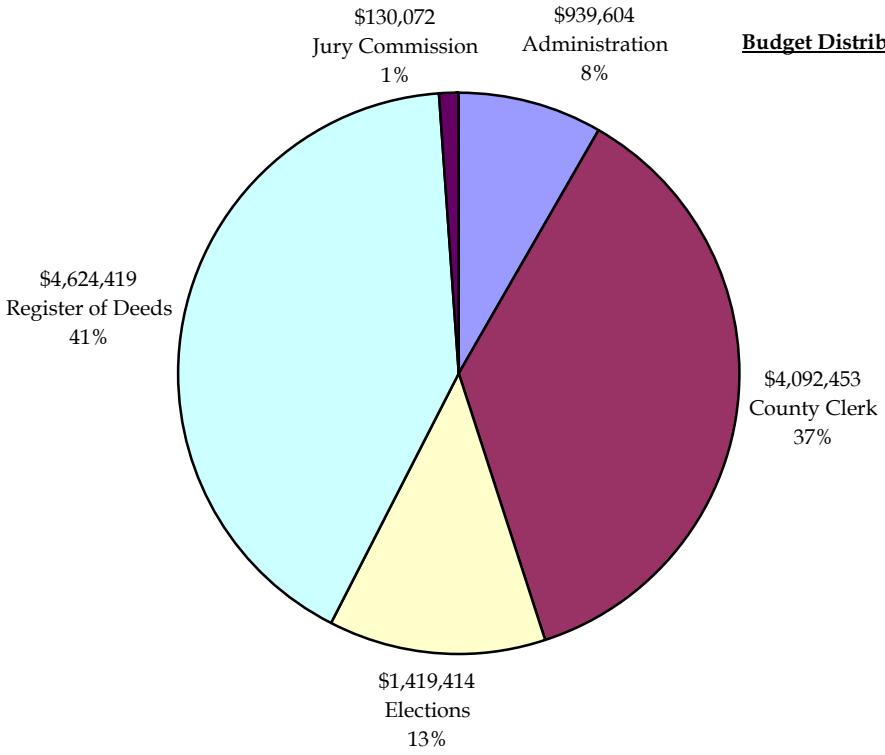
GENERAL FUND/GENERAL PURPOSE BUDGET
GENERAL GOVERNMENT EXPENDITURES



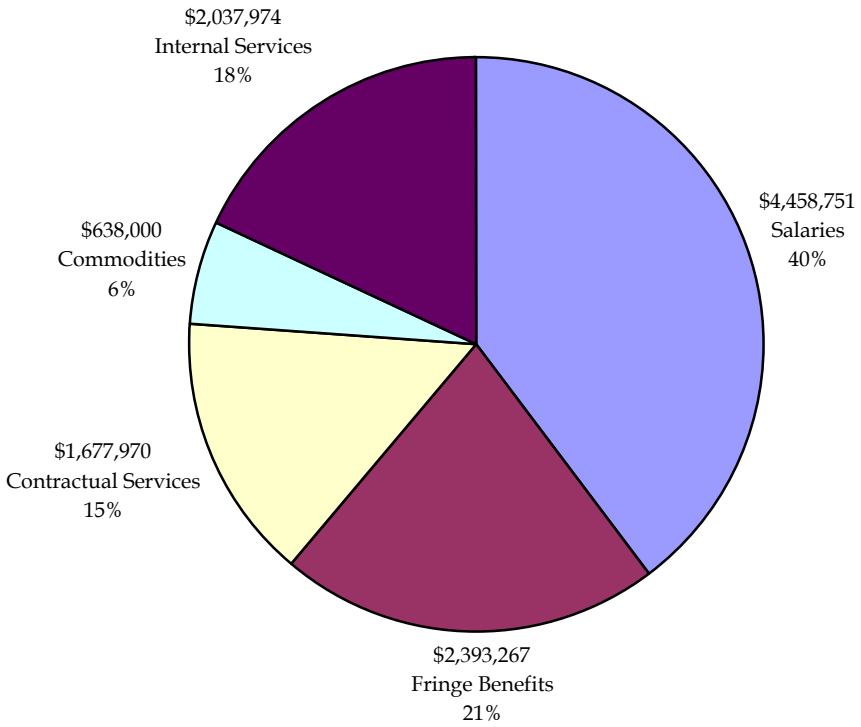


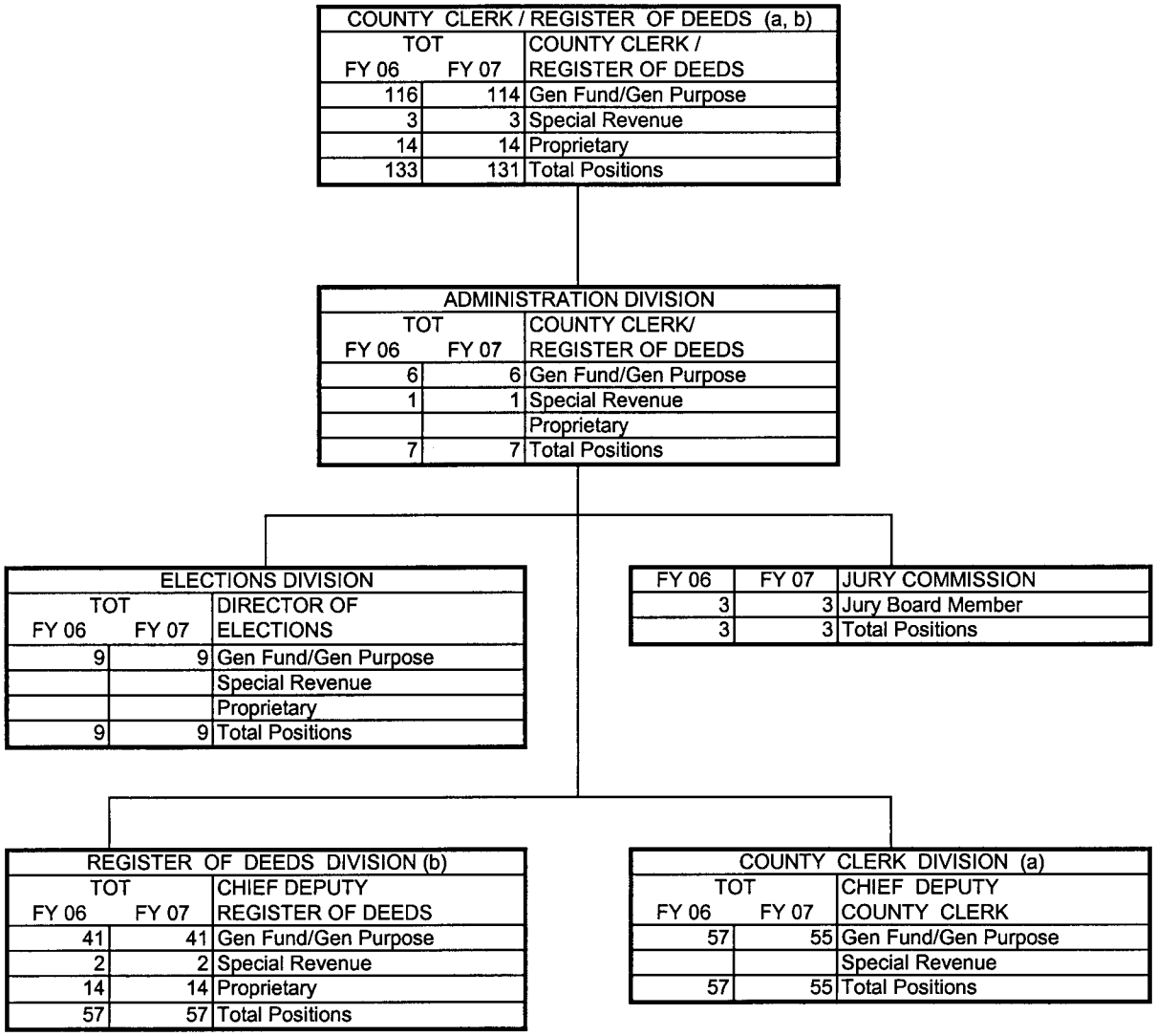
Clerk - Register of Deeds
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures





(a) Two (2) GF/GP positions in County Clerk Division scheduled to be deleted 9/30/06.
(b) Three (3) PR positions in Register of Deeds Division scheduled to be deleted 12/31/06.

Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	0	0
County Clerk	2,473,500	2,473,500
Election	128,475	128,475
Register Of Deeds	14,004,000	14,004,000
Jury Commission	0	0
Total Revenue	$16,605,975	$16,605,975

Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	939,604	939,343
County Clerk	4,092,453	4,090,367
Elections	1,419,414	1,507,742
Register Of Deeds	4,624,419	4,562,798
Jury Commission	130,072	129,857
Total Expenditures	$11,205,962	$11,230,107

Staffing

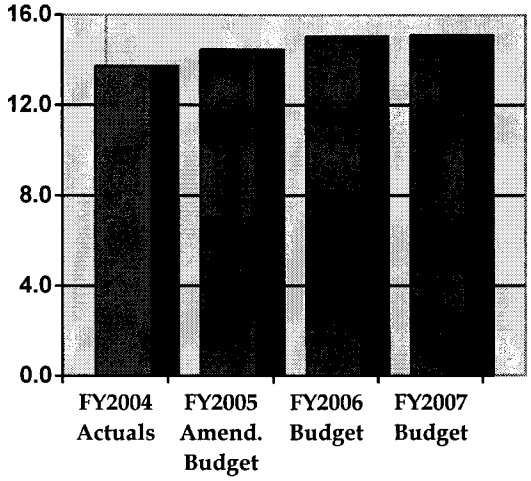
	FY2006 Budget	FY2007 Budget
Full Time Positions	114	112
Part Time Positions	19	19
Total Positions	133	131

Summary

The office of the Clerk/Register of Deeds main objective is to receive, record, maintain 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 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 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 recording land related documents.
- Review options for an automated case management system for the Circuit Court.
- Testing software to allow electronic filing of court documents.
- Implement HAVA (Help America Vote Act) throughout the County.
- Scan land related documents recorded between 1964 and 1982 to allow an on-line 40 year search.

Department Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	23,922,092	15,162,500	16,603,975	16,603,975
Investment Income	2,165	3,700	2,000	2,000
Other Revenues	43,176	0	0	0
Total GF/GP Rev.	$23,967,433	$15,166,200	$16,605,975	$16,605,975
Other Funds				
Other Grants	260,551	864,436	983,136	985,511
Micrographics	692,041	735,618	610,881	610,881
Reg. of Deeds Auto.	2,705,640	2,000,000	2,000,000	2,000,000
Total Revenue	$27,625,665	$18,766,254	$20,199,992	$20,202,367

Department Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	5,099,831	4,281,962	4,458,751	4,501,392
Fringe Benefits	2,405,324	2,263,814	2,393,267	2,414,374
Contractual Services	1,802,499	1,610,060	1,677,970	1,542,975
Commodities	513,990	641,732	638,000	738,000
Non-Departmental	2,500	0	0	0
Capital Outlay	11,892	871	0	0
Internal Services	2,674,856	2,381,562	2,037,974	2,033,366
Transfers Out	0	0	0	0
Total GF/GP Exp.	12,510,892	11,180,001	11,205,962	11,230,107
Other Funds				
Other Grants	260,551	864,436	983,136	985,511
Micrographics	951,255	1,198,330	1,033,699	1,056,504
Reg. Of Deeds Auto	0	1,200,000	1,811,000	1,811,000
Total Expenditures	$13,722,698	$14,442,767	$15,033,797	$15,083,122

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	754,560	869,119	939,604	939,343
Court Records Mgmt.	4,747,681	3,541,557	3,488,202	3,485,901
Election Services	1,059,978	1,184,927	1,419,414	1,507,742
General Services	848,527	820,832	734,323	734,323
Land Records Auto.	0	1,200,000	1,811,000	1,811,000
Land Records Mgmt.	5,097,646	4,763,566	4,624,419	4,562,798
Micrographics	951,255	1,198,330	1,033,699	1,056,504
Remonumentation	263,051	864,436	983,136	985,511
Total Program Exp.	$13,722,698	$14,442,767	$15,033,797	$15,083,122

Department Goals

- Continue to provide top-notch services and be accountable to the public we serve.
- Increase voter turnout while ensuring our citizens are using the most accurate voting machines available.
- Utilize state of the art technology for recording, maintaining and retrieving public documents in the most cost efficient manner possible.

Summary of Major Program Changes — FY 2006 — FY 2007

Revenue
The revenue budget was increased $1,439,775 based upon recent recording activity and the current real estate market, primarily reflected in an increase in Land Transfer Tax $251,000 and Mortgages $1,000,000 over the FY2005 amended budget. Enhanced Access Fees increased $50,000 and Gun Permits increased $50,000 due to an increase in activity.

Expenditures
The Controllable Personnel budget reflects a 2% across the board Salary increase, as well as an increase in related Fringe Benefits and increased Retiree Health Care costs. A budget increase of $75,000 for Workshops & Meetings will cover the cost of training election worker's as required by the Help America Vote Act. Budgets for the internal services category is for current operation and additional allocation will be approved for Information Technology (IT) Development, IT Imaging Development and Maintenance Department Charges based on usage.

Administration — $939,604 — $939,343

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 statewide policies.

Objectives

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

Court Records Management — $3,488,202 — $3,485,901

The County Clerk is the general recorder of the 6th Judicial Circuit Court.

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 2002 Actual	CY 2003 Actual	CY 2004 Actual	CY 2005 YTD
Civil Cases	23,376	22,280	22,383	18,833
Criminal Cases	5,948	5,929	6,059	5251
District Appeals	178	168	159	137

Election Services — $1,419,414 — $1,507,742

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. Also, all campaign finance records, for local offices, are filed with this division. In addition, this division performs functions related to the Qualified Voter File (QVF). The QVF links State, County, City and Township election officials through an automated, interactive statewide voter registration database and provides election officials

with the ability to generate master and ID cards, precinct lists, maintain voter history and provide voter registration data in numerous custom formats. This division also records and maintains official minutes of the Oakland County Board of Commissioners.

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 2002 Actual	CY2003 Actual	CY 2004 Actual	CY2005 YTD
Primary Election	1	1	1	1
General Election	1	1	1	1
Regular Elections	45	32	48	24
Special Elections	9	12	4	6

General Services $734,323 $734,323

The County Clerk is the general recorder of various official County records, such as birth, death, marriage, military discharge, 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.

Performance Measures	CY2002 Actual	CY2003 Actual	CY2004 Actual	CY2005 YTD
Births	18,993	21,648	21,380	15,361
Deaths	10,562	11,654	11,236	8,244
Marriages	8,208	7,659	7,400	6,597
Concealed Weapons	4,936	3,950	4,956	6,287
Assumed Names	11,800	11,321	11,051	8,993
Co-Partnerships	515	531	662	421
Notaries	5,285	5,711	4,298	3,178
Military Discharge (DD-214)	34	367	674	598

Land Records Management $4,624,419 $4,562,798

The Register of Deeds Division records official documents affecting property ownership such as warranty deeds, quit claim deeds, mortgages, land contracts, state, federal and mechanics liens, etc. This division is also the official recorder of subdivision plats and condominiums, records fixture filings in the Financing Unit and facilitates the redemption of Sheriff/Clerk Deeds in the Real Estate Unit.

Objectives

Record, 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 2002 Actual	CY 2003 Actual	CY 2004 Actual	CY 2005 YTD
Deeds	54,296	56,358	61,455	45,244
Mortgages	182,227	238,756	162,098	103,612
Misc. Recordings (a)	285,017	334,492	282,156	158,250
Plats	40	30	24	22
Condos/Amendments	237	278	274	254
Sheriffs Deeds	1,806	2029	2,168	2,100
Clerks Deeds	22	33	29	12
Foreclosures Redeemed	405	514	482	409
Documents Filed Electronically (b)	n/a	n/a	50,291	44,846

(a) Discharges, Assignments, Affidavits, Liens, Releases
(b) Includes Deeds, Mortgages and Miscellaneous Recordings. The number of electronic documents are included in the individual totals listed above for each category.

Micrographics $1,033,699 $1,056,504

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

Objectives

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

Performance Measures	CY2002 Actual	CY2003 Actual	CY2004 Actual	CY2005 YTD
Hard Copies (8 ½ x 11 sheets)	74,214	40,977	27,060	62,640
Hard Copies (bulk, 1,800 pages to a stack)	2,271,005	3,492,000	2,547,000	2,034,000
Film Duplicating (rolls)	8,351	4,822	3,950	3,890
Microfilming (approx. for all projects)	8,535,123	2,430,669	6,491,554	5,845,083
Plats (11 x 17)	2,708	1,636	958	771
Plats (18 x 24)	2,075	1,258	567	782
Laminated Plats (11 x 17)	751	426	278	602
Laminated Plats (18 x 24)	275	149	101	110
Laminated Plats (8 x 11)	262	313	121	296

Remonumentation $983,136 $985,511

Act 345 of the Public Acts of 1990 requires all counties to establish and submit a model plan for the monumentation and remonumentation of property controlling corners. Property controlling corners are used by surveyors to establish property lines and to develop the grid that is the foundation of the County's geographic information system (GIS). This program coordinates the accurate location of each corner and also the on-going maintenance of monument boxes to identify the corner.

Objectives

- Insure that property controlling corners are accurately identified.

- Provide ongoing maintenance to monument boxes that have been destroyed or moved.

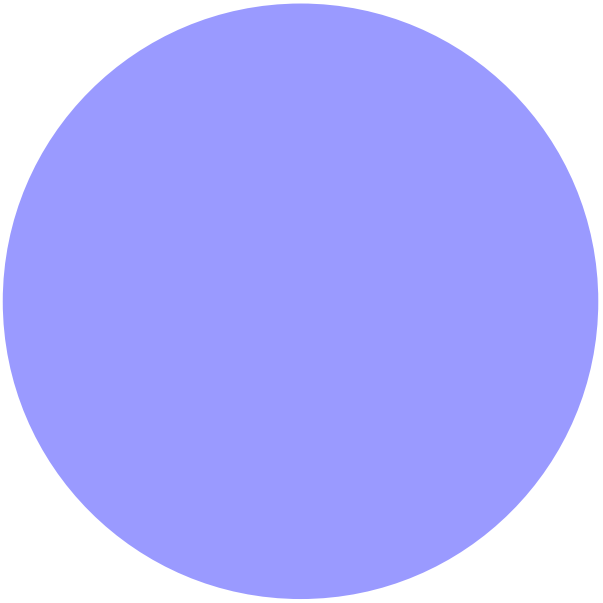
Land Records Automation $1,811,000 $1,811,000

Miscellaneous Resolution #01322, unanimously adopted by the Board of Commissioners on December 13, 2001 authorized the Register of Deeds Division to provide electronic filing of land record documents. This resolution allowed this office to begin to test and implement a system to accommodate electronic recording. In June of 2003 the first land record documents were recorded electronically. Public Act 698 of 2002 took effect on March 31, 2003 and required counties to establish an "Automation Fund" to be used to upgrade technology within the Register of Deeds.

Performance Measures	CY2003 Actuals	CY2004 Actuals	CY2005 YTD
Land Records Filed Electronically			

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.

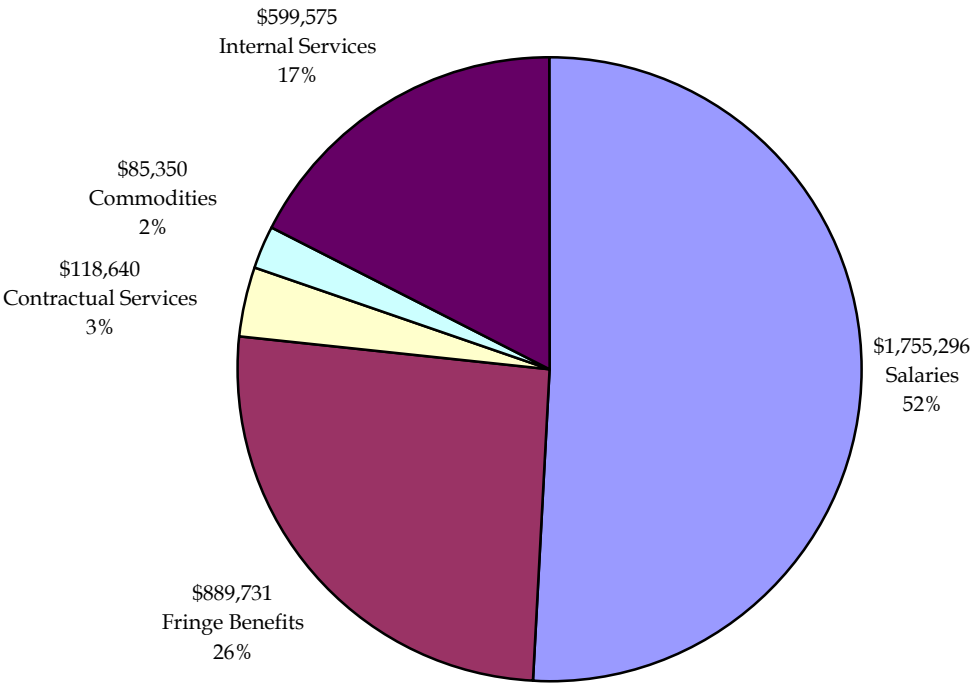
Treasurer
FY 2006 General Fund/General Purpose

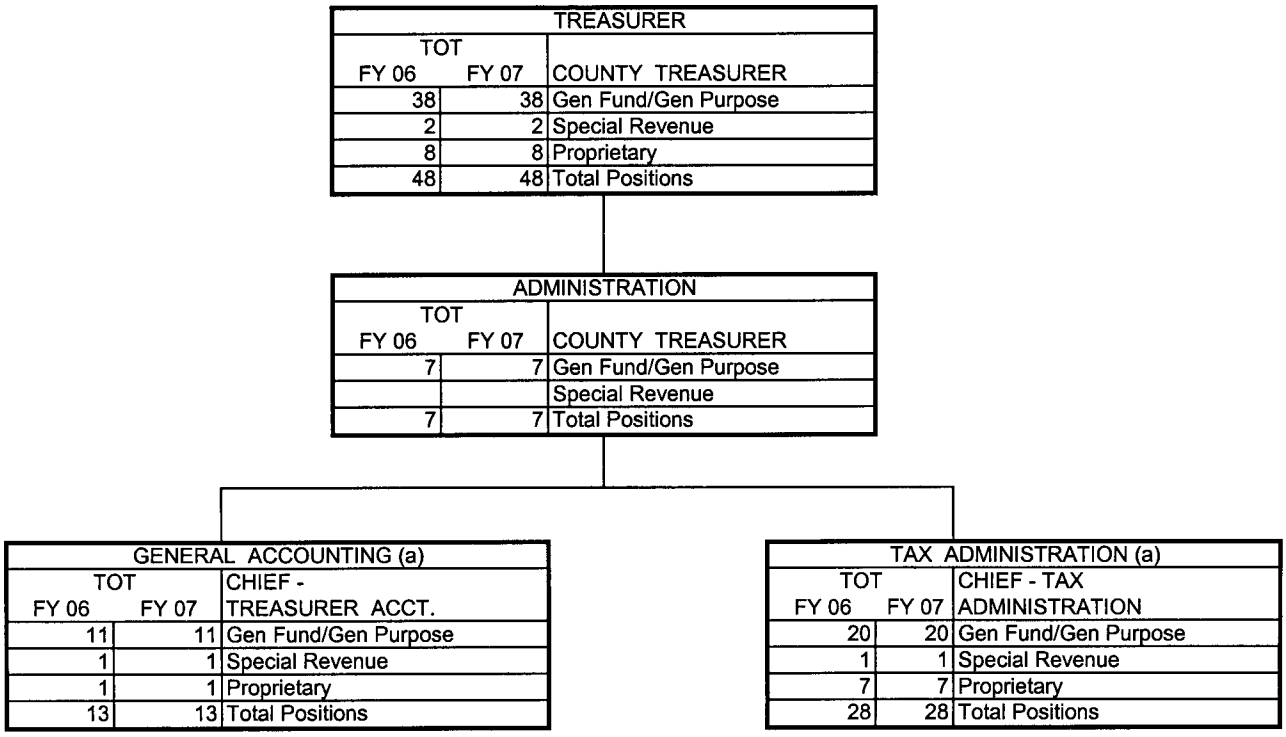


Budget Distribution by Division

Administration
$3,448,592
100%

Budget Distribtuion by Expenditures





(a) Positions show in Administration unit on salaries pages.

Prepared by Human Resources Dept.10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	5,500,381	6,004,381
Total Revenue	$5,500,381	$6,004,381

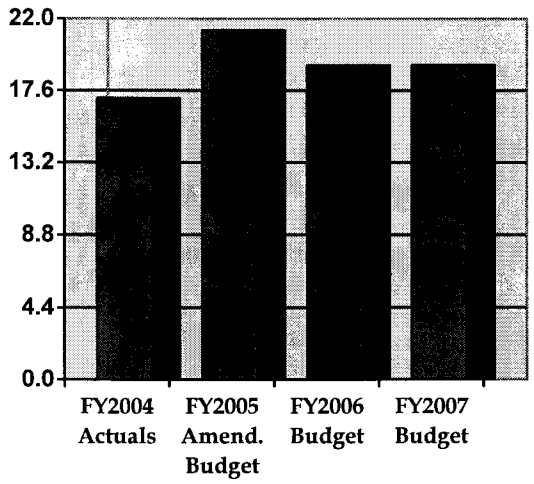
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	3,448,592	3,449,765
Total Expenditures	$3,448,592	$3,449,765

Staffing

	FY2006 Budget	FY2007 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 and distributor of property 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 investment portfolio consistency exceeds the short term U.S. Treasury T-Bill 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 (March 1st) 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. If the delinquent taxes remain unpaid after a twenty-five month period they are sold at a County land sale. After the County settles with the local units for delinquent taxes, 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 allows local taxing units to contract with them for the collection of delinquent personal property taxes (taxes on furniture, fixtures, and equipment of businesses).

Department Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Taxes	73,905	105,000	0	0
Special Assessments	0	0	110,000	110,000
Charges for Services	1,958,893	2,825,680	3,037,280	3,541,280
Other Revenue	512	1,000	1,000	1,000
Transfers In	2,721,565	2,352,101	2,352,101	2,352,101
Total GF/GP Rev.	4,754,875	5,283,781	5,500,381	6,004,381
Other Funds				
Delinquent Personal Property Tax Adm.	1,114,741	5,783,515	1,040,426	1,051,651
Delinquent Tax Revolving	12,419,603	10,486,368	13,125,596	13,127,108
Property Tax Forfeiture Fund	1,792,341	1,467,805	1,503,300	1,504,322
Total Revenue	$20,081,560	$23,021,469	$21,169,703	$21,687,462

Department Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	1,571,795	1,756,182	1,755,296	1,755,296
Fringe Benefits	755,255	893,942	889,731	889,731
Contractual Services	79,634	95,790	118,640	118,640
Commodities	29,130	88,210	85,350	85,350
Capital Outlay	6,607	0	0	0
Internal Services	784,874	712,328	599,575	598,125
Budget Transition	0	0	0	2,623
Total GF/GP Exp.	$3,227,295	$3,546,452	$3,448,592	$3,449,765
Other Funds				
Delinquent Personal Property Tax Adm.	1,074,903	5,783,515	1,040,426	1,051,651
Delinquent Tax Revolving*	11,651,616	10,486,368	13,125,596	13,127,108
Property Tax Forfeiture Fund	1,155,999	1,467,805	1,526,649	1,527,671
Total Expenditures	$17,109,813	$21,284,140	$19,141,263	$19,156,195

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	1,290,737	1,422,650	1,299,600	1,300,773
Delinquent Taxes*	1,633,967	1,245,470	1,648,139	1,649,651
Investments	165,602	187,744	199,783	199,783
Personal Property	1,160,779	998,910	1,069,828	1,081,053
Settlement & Dist	482,117	569,877	592,830	592,830
Spec Acct/Disburse	200,483	231,335	238,734	238,734
General Accounting	445,880	543,402	565,700	565,700
Prop. Tax Land Sale	1,155,999	1,467,805	1,526,649	1,527,671
Countywide Oper.	6,721,565	10,770,102	6,656,724	6,656,724
Debt Service	3,852,684	3,846,845	5,343,276	5,343,276
Total Program Exp.	$17,109,813	$21,284,140	$19,141,263	$19,156,195

Current Issues

- Ongoing issues and changes to P.A. 123 of 1999 (property tax foreclosure legislation).
- Tracking, working on and reacting to ever changing legislation affecting the Treasurers office.
- Prudent investing in a historically low interest rate market.

Goals

- Make every effort possible to ensure that no homeowner-occupied property is lost to property tax foreclosure provided the homeowner is making an effort to bring their delinquent taxes up to date.
- Provide for the safety of all county funds.
- Provide for the maximum amount of investment earnings while keeping the county's funds safe and liquid enough to meet its daily cash flow requirements.
- Continue to stay on the cutting edge of new technology especially in the area of banking services.

*Figures reflect administrative and operational costs

Summary of Major Program Changes — FY 2006 — FY 2007

Revenue
The Treasurer's revenue budget increased by $216,600. The change in Special Assessments of $110,000 corresponds to the decrease in Taxes revenue ($105,000) due to account reclassification. Charges for Services increased $211,600 largely due to anticipated increases in TIFA/DDA Recovery Ad Valorem revenue, which is reflective of increasing business and industrial development in Oakland County.

Expenditures
The Controllable Personnel budget reflects a 2% across the board Salary increase as well as an increase in related fringe benefits and increased Retiree Health care costs. Contractual Services increased $22,850 due largely to an increased need for microfilming documents. Travel and Conference was increased to cover investment training related to GASB 40. The budget for Twp. and City Bonds increased $11,100. Internal Services decreased ($112,753) primarily due to Info Tech Development and Maintenance charges, which are transferred on an as-needed basis.

Administration — $1,299,600 — $1,300,773

The Administration section of the County Treasurer's Office sets overall policies and the direction 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.

Delinquent Taxes — $1,648,139 — $1,649,651

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 a twenty-five months of delinquency. There are also a number of ancillary duties related to this primary task. *Note: Program expenditures referred to as Debt Service and Countywide Operations on the previous page relate to Delinquent Tax Revolving Fund revenues utilized to pay a portion of the Debt Service obligations on County facilities, Treasury Services in the amount of $2,200,000, Annual Subsidy to the general fund of $2,100,000, and $1,500,000 to fund the Tri-Party Agreement with the Road Commission and local municipalities.*

Objectives

- Make every effort possible to assure that no owner occupied home is lost due to property foreclosure because of the non-payment of property taxes provided the homeowner is making an effort to bring their delinquent taxes up to date.
- Promote friendly, timely, and courteous service to all County departments, citizens, and taxpayers.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005* Actual
Real Property Delinquent Parcels	40,881	38,850	38,148	38,669
Real Property Tax Delinquent Dollars	$82,743,605	$85,137,150	$80,979,318	$90,880,082

** Partial Year Data (03/01/05 to 09/30/05)*

Performance Measures, cont.	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005* Actual
Real Property & Special Assessment Payments Processed (full & partial)	52,215	48,990	52,192	46,923
Payment Dollar Amount Collected	$78,713,363	$73,031,449	$103,981,632	$101,235,638
Number of Notices Mailed	89,131	92,446	83,600	79,218
Deeds Certified	30,690	31,226	23,129	22,939

** Partial Year Data (03/01/05 to 09/30/05)*

Investments $199,783 $199,783

The Investment 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 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	FY2002 Actual	FY2003* Actual	FY2004 Actual	FY2005 Actual
Investment Purchases	1,650	719	337	340
Interest*	$21,650,855	$13,163,625	10,874,109	18,963,353
Total Dollar Invested*	$857,317,006	$783,095,191	766,662,488	839,907,873
Current Number of Investments	434	131	137	146
Average Value of Investments	$2,499,466	$5,977,826	5,596,077	5,752,794
Number of Funds Managed	1,067	1,109	1,037	1,075
Balance in Managed Funds*	$166,985,470	$783,095,191	766,662,488	839,907,873

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

Personal Property $1,069,828 $1,081,053

The Personal Property 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 section began in June 1983 and collects these taxes, returned delinquent, under contract with sixty 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 occasion, 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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005* Actual
Personal Property Delinquent Parcels	9,844	10,026	9,955	N/A
Personal Property Tax Delinquent Dollars	$19,869,026	$22,897,745	$21,331,995	N/A
Personal Property Payments Processed (full & partial)	10,360	10,530	9,858	N/A
Payment Dollars Processed	$10,904,874	$11,352,878	$14,290,971	N/A
Bankruptcies Processed	766	961	2,021	N/A

Note: Figures reflect tax year.

**Delinquent Tax year does not begin until March 1, 2006*

Settlement and Distribution $592,830 $592,830

The Settlement and Distribution 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

- Provide for the settlement of delinquent taxes with local Treasurers which facilitates the purchase of delinquent taxes through the Delinquent Tax Revolving Fund, 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	CY2002 Actual	CY2003 Actual	CY2004 Actual	CY2005* Actual
Number of Adjustments (Real & Personal)	3,582	3,188	4,525	3,652

** Reflects the period 1/1/05 to 10/01/05*

Treasurers General Accounting $565,700 $565,700

The General Accounting 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 the receiving and depositing of county funds.
- Promote friendly, timely, and courteous service to all County departments, citizens, and taxpayers.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of Cash Receipts	6,806	6,564	6,584	6,731
Delinquent Tax Receipts	$112,533,477	$125,403,330	$123,294,843	$124,408,571
All Other Cash Receipts	$535,873,598	$549,963,948	$565,713,525	$541,343,264
Total Receipts Deposited	$648,413,881	$675,373,842	$689,014,952	$665,758,566
Total Cash	$9,394,308	$8,595,097	$9,652,911	$10,565,491
Total Checks	$639,019,573	$666,778,745	$643,739,639	$704,598,376
Number of Wire Receipts	1,241	1,146	1,080	1,049
Total of Wire Receipts	$978,372,991	$1,012,291,274	$1,008,297,117	$1,192,016,310
Total All Receipts	$1,626,786,872	$1,687,665,116	$1,697,312,069	$1,857,774,876

Special Accounting and Disbursing $238,734 $238,734

The Special Accounting and Disbursing 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 electronic payments issued by the County. In addition, it also assists in 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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Total Dollars Disbursed:	$1,405,650,226	$3,249,243,294	1,707,790,716	2,019,482,321
Number of Direct Deposits	3,508	4,298	5,329	6,428
Number of Checks	62,627	56,111	91,637	85,774
Total Dollars Paid Payroll:	$125,564,223	$129,314,095	151,066,602	162,028,716
Number of Direct Deposits	90,453	91,233	107,251	110,121
Number of Checks	29,814	27,197	34,298	31,554
Total Dollars Paid Retirement:	$19,802,100	$23,479,162	31,298,053	33,243,030
Number of Direct Deposits	17,170	18,900	23,977	24,709
Number of Checks	1,054	816	975	894

Property Tax Land Sale $1,526,649 $1,527,671

The Property Tax Land Sale section of the County Treasurers office accounts for the monies collected from the land foreclosure 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 a twenty-five month period.

Objectives

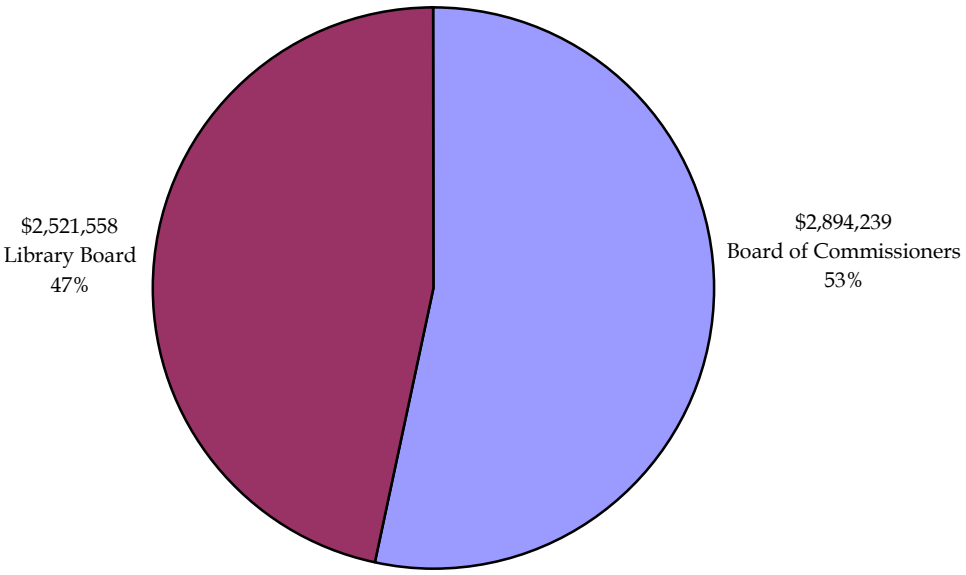
- Provide for a full accounting of all funds collected from the land foreclosure sale.
- Promote friendly, timely, and courteous service to all county departments, citizens and taxpayers.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Real Property Parcels Offered at Auction	503	373	314	233
Real Property Parcels Sold at Auction	447	273	279	168
Title Searches Processed	2,370	5,085	3,530	3,818
Show Cause Hearings	73	285	62	137
Personal Services Processed	3,204	4,661	3,431	4,057
Circuit Court Hearings	0	85	16	7

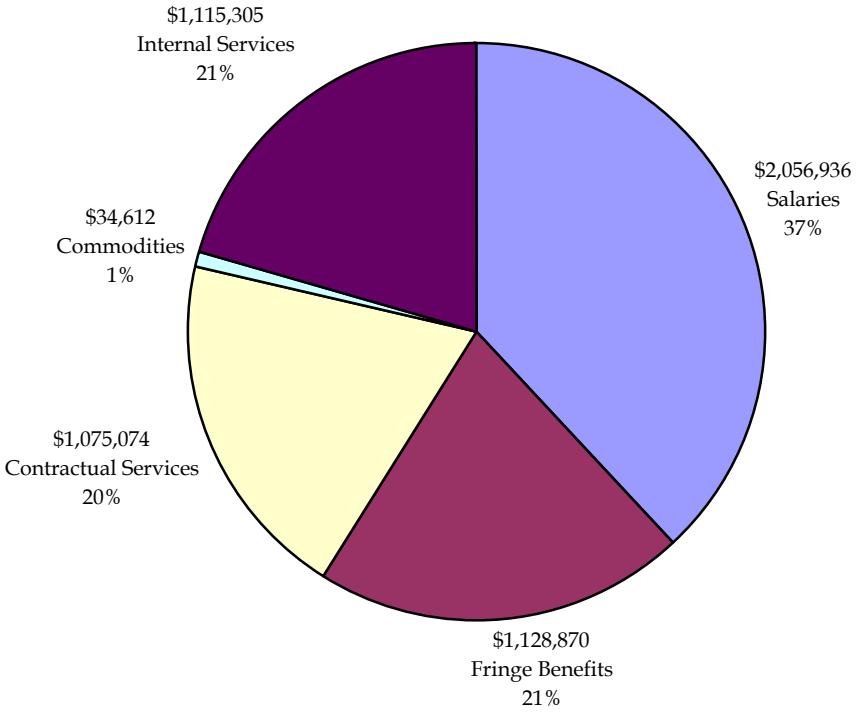
Note: Figures Reflect Tax Year

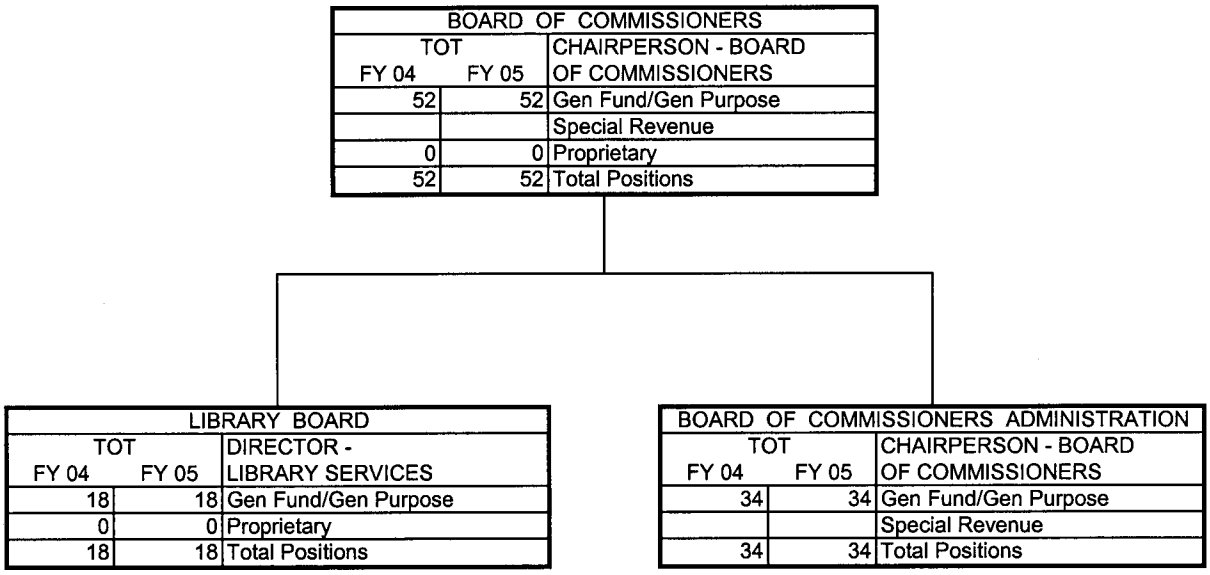
Board of Commissioners
FY 2006 General Fund/General Purpose

Budget Distribution by Division

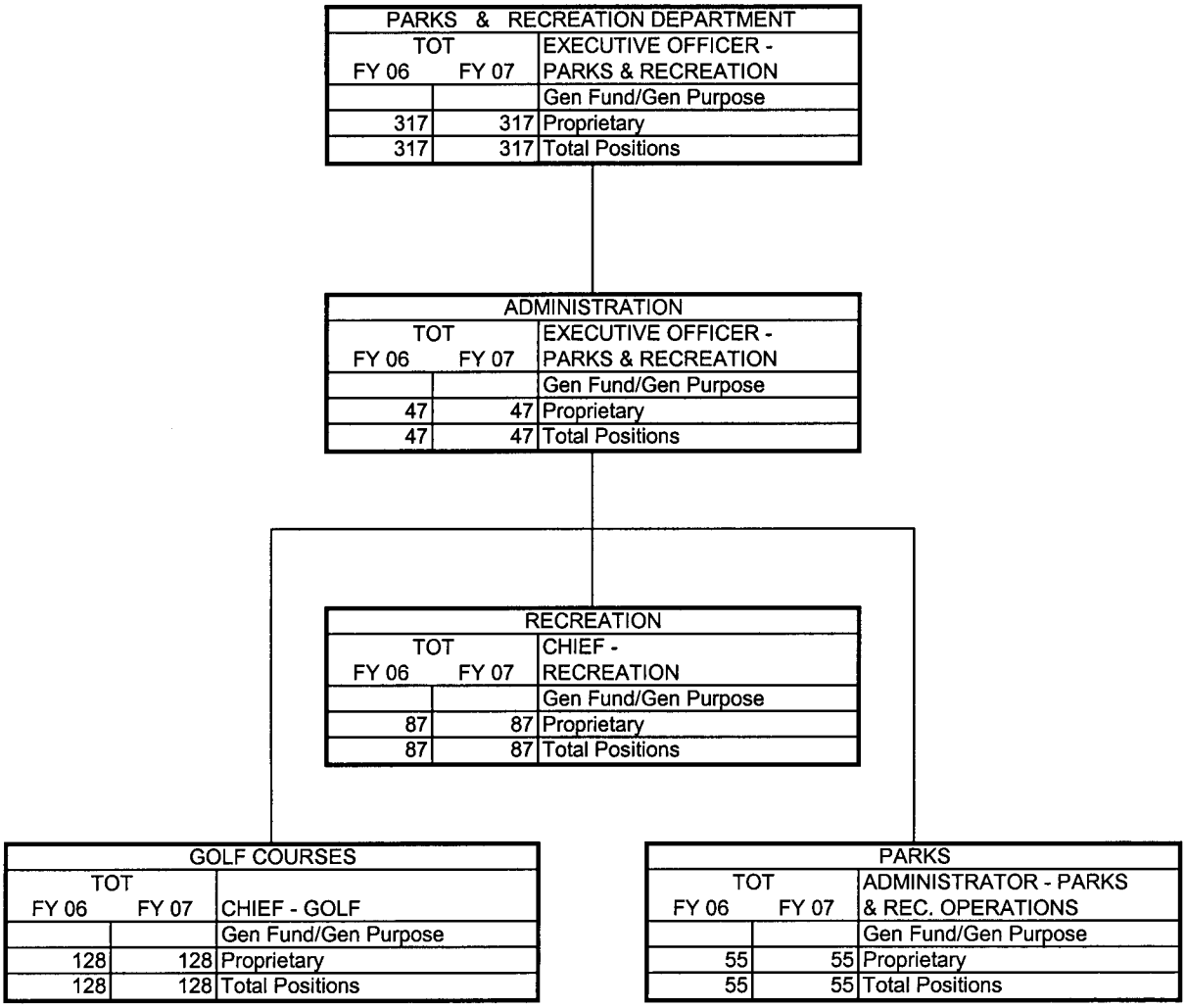


Budget Distribution by Expenditures





Prepared by Human Resources Dept. 10/1/05.



Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Board of Comm.	8,000	8,000
Library Board	59,009	59,009
Parks & Recreation	0	0
Total Revenue	$67,009	$67,009

Department Expenditures by Division (GF/GP)

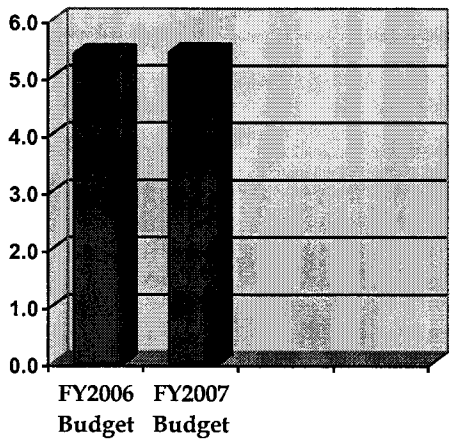
	FY2006 Budget	FY2007 Budget
Board of Comm.	2,894,239	2,899,430
Library Board	2,521,558	2,536,906
Parks & Recreation	0	0
Total Expenditures	$5,415,797	$5,436,336

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	147	147
Part Time Positions	222	222
Total Positions	369	369

Note: The number of positions includes 99 full time and 218 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. Because of the State of Michigan's budget difficulties, the County must remain poised to react to changing financial conditions. As a result of sound fiscal 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 Board of Commissioners has created a Criminal Justice Coordinating Council to address these issues. Also, the addition of two new judges in 2003 pushed the capacity of the Courthouse to its limits.

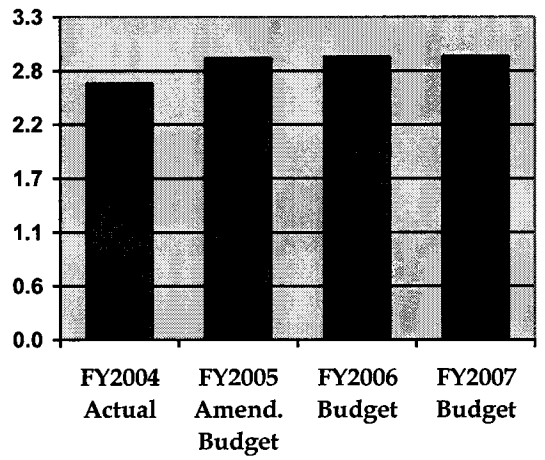
Board of Commissioners/Administration

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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	3,950	8,000	8,000	8,000
Total GF/GP Rev.	$3,950	$8,000	$8,000	$8,000

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	1,250,745	1,556,781	1,508,442	1,507,133
Legislative	1,369,926	1,323,564	1,385,797	1,392,297
Total Prog. Exp.	$2,620,671	$2,880,345	$2,894,239	$2,899,430

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	1,238,612	1,346,631	1,403,807	1,410,307
Fringe Benefits	627,381	765,269	792,374	792,374
Contractual Services	495,721	414,272	409,147	409,147
Commodities	2,494	24,694	24,459	24,459
Capital Outlay	0	0	0	0
Internal Services	256,463	329,479	264,452	263,143
Total GF/GP Exp.	$2,620,671	$2,880,345	$2,894,239	$2,899,430

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	34	34
Part Time Positions	0	0
Total Positions	34	34

Summary of Major Program Changes — FY 2006 — FY 2007

Revenue
The decrease in Revenue budgets, ($104,722), reflects the transfer of Library Board staff and budget to the Sheriff's Department per M.R. #05066 for the Jail Library.

Expenditures
Controllable Personnel reflects a 2% across the board Salary increase, related Fringe Benefits and increased Retiree Health Care costs. Contractual Services reflects a decrease of ($6,261) primarily due a reduction in the Public Information budget; funding will be transferred from the Non-Departmental account on an as needed basis for the Board of Commissioners. Library Continuations increased $23,091 due to rate increases. Budgets for the internal services category is for current operation and, additional allocation will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage. The FY 2006 budget for Transfers Out, $5,000, reflects transfer to Information Technology for computer equipment replacement.

Administration — $1,508,442 — $1,507,133

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

Legislative — $1,385,797 — $1,392,297

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

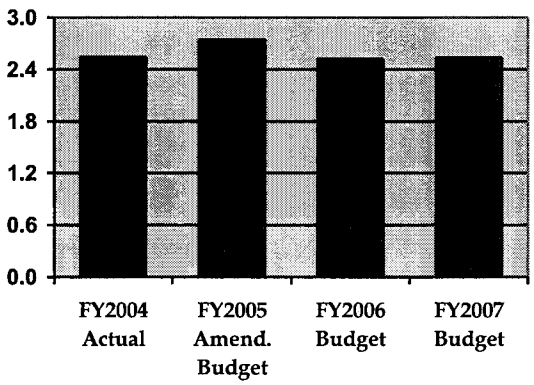
Library Board

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 is a division of the Oakland County Board of Commissioners and is comprised of three specialized collections: the Adams-Pratt Law Library, the Library for the Visually and Physically Impaired and the Research Library. Each of these libraries offer services to County residents and employees that are unique and distinctive from library services provided in local communities. Members of the Library Board are appointed and include representatives from the Board of Commissioners, Circuit Court, County Executive and Oakland Schools.

Division Goals

- Provide information services and resources to the Board of Commissioners and County departments that support their work.
- Meet the legal information needs of Oakland County and its people.
- Give Oakland County citizens access to government information and documents.
- Fulfill the library services needs of visually and physically impaired County residents.
- Support Countywide activities including eblind, the Oakland Literacy Council and the Public Library Trustee Association of Oakland County.

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	77,793	51,200	31,800	31,800
Transfers In	57,674	112,531	27,209	27,209
Total GF/GP Rev.	$135,467	$163,731	$59,009	$59,009

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	197,070	220,534	216,871	216,106
Law Library	1,222,012	1,314,764	1,341,474	1,363,464
LVPI	392,880	415,035	427,862	424,324
Research Library	486,979	532,852	535,351	533,012
Jail Library	245,237	262,154	0	0
Total Prog. Exp.	$2,544,178	$2,745,339	2,521,558	$2,536,906

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	643,297	669,746	653,129	653,129
Fringe Benefits	290,086	346,671	336,496	336,496
Contractual Services	626,812	654,541	665,927	688,122
Commodities	8,151	9,493	10,153	10,153
Internal Services	870,475	909,826	850,853	844,006
Transfers Out	30,000	74,100	5,000	5,000
Total GF/GP Exp.	$2,468,821	$2,664,377	$2,521,558	$2,536,906
Other Funds				
Commissary*	75,357	80,962	0	0
Total Expenditures	$2,544,178	$2,745,339	$2,521,558	$2,536,906

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	14	14
Part Time Positions	4	4
Total Positions	18	18

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

Library Board	FY 2006	FY 2007
Administration	**$216,871**	**$216,106**

Administration coordinates the activities of the various units and works to ensure that service is provided in a cost-effective manner without duplication. Responsibilities include planning, budgeting, and personnel. The Director-Library Services reports to the Library Board.

Law Library — $1,341,474 — $1,363,464

The Adams-Pratt Oakland County Law Library provides an extensive, up-to-date legal research collection for use by the general public and legal professionals alike. Although a legal collection has been available in Oakland County since 1904, the Clark J. Adams-Phillip Pratt Oakland County Law Library was not officially designated until 1976. Today it is the largest public county law library in the State of Michigan, serving government and court employees, attorneys, students and other visitors.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Total Library Visits	N/A	N/A	68,284	78,171
Total Reference Requests	N/A	N/A	32,313	35,974

Library for the Visually & Physically Impaired — $427,862 — $424,324

The Library for the Visually and Physically Impaired offers services to residents of Oakland County. The Library was established in 1974 as a branch of the federal government's National Library Services (NLS) program for the blind and physically handicapped to provide localized access to library services for those who are unable to read standard printed material because of vision impairment or physical limitations. This service is free of charge to eligible persons, including postage for library related materials.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Total Library Visits	N/A	N/A	8,570	12,568
Total Circulation	N/A	N/A	70,958	71,361
Total Reference Requests	N/A	N/A	11,182	12,027

Research Library — $535,351 — $533,012

The Oakland County Research Library is open to employees and residents of Oakland County as a source of reference materials on a wide range of topics. It has been designated as a depository and archive for all official reports and documents issued by departments and commissions falling under the oversight of the Oakland County Board of Commissioners. The library's collection includes Michigan and Federal government documents, business, demographic and census resources; and historical and genealogical materials.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Total Library Visits	N/A	N/A	39,214	45,058
Total Circulation	N/A	N/A	1,295	1,663
Total Reference Requests	N/A	N/A	3,467	3,852

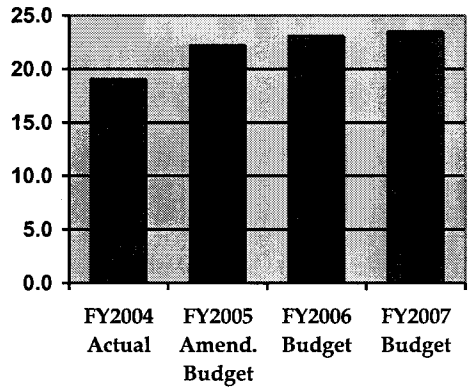
Parks and Recreation

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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Parks and Recreation Fund				
Property Taxes	12,647,697	13,135,000	13,687,000	14,097,610
State Grants	163,200	0	0	0
Charges for Services	8,432,672	9,034,192	9,246,018	9,246,018
Investment Income	136,584	50,000	151,000	151,000
Other Revenue	26,330	0	0	0
Contributions	11,448	2,400	2,450	2,450
Gain -Exch of Assets	26,706	0	0	0
Capital Contributions	19,840	0	0	0
Transfers In	381,717	0	0	0
Total Revenue	$21,846,194	$22,221,592	$23,086,468	$23,497,078

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	3,415,105	3,987,392	4,226,256	4,347,395
Golf	5,269,502	6,350,715	5,855,041	6,037,081
Nature	484,154	589,784	597,467	619,511
Parks	5,089,951	5,688,279	5,800,889	5,991,333
Recreation	3,752,055	4,234,112	4,310,943	4,448,814
Technical Support	1,011,092	1,011,565	1,072,267	1,113,035
Capital Imp Prog	0	359,745	1,223,605	939,909
Total Prog. Exp.	$19,021,859	$22,221,592	$23,086,468	$23,497,078

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Parks and Recreation Fund				
Salaries	7,261,668	7,549,110	7,899,361	8,215,335
Fringe Benefits	2,532,694	2,682,932	2,812,979	2,925,498
Contractual Services	4,235,273	2,510,063	5,935,321	6,089,942
Commodities	785,728	1,084,700	1,017,208	1,057,896
Internal Services	970,466	1,766,092	1,612,894	1,677,410
Depreciation	3,105,724	3,503,540	3,335,012	3,335,012
Interest on Debt	130,006	112,569	94,588	75,575
Paying Agent Fees	300	300	300	300
Capital Imp Program	0	3,012,286	378,805	120,110
Total Expenditures	$19,021,859	$22,221,592	$23,086,468	$23,497,078

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	99	99
Part Time Positions	218	218
Total Position	317	317

Summary of Major Program Changes

Revenue
The budget for Taxes increased $552,000 due to the increase in tax base. The budget for investment income was increased by $101,000 to reflect increasing interest rates. Increases in charges for services $211,826 is due to rate changes and activity for golf, camping, water rides and antenna sites.

Expenditures
Controllable Personnel reflects a 2% across the board Salary increase, related Fringe Benefits and increased Retiree Health Care costs. FY 2006 budget for contractual services reflects updated budgets for utilities, grounds maintenance, building maintenance and capital programs.

Administration $4,226,256 $4,347,395

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 to the budgeted positions as shown on the organization charts, Parks and Recreation utilizes approximately 460 temporary employees during the summer months.

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 $1,223,605 $939,909

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 and Recreation spent $1,662,773 for capital projects in FY2004 and $5,271,672 in FY2005

Golf $5,855,041 $6,037,081

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		FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Visitors:	18 holes	67,851	60,725	64,455	58,019
Visitors:	9 holes	113,317	106,251	136,546	128,723
Visitors:	Driving Range	N/A	8,975	14,550	12,799

Interpretive Services (Nature Center) $597,467 $619,511

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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Visitors	32,807	34,073	34,744	34,937
Outside Visits	13,221	7,180	10,223	12,125

Parks $5,800,889 $5,991,333

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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Visitors	672,843	538,272	752,662	795,767

Recreation $4,310,943 $4,448,814

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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Visitors	247,723	251,429	186,470	247,576
Mobile Visits	197,677	169,355	179,484	137,800

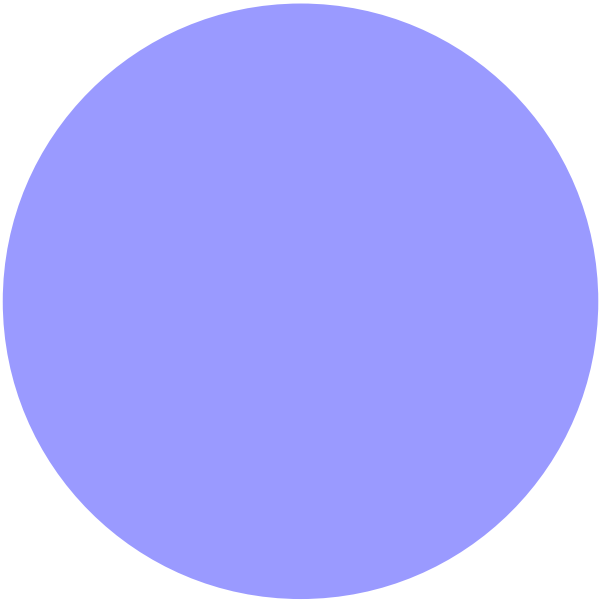
Technical Support $1,072,267 $1,113,035

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.

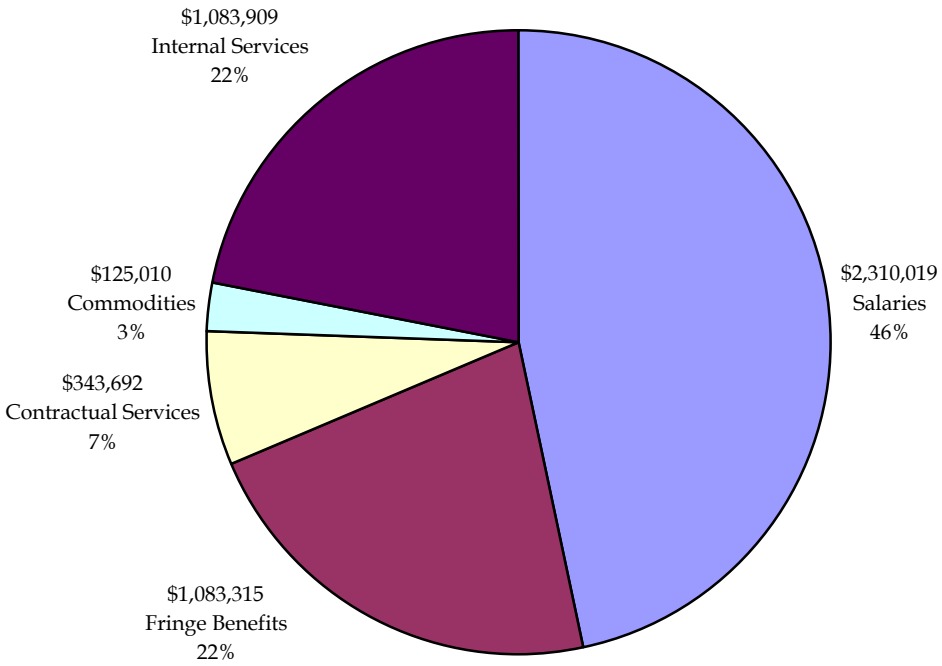
Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Work Orders	1,025	1,030	1,100	1,200

Drain Commissioner
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribtuion by Expenditures



DRAIN COMMISSIONER (a)		
TOT FY 06	TOT FY 07	DRAIN COMMISSIONER
32	31	Gen Fund/Gen Purpose
56	56	Special Revenue
181	181	Proprietary
269	268	Total Positions

ADMINISTRATION		
TOT FY 06	TOT FY 07	DRAIN COMMISSIONER
10	10	Gen Fund/Gen Purpose
4	4	Special Revenue
16	16	Proprietary
30	30	Total Positions

OPERATIONS & MAINTENANCE DIVISION		
TOT FY 06	TOT FY 07	MANAGER - OPER. & MAINTENANCE
1	1	Gen Fund/Gen Purpose
16	16	Special Revenue
154	154	Proprietary
171	171	Total Positions

ENGINEERING & CONSTRUCTION DIVISION (b)		
TOT FY 06	TOT FY 07	MANAGER - ENGIN. & CONSTRUCTION
21	20	Gen Fund/Gen Purpose
36	36	Special Revenue
11	11	Proprietary
68	67	Total Positions

(a) SR positions are typically paid from assessments to Drainage Districts, and are not grant funded.
(b) FY06 Budget Task Reduction of one (1) GF/GP position, effective with FY07 Budget.

Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	1,876,928	1,876,928
Total Revenue	$1,876,928	$1,876,928

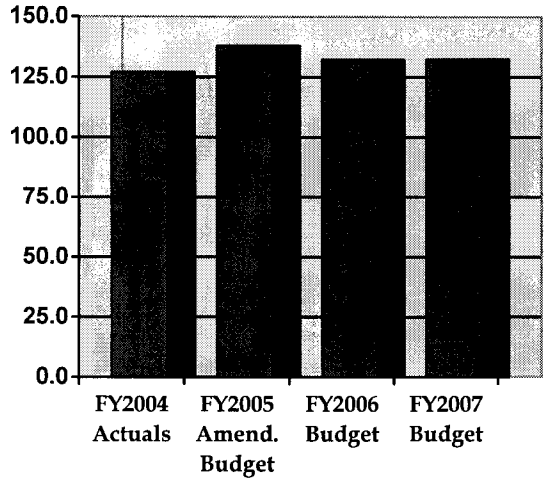
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	5,014,410	4,958,212
Total Expenditures	$5,014,410	$4,958,212

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	260	259
Part Time Positions	9	9
Total Positions	269	268

Department Expenditures ($ in millions)



Summary

The Drain Commissioner's Office oversees 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, construction permits, new construction of storm drains, waste water and water systems and the implementation of the current federal storm water program for Oakland County along with other necessary functions to satisfy various state laws.

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 constructing 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.
- Manage the current federal storm water permit program for Oakland County, including public education efforts and overseeing the County Illicit Discharge Elimination Plan.

Department Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	1,208,079	1,870,821	1,876,928	1,876,928
Other Revenues	1,145	0	0	0
Total GF/GP Rev.	$1,209,224	$1,870,821	$1,876,928	$1,876,928
Other Funds				
Water & Sewer	36,159,009	38,380,674	39,161,386	39,372,964
Sewage Disposal	74,971,168	87,640,985	84,715,242	84,784,895
Drain Equipment	2,113,861	3,592,304	3,280,204	3,268,726
Total Revenues	$114,453,262	$131,484,784	$129,033,760	$129,303,513
Gen. Fund/Gen. Purpose				
Salaries	1,576,203	2,310,370	2,310,019	2,276,423
Fringe Benefits	1,554,420	1,104,087	1,083,315	1,062,329
Contractual Services	325,635	1,745,776	343,692	343,692
Commodities	47,679	118,424	125,010	125,010
Internal Services	1,051,719	1,132,631	1,083,909	1,082,293
Non-Departmental	7,847	12,300	12,300	12,300
Transfers Out	27,431	56,165	56,165	56,165
Total GF/GP Exp.	$4,590,934	$6,479,753	$5,014,410	$4,958,212
Other Funds				
Water & Sewer	34,822,235	40,138,898	39,161,386	39,372,964
Sewage Disposal	83,936,275	87,640,985	84,715,242	84,784,895
Drain Equipment	3,603,740	3,592,304	3,280,204	3,268,726
Total Expend.	$126,953,184	$137,851,940	$132,171,242	$132,384,797

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Eng. & Constr.	3,588,051	4,550,753	3,100,410	3,044,212
Environmental	0	415,000	400,000	400,000
Site Plan/Plat Rev.	279,263	314,000	314,000	314,000
Soil Erosion	723,620	1,200,000	1,200,000	1,200,000
Sewer Op & Maint	12,111,464	14,337,171	13,914,375	13,979,977
Wastewater Treat.	4,192,555	4,682,365	4,544,284	4,565,709
Water System Op. Maintenance	22,121,956	24,711,666	23,982,931	24,096,004
Drain & Sewer Maint & Lake Level	83,936,275	87,640,985	84,715,242	84,784,895
Total Prog. Exp.	$126,953,184	$137,851,940	$132,171,242	$132,384,797

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.

Summary of Major Program Changes — FY 2006 — FY 2007

Revenues
The increase in the salaries reimbursements is the result of the general salary increase.

Expenditures
The salary and fringe benefit appropriation reflects a 2% general salary increase for FY 2006. The Drain Commissioner will continue the Geographic Information System (GIS) program which includes $4,070,629 in prior year 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 previously developed an ISO 9001 registered Quality Management System, and in April 2005, received ISO 14001 registration. The adoption of complementary ISO principles allowed the Oakland County Drain Commissioner further measurement tools to ensure the high quality standards that county residents have come to expect. Construction of the George W. Kuhn Drainage Project, totaling $144 million, will continue for the next two fiscal years.

Engineering and Construction — $3,100,410 — $3,044,212

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.

Environmental — $400,000 — $400,000

The Environmental program manages the current federal storm water permit program for Oakland County. That involves coordinating with other Oakland County agencies and the subwatershed groups and communities within five major watersheds in Oakland County. In addition, the Environmental program spearheads the public education efforts required under the federal permit and oversees the implementation of the County Illicit Discharge Elimination Plan. Environmental concerns and water quality issues are dealt with through this program along with the coordination of a grant database for the Oakland County Drain Commissioners office.

Objectives

To ensure compliance with the requirements of the current federal storm water permit for Oakland County and assist local communities in dealing with their environmental and water quality issues.

Site Plan and Plat Review — $314,000 — $314,000

Under the provisions of the Land Division 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 Commission 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 2005, 430 site plans were submitted to the Engineering and Construction program for review to determine if there is involvement with county storm drains. Seventy-two drain permits were issued based upon those reviews. In comparison, fiscal year 2004 had 79 drain permits issued as a result of reviewing 407 submitted site plans.

In FY 2005, the engineering staff of the Drain Commissioner approved 3 preliminary plats, 4 sets of subdivision construction plans, and 2 final subdivision plat. Some 52 lots were platted in these 2 subdivisions. The approvals for FY 2004 were 1 preliminary plat, 11 sets of subdivision construction plans and seven final subdivision plats.

Soil Erosion $1,200,000 $1,200,000

The Soil Erosion program works with local municipalities and the Michigan Department of Environmental Quality to administer Part 91 of Public Act 451 of 1994, as amended, Soil Erosion and Sedimentation Control, 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.

Sewer Operations and Maintenance $13,914,375 $13,979,977

The County provides the sewage outlets for 43 communities via County Sewer Interceptors and Waste Water Treatment Plants. The Oakland County Drain Commissioner Sewer Operations and Maintenance division currently maintains 1,221.2 miles of sewer and related appurtenances.

Oakland County Drain Commissioner has contracted with 18 separate Cities, Villages or Townships to operate and maintain their lateral collection systems.

This program also provides regulatory plan review for all proposed sewer extensions, which connect directly or indirectly into the County Interceptor system.

Objectives

Sewer Operations provide superior service in the maintenance and operation of sewer-collecting systems.

Performance Measures

	FY 2002 Actual	FY 2003 Actual	FY2004 Actual	FY2005 Actual
New miles of sewer	22.3	10.81	55.74	40.36
Total sewer miles	1,114.29	1,125.1	1,180.84	1,221.2
Retail water customers	35,075	36,058	37,294	38,351
Retail sewer customers	31,801	32,608	33,934	34,778

Wastewater Treatment $4,544,284 $4,565,709

The Wastewater Treatment program currently operates and maintains 14 wastewater treatment facilities including 2 municipal Wastewater Treatment Plants (WWTPs), three community septic systems, two 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-Novi WWTP and the Commerce Township WWTP. The Walled Lake-Novi WWTP treated approximately 753 million gallons of wastewater and the Commerce Township WWTP treated approximately 526 million gallons of wastewater during FY 2005.

During FY 2005, the Walled Lake-Novi WWTP land applied 2.7 million gallons of liquid biosolids and the Commerce Township WWTP land applied 2.3 million gallons of liquid biosolids.

For all wastewater facilities operated by the WWT Program during FY 2005, there was a total of 1 National Pollutant Discharge Elimination System (NPDES) and 12 Groundwater Discharge Permit non-compliances for an overall total of 13. As a comparison, in FY 2001, 2002, 2003, and 2004, there were a total of 133, 100, 13, and 13 non-compliances respect.

In FY 2005, the four CSO Retention Treatment Basins experienced a total of 13 overflow events to the river all in compliance with permit limits. During this same period, these four basins captured and treated a total of 2.402 billion gallons of combined sewage, consisting of 1.801 billion gallons captured and returned to the interceptor and .601 billion gallons treated and discharged to the river.

Additionally, in FY 2005, this program has been operating the George W. Kuhn Retention Treatment Basin through a significant expansion project and preparing for additional rehabilitation projects due to begin in FY 2006. In FY 2005, the owners of the Mimosa Estates Community Septic system connected to the Commerce Township Waste Water Treatment Plant and are now serviced through the Pump Maintenance and Sewer Drain Maintenance units for sanitary sewer conveyance.

Water System Operations & Maintenance $23,982,931 $24,096,004

The Water System Operations & Maintenance program operates and maintains 918 miles of water mains and related appurtenances along with 22 local community water systems within 15 municipalities. More than 9,527 fire hydrants and 10,201 gate valves fall under the responsibility of the Water System Maintenance program. Additionally, personnel read 39,994 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

	FY 2002 Actual	FY 2003 Actual	FY2004 Actual	FY2005 Actual
New water meters installed	1,011	1,266	994	1,016
Water meters replaced	1,692	1,373	1,323	1,480
Radio read transponders installed	6,705	7,077	2,825	2,313*
Water main break service repairs	212	256	146	119
New service water permits issued	1,045	1,038	1,188	1,016

*Non-Radio Read Device

Drain and Sewer Maintenance and Lake Level $84,715,242 $84,784,895

The Oakland County Drain Commissioner Drain and Sewer Maintenance Unit operates and maintains county owned drains within 61 communities, 38 lake levels and 1,221.2 miles of sanitary sewer within 43 communities. Responsibilities include drain and sewer inspections, cleaning, repairs, sewage flow metering and dam operation and maintenance on legally established lake levels.

Objectives

The Drain and Sewer Maintenance 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.

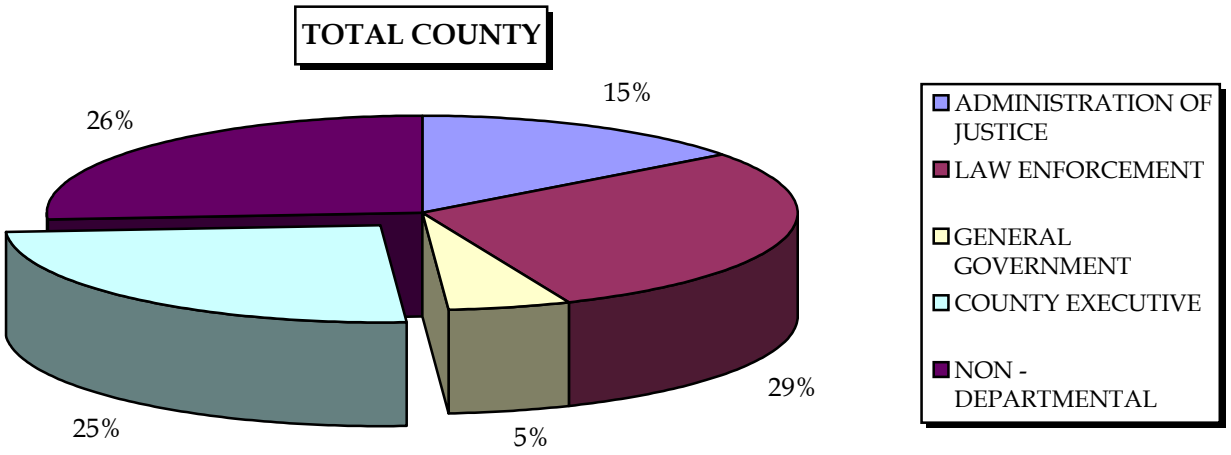
Performance Measures

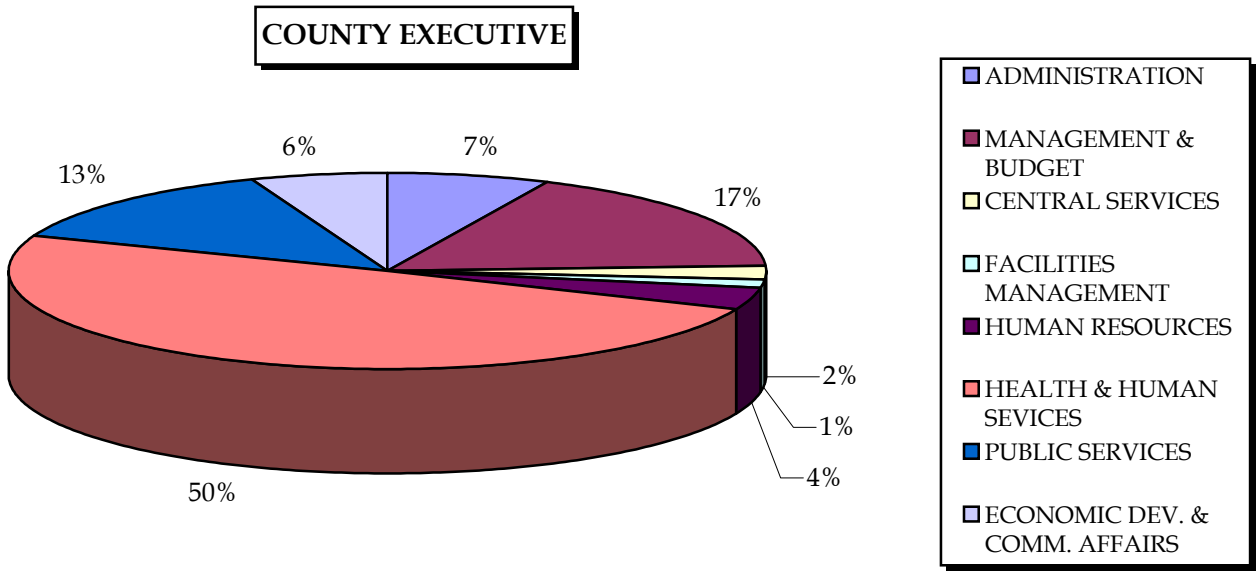
The following system enhancements were added as indicated:

	FY 2002 Actual	FY 2003 Actual	FY2004 Actual	FY2005 Actual
New miles of sewer	22.3	10.81	55.74	40.36
Additional sewer customers	743	807	1,326	844
Rehabilitated manholes in flood-prone areas	425	375	443	914

Sixty-seven percent of foreign owned firms in Southeast Michigan are located in Oakland County.

GENERAL FUND/GENERAL PURPOSE BUDGET
COUNTY EXECUTIVE EXPENDITURES





COUNTY EXECUTIVE DEPARTMENTS (a)		
TOT FY 06	TOT FY 07	COUNTY EXECUTIVE
975	975	Gen Fund/Gen Purpose
161	160	Special Revenue
518	518	Proprietary
1654	1653	Total Positions

COUNTY EXECUTIVE ADMINISTRATION		
TOT FY 06	TOT FY 07	COUNTY EXECUTIVE
55	55	Gen Fund/Gen Purpose
1	1	Special Revenue
9	9	Proprietary
65	65	Total Positions

MANAGEMENT & BUDGET DEPARTMENT		
TOT FY 06	TOT FY 07	DIRECTOR - MGMT & BUDGET
197	197	Gen Fund/Gen Purpose
6	6	Special Revenue
1	1	Proprietary
204	204	Total Positions

CENTRAL SERVICES DEPARTMENT		
TOT FY 06	TOT FY 07	DIRECTOR - CENTRAL SERVICES
21	21	Gen Fund/Gen Purpose
		Special Revenue
40	40	Proprietary
61	61	Total Positions

INFORMATION TECHNOLOGY DEPARTMENT		
TOT FY 06	TOT FY 07	DIRECTOR - INFO TECHNOLOGY
		Gen Fund/Gen Purpose
		Special Revenue
159	159	Proprietary
159	159	Total Positions

FACILITIES MANAGEMENT DEPARTMENT		
TOT FY 06	TOT FY 07	DIRECTOR - FACILITIES MANAGEMENT
12	12	Gen Fund/Gen Purpose
		Special Revenue
189	189	Proprietary
201	201	Total Positions

HUMAN RESOURCES DEPARTMENT		
TOT FY 06	TOT FY 07	DIRECTOR - HUMAN RESOURCES
35	35	Gen Fund/Gen Purpose
16	16	Proprietary
51	51	Total Positions

HEALTH & HUMAN SERVICES DEPARTMENT (a, b)		
TOT FY 06	TOT FY 07	DIRECTOR - HEALTH & HUMAN SERVICES
474	474	Gen Fund/Gen Purpose
94	93	Special Revenue
104	104	Proprietary
672	671	Total Positions

ECONOMIC DEV & COMMUNITY AFFAIRS (c)		
TOT FY 06	TOT FY 07	DIRECTOR - ECONOMIC DEV & COMMUNITY AFFAIRS
48	48	Gen Fund/Gen Purpose
35	35	Special Revenue
		Proprietary
83	83	Total Positions

PUBLIC SERVICES DEPARTMENT		
TOT FY 06	TOT FY 07	DIRECTOR - PUBLIC SERVICES
133	133	Gen Fund/Gen Purpose
25	25	Special Revenue
		Proprietary
158	158	Total Positions

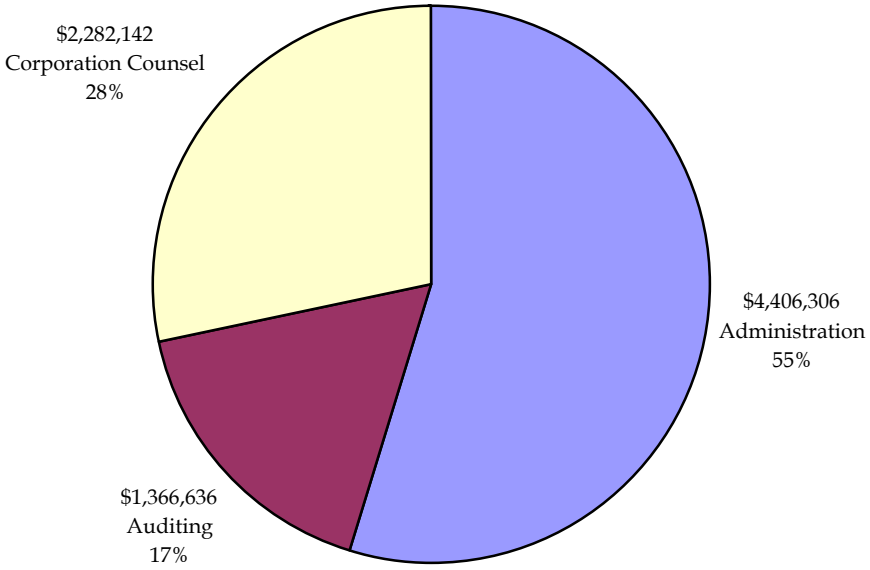
(a) One (1) SR position grant funded through 9/30/06.
(b) Department retitled from Human Services, per Misc. Res. #05025, effective 3/19/05.
(c) Department retitled from Community & Economic Development, per Misc. Res. #05029, effective 3/19/05.

Prepared by Human Resources Dept. 10/1/05.

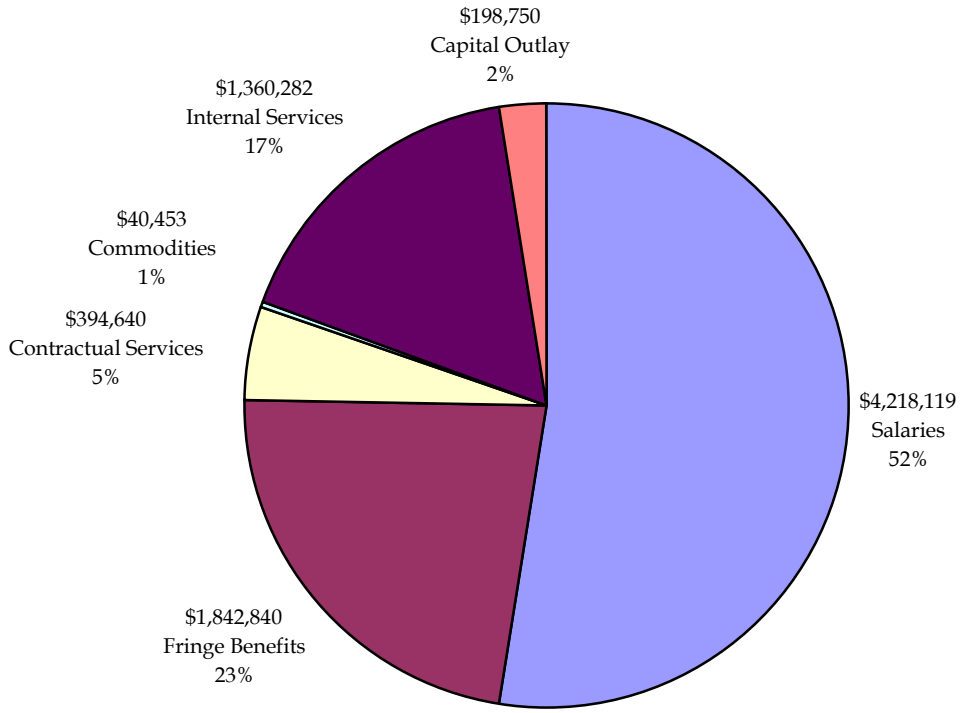
Lear Corporation, Kelly Services, Delphi Automotive, Federal-Mogul, Pulte Homes, United Auto Group, Collins & Aikman and ArvinMeritor are the Fortune 500 companies headquartered in Oakland County. DaimlerChrysler AG is also headquartered in the county.

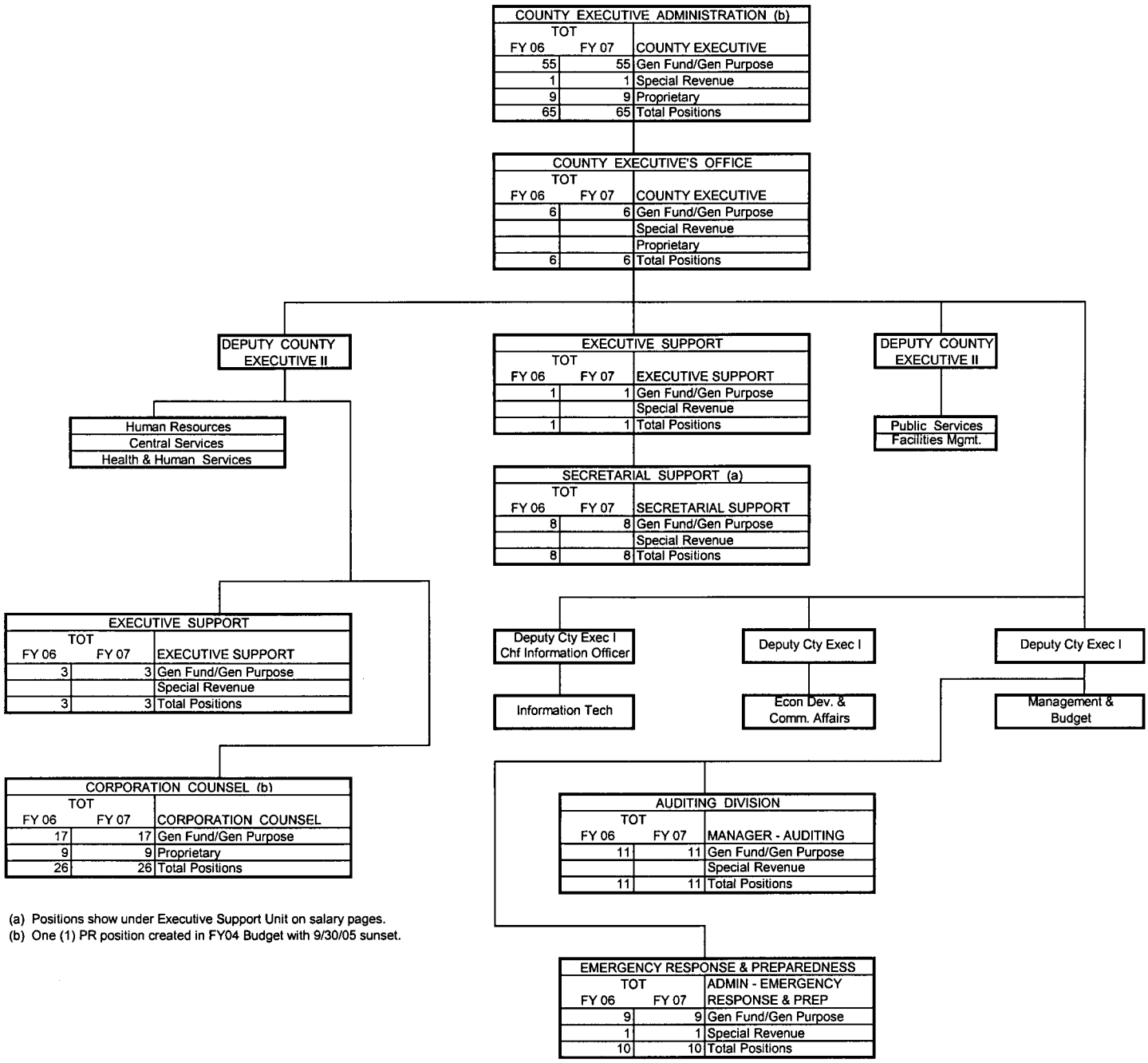
County Executive
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures





(a) Positions show under Executive Support Unit on salary pages.
(b) One (1) PR position created in FY04 Budget with 9/30/05 sunset.

Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	274,000	324,000
Auditing	35,500	35,500
Corporation Counsel	0	0
Total Revenue	$309,500	$359,500

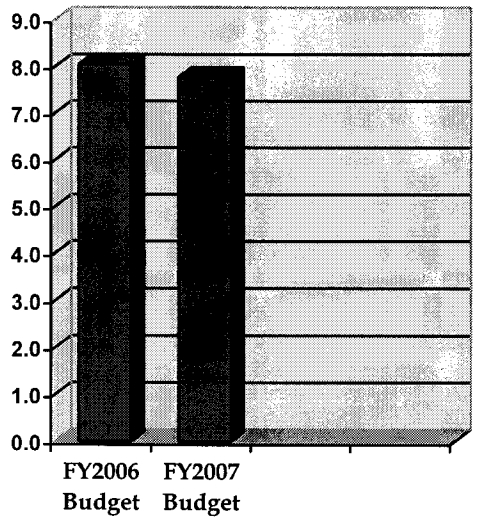
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	4,406,306	4,136,489
Auditing	1,366,636	1,365,998
Corporation Counsel	2,282,142	2,281,015
Total Expenditures	$8,055,084	$7,783,502

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	60	60
Part Time Positions	5	5
Total Positions	65	65

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:

Media & Communications Office
The Office of Art, Culture & Film
South Oakland Liaison/Special Projects Coordinator
Emergency Response and Preparedness
Senior Liaison

Current Issues

The County Executive has initiated several projects with the goal of securing new commercial entities to locate within Oakland County and bring jobs with them. The County Executive's ground-breaking programs such as Emerging Sectors and Wireless Oakland will help to ensure that the County's economic climate remains strong and vibrant. In doing so, the County should retain its AAA bond rating - providing the County's residents, commercial entities and individuals who work in the County a safe community in which to work and live.

Department Goals

- Enhance the quality of life for Oakland County citizens by providing excellent services in the most expedient, dependable and cost-effective manner possible.
- Recognize that county government is accountable to its citizens and make the services as 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 with programs such as Wireless Oakland and Emerging Sectors.
- Reinforce a commitment to technological advances to enhance the County's ability to compete in the marketplace of the 21st century, provide efficiencies to the county government and local governmental units as well.
- Cultivate partnerships between governments, businesses, educators and artists that produce successful projects, which enhance the quality of life in Oakland County.

Summary of Major Program Changes

Revenue
Revenues reflect a decrease of ($38,500) in Reimbursement Salaries in the Auditing Division. Staff time spent on auditing grants is expected to decrease due to the potential elimination of the Community Development Block Grant. Revenues also reflect a decrease of ($57,752) in Emergency Response and Preparedness for sale of thunderbolt sirens, a decrease in local match for new siren requests from Cities, Village and Townships and reduced receipt of grant funding.

Expenditures
Controllable Personnel reflects a 2% across the board Salary increase, related Fringe Benefits and an increase in Retiree Health Care costs, as well as, an increase in overtime and on-call pay for Emergency Response and Preparedness. Contracted Services involves a decrease in the Historical Commission of ($21,000). The FY2005 amended budget $42,000 includes a carry forward of $21,000 from FY 2004 funding for the Historical Society. The annual contribution was $21,000. Travel and Conference reflects a decrease of ($94,527). The FY2005 amended budget of $126,427 includes a carry forward of $50,000 from FY 2004 funding. Travel and Conference related to the Emerging Sectors initiative is located under Planning and Economic Development. Emergency Response and Preparedness budget for Tornado Siren Equipment was reduced $138,750. Budgets for the internal services category is for current operation and additional allocation will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage.

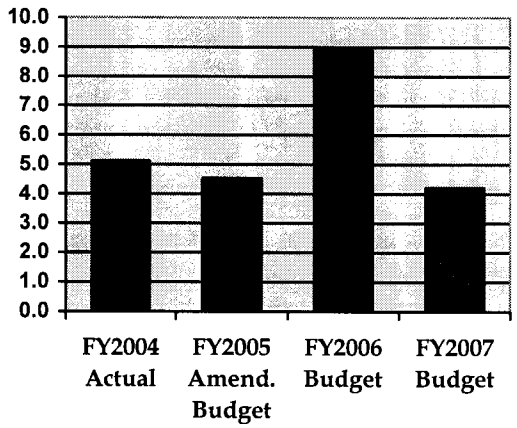
Administration

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;
- To provide the necessary fiscal and financial analysis and programs necessary to demonstrate to the public a fiscally sound County government and retain 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; and
- Coordinate planning activities in order to address infrastructure and environmental issues.

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Intergov Program Rev.	38,601	109,900	67,500	67,500
Federal Grants	150,360	52,352	49,000	49,000
Charges for Services	114,685	154,500	152,500	202,500
Other Revenue	39,485	15,000	5,000	5,000
Transfers In	13,500	0	0	0
Total GF/GP Rev.	$356,631	$331,752	$274,000	$324,000
Other Funds				
Multi Org. Grants	215,263	0	0	0
Other Grants	725,386	43,250	4,502,817	104,889
Total Revenue	$1,297,280	$375,002	$4,776,817	$428,889

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Gen. Exec Serv	2,971,475	3,016,442	2,932,403	2,738,860
Emergency Prep	2,145,908	1,510,415	5,976,720	1,502,518
Total Prog Exp	$5,117,383	$4,526,857	$8,909,123	$4,241,378

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	1,870,970	1,954,618	2,030,837	2,030,837
Fringe Benefits	771,428	813,955	851,552	851,552
Contractual Services	251,740	492,039	332,105	332,105
Commodities	25,620	25,776	27,900	27,900
Capital Outlay	350,217	337,500	198,750	123,750
Internal Services	906,759	859,719	965,162	962,462
Budget Transition	0	0	0	(192,117)
Total GF/GP Exp.	$4,176,734	$4,483,607	$4,406,306	$4,136,489
Other Funds				
Multi Org Grants	215,263	0	0	0
Other Grants	725,386	43,250	4,502,817	104,889
Total Expenditures	$5,117,383	$4,526,857	$8,909,123	$4,241,378

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	24	24
Part Time Positions	4	4
Total Positions	28	28

General Executive Services $2,932,403 $2,738,860

The County Executive coordinates County activities and apprises management of its affairs, including appointing directors to head various departments within the Executive branch. The following offices are within the Executive Liaison:

Media & Communications Office
The Office of Art, Culture & Film
South Oakland Liaison/Special Projects Coordinator
Senior Liaison
Emergency Response and Preparedness

Programs:

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.

The Senior Liaison manages programs (such as the senior prescription drug program), provides educational material and assistance to seniors (such as Medicare enrollment matters) and provides other services directly relating to the senior population in Oakland County.

Emergency Response and Preparedness $5,976,720 $1,502,518

The Emergency Response and Preparedness (ERP) Unit is responsible for developing proactive emergency operational plans and procedures at the strategic, regional, county and local levels. ERP develops and implements effective preparedness, response, recovery and mitigation procedures / policies to address disasters occurring anywhere in Oakland County or in support of the SE Michigan region. We provide direct coordination and communication with regional, state and federal agencies for emergency planning and response procedures as well as planning and conducting operational readiness exercises for our Cities, Villages and Townships (CVTs), first responder agencies and business community. ERP is dedicated to providing direct and timely support (technology, plans, communications, training, equipment) through a coordination of effort to our CVTs before, during and after emergencies or disasters.

Objective
To continue to provide support, response and recovery to all county CVTs, first responder agencies and business communities during actual events, operations and disasters.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Actual countywide event / disaster				
• Total Operational Preparedness exercise		1		
• National Blackout Disaster		1		
• Regional Ice storm		1		
• Severe Weather Events	32	59	60	42*
• Woodward Dream Cruise	1	1	1	1
• Arts Beats & Eats		1	1	1
• Ryder Cup				1
• Hurricane Katrina				1
• All Star Game				1

* To date

Objective
To continue the development and enhancement of countywide first responder mutual aid Consortiums to effectively respond to single or multiple large scale incidents anywhere in the county.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of HAZMAT Mutual Aid Consortiums in place	2	4	5	5
Number of CVTs participating in HAZMAT Mutual Aid	14	41	56	59

Objective
To expand county and regional mutual aid capabilities.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
SE Michigan Counties in a Regional Mutual Aid Pact	0	0	0	5

Objective
To expand Urban Area Security Initiative (UASI) funding region to include Oakland County.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Michigan Counties / Cities receiving UASI Grant dollars	0	2	2	2

Objective
To provide standardized, comprehensive and effective training to our first responders ensuring their levels of technical and tactical proficiency is second to none anywhere in the state.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
# of first responders trained (terrorism awareness)	0	0	1310	1625
# trained to HAZMAT Technicians	109	0	60	0
# trained search & rescue medical specialists	0	0	0	48
# trained search & rescue collapse technicians	0	0	0	50
# of County Employees trained in facilities emergency training (bomb, mail, NIMS, UIC, E-Team etc)	365	75	107	1054
# citizens trained and certified as CERT members	N/A	N/A	135	602
# of Training Classes presented/hosted by ERP (CBRNE, NIMS, E-Team, Domes Prep Emer Tech, threat and risk assessments etc)	7	15	29	19

Objective
To equip our first responder agencies with state-of-the-art equipment ensuring standardization and interoperability.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Purchase and provide CVTs with fully equipped HAZMAT vehicles	1	2	2	0
Purchase and provide standardized police personal protective equipment			1543	90

Objective
To coordinate / conduct Weapons of Mass Destruction exercises to effectively test the deployment of our Mutual Aid Response Teams and the Oakland County Emergency Operations Plan in strategic and local community exercises.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number Countywide HAZMAT/WMD exercises held	0	1	0	0
Number Table Top exercises for CVTs			7	5
Number Table Top exercises for private sector			1	1
Number of ERP presentations to CVTs and businesses			7	7

Objective
To ensure timely, efficient and effective execution and utilization of Grant dollars. Ensure that Oakland County receives appropriate amount of Federal Grant dollars to support our first responder communities readiness and response capabilities.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Total # of grants received	3	7	9	2
Total dollars represented by grants	$223K	$926K	$5.9M	$4.5M
% of total grant dollars spent in DIRECT SUPPORT of CVTs and first responder agencies (98.7% average)	100%	92.5%	99.6%	TBD

Objective
To develop a comprehensive countywide Hazard Mitigation plan for the county and all CVTs (adopted by Board of Commissioners on Feb 17, 2005). Plan will provide for the protection of public health and safety, preservation of essential services, prevention of property damage and preservation of local economic base.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
# of CVTs which have approved and adopted County Hazard Mitigation Plan by local resolution	0	0	0	17

Objective
To identify all Extremely Hazardous Substances (EHS) sites for all Oakland County facilities and develop response plans to reduce the threat posed to first responders and CVTs.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Total # EHS facilities in Oakland County	218	224	201	201
Total # EHS facility plans completed	180	222	270	469

Objective
To continue implementation and expansion of the Oakland County Outdoor Warning System.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
# old sirens replaced	45	23	15	19
Dollar amount of old sirens sold (83 sold to date)	$48k	$13k	$14.7k	$14.5k
Additional grant funding obtained for siren program expansion into county parks	0	0	0	$369k

Auditing

Internal auditing is the independent appraisal activity established within the County, organized to provide services to the administration. It is a management control that functions by examining and evaluating the adequacy and effectiveness of other internal controls. Internal Audit is dedicated to assisting management in the effective discharge of its responsibilities.

Internal Audit furnishes the administration with analyses, appraisals, recommendations, counsel, and information concerning the activities reviewed. The audit objective includes promoting effective control at a reasonable cost. The system of controls designed by administration should include documented procedures to prevent errors or irregularities before they happen, procedures for monitoring and evaluating the control system for compliance, and feedback of detected errors and irregularities for appropriate corrections.

The scope of the Internal Audit function includes the review of management responsibilities for:

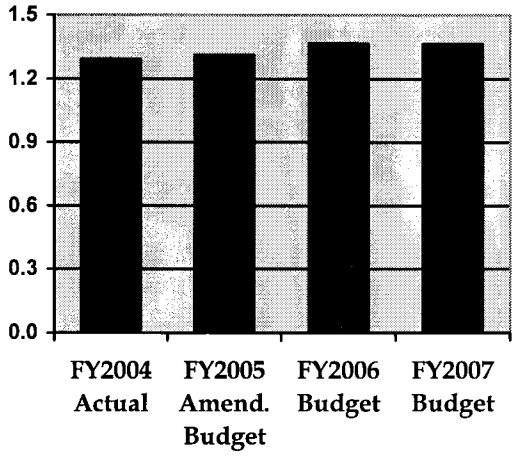
- Due care in protecting County's physical and informational assets;
- Assurances that information is reliable and relevant;
- Assurances that policies, procedures, laws, and regulations are being followed;
- Assurances that goals and objectives of programs and/or functions are being met; and
- Assurances that resources are being effectively and economically used.

Unlike external auditors that concentrate mainly on financial and compliance reviews, internal auditing conducts financial and compliance reviews as well as expanding the scope of review to encompass audits for effectiveness and efficiency and program accomplishments.

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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	72,850	74,000	35,500	35,500
Total GF/GP Rev.	$72,850	$74,000	$35,500	$35,500

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Gen. Audit Serv.	1,292,735	1,312,336	1,366,636	1,365,998
Total Prog. Exp.	$1,292,735	$1,312,336	$1,366,636	$1,365,998

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	768,787	751,369	804,322	804,322
Fringe Benefits	333,009	357,859	368,801	368,801
Contractual Services	17,276	19,945	19,945	19,945
Commodities	3,580	6,235	6,235	6,235
Internal Services	170,083	176,928	167,333	166,695
Total GF/GP Exp.	$1,292,735	$1,312,336	$1,366,636	$1,365,998

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	11	11
Part Time Positions	0	0
Total Positions	11	11

General Audit Services $1,366,636 $1,365,998

The goal of the General Audit Services Program is to address the needs of the County and conduct audits that provide quality and value-added service to management at a reasonable cost.

As resources continually tighten, Internal Auditing is beginning to be looked upon as a tool for evaluating the efficiency and effectiveness of activities and programs. Much of the old financial and compliance auditing has been expanded to incorporate reviews that are more meaningful to the administration. We are able to identify, review, and coordinate improvements for *"doing things better"* without compromising our independence, objectivity, or the control environment. Further, we can provide the administration with a *"fresh look"* at programs, procedures, and other areas.

In order to maximize the usefulness of our financial and operational audits, we closely coordinate our work with our external auditors. Audit planning will attempt to encompass the needs of senior management as well as those of our external auditors. The goal of the audit planning process is to eliminate duplication, improve overall audit coverage, and reduce costs to the County.

As with any program, we will always be subject to the limitations of our personnel resources. Therefore, audits conducted each year will be scheduled on a priority basis. Those areas of functions with most exposure and/or potential benefit to the County, in addition to requests of senior management and our external auditors, will provide the basis of our priorities. In certain circumstances, the Department's role may be limited to the detection and defining of existing problem areas. In these situations, the Department will advise management of our limitations, and if potential benefits warrant, recommend that outside specialists be retained to study and recommend courses of action.

Performance Measures

	FY 2002 Actual		FY 2003 Actual		FY 2004 Actual		FY 2005 Actual	
	# of Audits	% of Time	# of Audits	% of Time	# of Audits	% of Time	# of Audits	% of Time
General Auditing Services	25	29.5%	27	32.2%	10	30.4%	11	22.4%
Bank Compliance and Reconciliation	26	21.0%	32	28.3%	25	16.6%	23	11.6%
Michigan Dept. of Community Health	33	8.1%	39	8.1%	41	8.2%	23	6.2%
Community Development Block Grants	37	10.8%	36	9.1%	52	9.8%	45	6.7%
Compliance/Performance Audits	21	16.4%	24	5.2%	13	8.2%	12	11.2%
Special Assignments	41	14.2%	46	17.1%	25	26.8%	37	41.9%

Training

	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual
Cash Management Seminars	# of Attendees	# of Attendees	# of Attendees	# of Attendees
County Employees	296	275	126	93
Non-County Employees from other municipalities within the State of MI	166	195	276	36

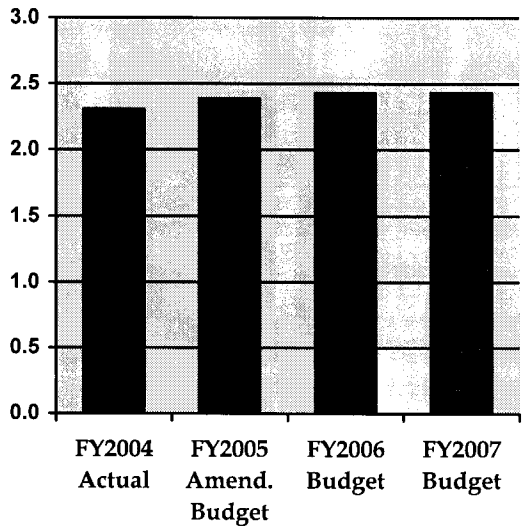
Corporation Counsel

Pursuant to P.A. 139 of 1974 (MCL 45.563(e)), The Department of Corporation Counsel performs all civil law functions and property acquisition services. 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.

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 managing the vast majority of civil law cases in-house;
- Advising departments impacted by changes in State and Federal laws;

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	0	0	0	0
Total GF/GP Rev.	$0	$0	$0	$0

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Legal Services	2,256,211	2,385,383	2,430,796	2,432,449
Safety Coord.*	50,344	0	0	0
Total Prog. Exp.	$2,306,555	$2,385,383	$2,430,796	$2,432,449

* moved to Risk Management

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	1,303,288	1,356,702	1,382,960	1,382,960
Fringe Benefits	537,119	595,260	622,487	622,487
Contractual Services	34,571	42,167	42,590	42,590
Commodities	4,885	5,691	6,318	6,318
Internal Services	235,155	240,389	227,787	226,660
Total GF/GP Exp.	$2,115,018	$2,240,209	$2,282,142	$2,281,015
Other Funds				
Building & Liability	141,193	145,174	148,654	151,434
Fringe Benefit	50,344	0	0	0
Total Expenditures	$2,306,555	$2,385,383	$2,430,796	$2,432,449

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	17	17
Part Time Positions	1	1
Total Positions	18	18

Legal Services $2,430,796 $2,432,449

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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
New assignments	1,085	1,129	1,240	1,247
Ongoing Assignments	54	71	77	247
Mental Health Hearings	717	774	883	773
	(5 Jury)	(1 Jury)	(1 Jury)	(3 Jury)
	1,861	1,975	2,201	2,270

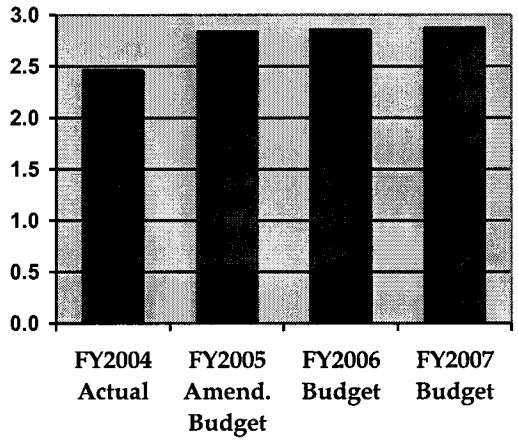
Risk Management

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;

Expenditure History



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	0	0	0	0
Total GF/GP Rev.	$0	$0	$0	$0

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Asset Protection	2,153,998	2,365,124	2,361,674	2,376,183
Employee Protection	309,722	471,300	495,666	498,089
Total Prog. Exp.	$2,463,720	$2,836,424	$2,857,340	$2,874,272

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose	$0	$0	$0	$0
Building & Liability Insurance Fund				
Salaries	370,326	386,310	331,991	338,547
Fringe Benefits	145,098	176,535	149,850	152,144
Contractual Services	1,573,125	1,726,419	1,794,589	1,800,248
Commodities	1,407	6,108	6,108	6,108
Internal Services	64,042	69,752	79,136	79,136
Total Bldg & Liab.	$2,153,998	$2,365,124	$2,361,674	$2,376,183
Other Funds				
Fringe Benefit Fund	309,722	471,300	495,666	498,089
Total Expenditures	$2,463,720	$2,836,424	$2,857,340	$2,874,272

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	8	8
Part Time Positions	0	0
Total Positions	8	8

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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Subrogation				
Number of Subrogations	62	38	74	60
Number of Subrogations Collected	62	45	59	36
Subrogation Amount Collected	$49,257	$22,859	$46,528	$35,661
Average Collected per Subrogation	$794	$508	$789	$991
General Liability Claims				
Number of New Claims	54	59	50	51
Open at End of Year	25	8	6	17
Claims Paid	$13,044	$2,263	$606	$6,222
Administrative Costs Paid	0	0	0	0
Claims & Administrative Costs Paid	$13,044	$2,263	$606	$6,222
Average Claims & Adm. Costs per Claim	$242	$38	$12	$122
Prisoner Property Claims				
Number of New Claims	21	13	9	23
Open at Year End	7	11	6	18
Claims Paid	$2,473	$957	$215	$4,783
Average Paid per Prisoner Property Claim	$118	$74	$108	$957
Auto Claims				
Number of New Claims	278	219	253	232
Open at Year-End	N/A	N/A	0	0
Self Insured Claims Paid	$24,378	$7,397	$41,332	$6,795
Average Paid per Auto Claim	$88	$34	$163	$29
Property Losses				
Number of New Claims	54	54	45	34
Open at Year-End	0	2	4	1
Claims Paid	0	0	0	0
Value of Submitted Losses	$57,866	$150,637	$35,743	$45,488
Amount Paid	$0	$0	$0	$0

Employee Protection $495,666 $498,089

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.

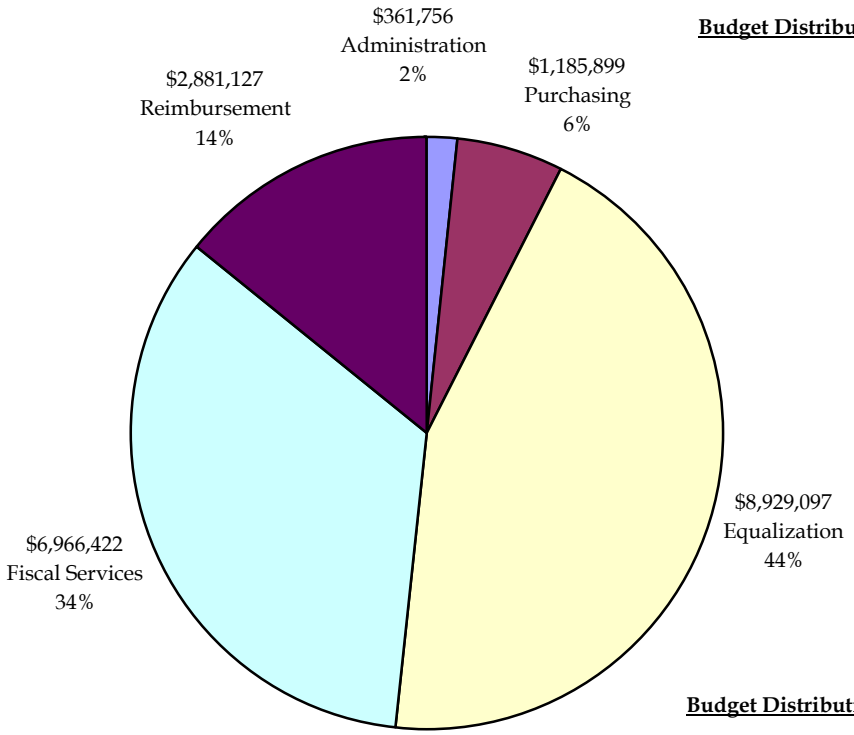
Objectives

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

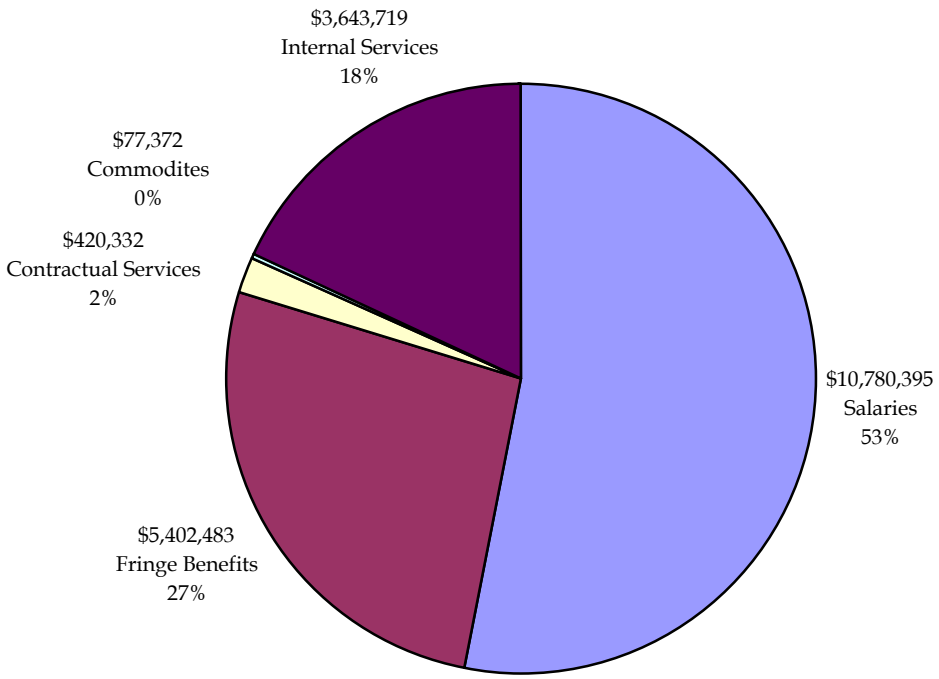
Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Workers' Comp Claims				
Number of Claims	415	364	276	295
Indemnity	54	46	46	39
Medical	361	318	230	256
Open	165	177	95	267
Total Claims Paid	$446,044	$370,483	$313,125	$266,286
Average	$1,075	$1,018	$1,135	$903
Employee Safety Activity				
Safety Inspections	N/A	N/A	26	30
Miscellaneous Inspections	N/A	N/A	28	30
Training classes held	7	6	19	51
Total	7	6	73	111

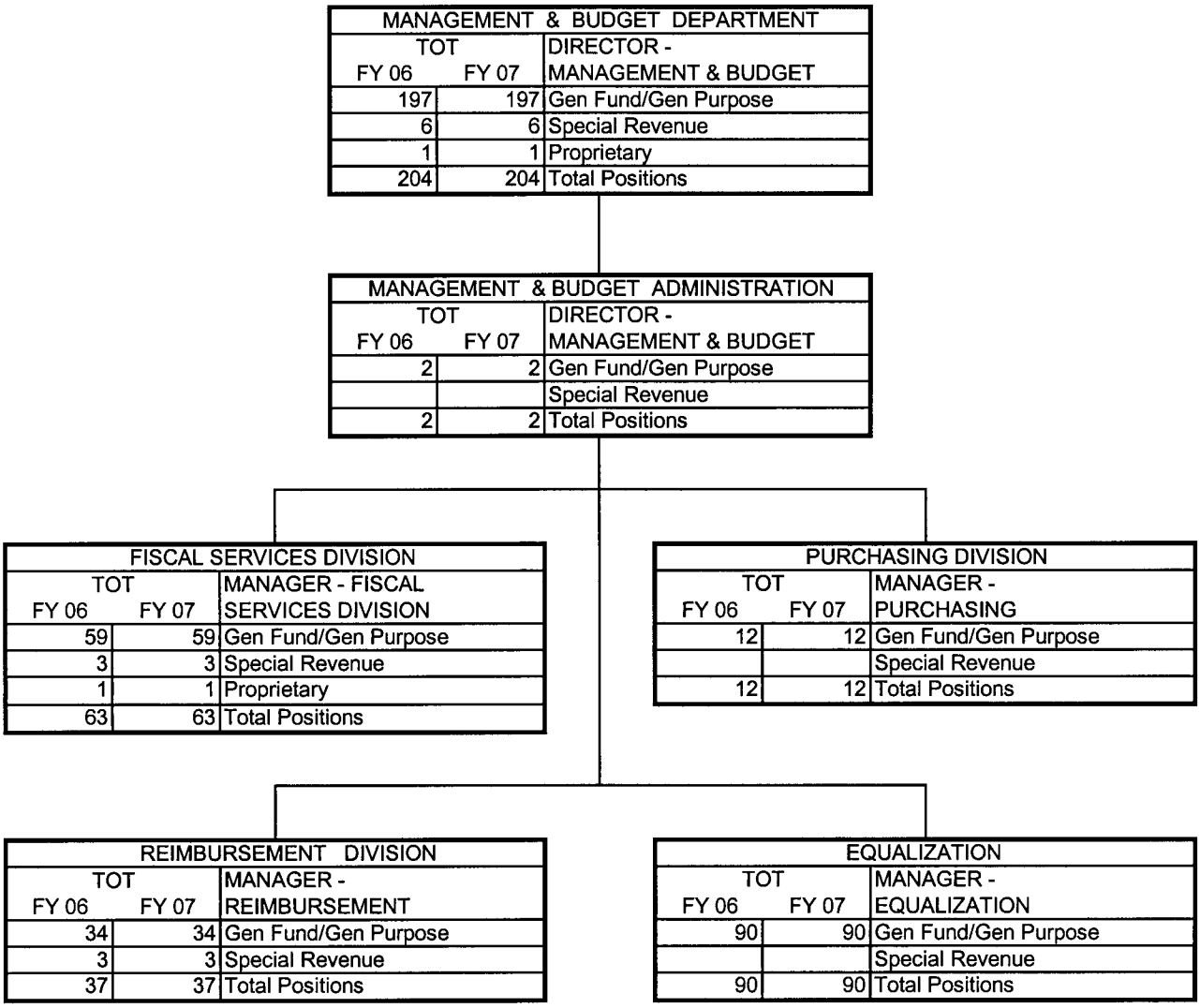
Management & Budget
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures





Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	0	0
Purchasing	50,150	50,150
Equalization	2,389,028	2,389,028
Fiscal Services	0	0
Reimbursement	343,500	343,500
Total Revenue	$2,782,678	$2,782,678

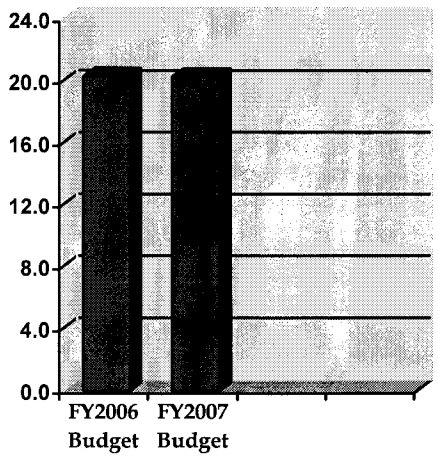
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	361,756	360,902
Purchasing	1,185,899	1,185,361
Equalization	8,929,097	8,927,319
Fiscal Services	6,966,422	6,934,204
Reimbursement	2,881,127	2,880,071
Total Expenditures	$20,324,301	$20,287,857

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	195	195
Part Time Positions	9	9
Total Positions	204	204

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

The Department of Management and Budget Administration's primary focus has been on resolving budgetary issues, enhancing the availability of departmental publications via the County's web site, and implementing a new financial system.

Budgetary issues have required significantly more attention than usual over the past several years, which is expected to continue for at least several more years. In Michigan, tax on existing property is constitutionally limited to the lesser of the inflationary rate or 5%. For Oakland County, property tax represents the single largest revenue source in the General Fund/General Purpose budget, as is the case for most local governments in Michigan. In contrast to limitations on revenue growth, however, there are some costs that are difficult to constrain within those limits, at least in the near term.

Healthcare is one of those costs that have been rising rapidly over the past few years and presents a financial challenge across the nation, both in the public and private sectors. During the development of the FY 2006/2007 budget, an $8 million increase in the actuarially determined contribution for retiree health care (28% increase) represented the single largest budget challenge. The actuarial contribution provides for both current and future retiree health care costs. For a full discussion on this issue and other budget challenges along with an explanation of how these challenges were resolved, see the County Executive's budget message contained in the introductory section of this document.

Current Issues (Cont'd)

Oakland County is ahead of most governments in the area of retiree health care since, for the past 20 years, it has been advance funding future retiree health care obligations. The massive increase in the required contribution identified with the most recent actuarial report prompted Oakland County to re-evaluate the retiree health benefits offered to its employees. As a result, in an effort to control future costs and yet still be able to offer retiree health benefits, employees hired beginning January 1, 2006, will be eligible for a retiree health savings account (a defined contribution program) rather than the traditional medical insurance program (defined benefit program).

DMB has also been focused on making its publications available on the County's web site, including budget documents, financial reports, Equalization reports, as well as Purchasing policies and procedures. Availability of these reports on the internet has resulted in less demand for printed copies resulting in cost savings for the County. Also included on the web site are answers to "frequently asked questions" in an effort to provide enhanced service from the department via the internet. This information can be accessed via the web site at http://www.co.oakland.mi.us/mgtbud.

One of the most significant efforts in DMB over the past few years has been planning for the implementation of the new E-procurement and E-financial system, which is an internet based platform. Phase I for the County's time and labor system was implemented in 2004 and the larger Phase II for the procurement and accounting functions was implemented in early fall of 2005. An additional bonus derived from the system implementation effort was training of employees across the County in Business Process Redesign (BPR).

Goals

- **Professional Development/Demonstration of Best Practices:** A primary goal for DMB is to continue the development of its staff and encourage its employees to pursue professional certification and active involvement in standard-setting organizations. This will help to ensure continued use of best practices in government finance. Included in this goal is to retain the three awards from the Government Finance Officers Association (GFOA) for the budget document, Comprehensive Annual Financial Report (CAFR), and the Popular Annual Financial Report (PAFR). Also included in this goal is to retain the Outstanding Agency Accreditation Achievement Award from the National Institute of Governmental Purchasing (NIGP).

- **Continued Financial Strength:** DMB is committed to retaining the AAA bond rating assigned by Wall Street analysts. As part of that effort, DMB will continue its focus on long-term financial planning, which includes preparation of a 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:

  - Implement the remaining budgeting component of the new financial system.

  - Enhance information available on the internet/intranet derived from the recently implemented procurement and financial system.

  - Continued progress toward enhanced program budget information, such as performance measurements, to aid in decision making during the budget process.

  - Continued scrutiny and enhancements in financial business processes within Management and Budget and across departments to assess and strengthen internal controls and to identify opportunities for efficiency enhancements.

  - Initiate and offer training to all County departments in the area of contract administration in the continuing effort to enhance employees' knowledge of best procurement practices.

Summary of Major Program Changes

Revenue
Major changes in revenues include a decrease of ($65,294) for Equalization Division due to the completion of special projects, a net increase of $35,250 in refunds due to negotiated rebates on Purchasing contacts, and an increase of $18,500 in Reimbursement Filing Fees and Tax Intercept Fees.

Expenditures
Controllable Personnel reflects a 2% across the board Salary increase, related Fringe Benefits and increased Retiree Health Care costs. Contractual Services budget decreased ($167,374) primarily due to funds which were carried forward and re-appropriated in FY 2005 for Professional Services expenses related to Plante Moran Cobo Hall expansion project ($50,100) and the Utility case at the Michigan Tax Tribunal for legal fees, expert witnesses and appraisers ($84,172). Also, Personal Mileage reduced by ($25,775) due to lower anticipated usage. Commodities reflect a decrease in Office Supplies and Expendable Equipment totaling ($41,685). Budgets for the internal services category is for current operation and additional allocation will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage.

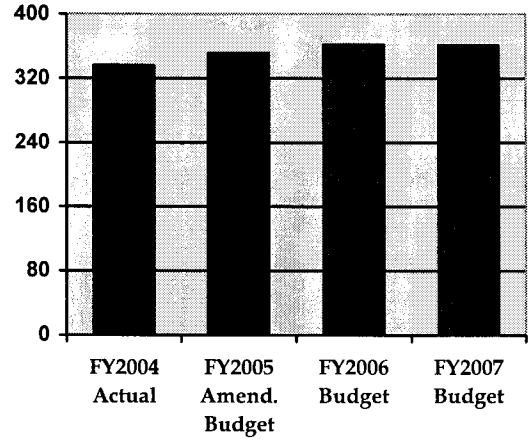
Administration

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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	0	0	0	0
Total GF/GP Rev.	$0	$0	$0	$0

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	335,771	350,862	361,756	360,902
Total Program Exp.	$335,771	$350,862	$361,756	$360,902

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend. Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	233,025	238,183	242,948	242,948
Fringe Benefits	87.478	96,845	101,661	101,661
Contractual Services	5,418	7,700	8,425	7,625
Commodities	148	200	300	300
Internal Services	9,702	7,934	8,422	8,368
Total GF/GP Exp.	$335,771	$350,862	$361,756	$360,902

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	2	2
Part Time Positions	0	0
Total Positions	2	2

Administration $361,756 $360,902

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 and County leaders.

Objective

Maintain a balanced budget that appropriately allocates limited financial resources while continuing to provide excellent citizen service. Proactively develop recommendations to meet current and future budget challenges resulting from issues such as property tax revenue limitations, reduced State and Federal funding, and rising health costs. Continue to maintain the County's strong financial position as evidenced by low debt and healthy fund balances.

Performance Measures

- Continuation of County's AAA bond rating.
- A balanced biennial budget plan through Fiscal Years 2005/2006 which includes:
  - Holding the County's general operating tax levy rate at 4.19 mills, less than the authorized maximum rate of 4.2242 mills and the third lowest general operating millage rate among all counties in the State of Michigan.
  - Continuation of the plan to "wean" the County away from reliance on State revenue sharing, reducing the amount of revenue budgeted for general operations from this source each year until completely "weaned" by 2015.
  - Creation of a new Capital & Cooperative Initiatives Revolving Fund (CCIRF) from existing revenue resources to provide a long-term funding strategy for capital improvement projects and services voluntarily provided by the County to assist local cities, villages, and townships.

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).
- 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 MGFOA Intergovernmental Cooperation Committee and Past Chairperson of the MGFOA Technology Committee, as well as Vice President of the Michigan Association of Governmental Computer Users.
- The Fiscal Services Manager is a Past President of the Michigan Government Finance Officers Association (MGFOA) and current Chairperson of the MGFOA Strategic Planning Committee. Also, in general, DMB representatives actively serve on the various MGFOA committees.
- The Purchasing Division is an accredited agency of the National Institute of Governmental Purchasing. 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 appointed by the Governor to her Local Government Financial Stability Task Force. The Equalization 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.

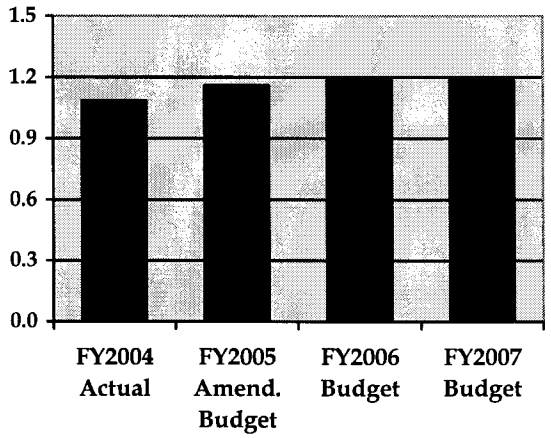
Purchasing

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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	19,016	14,900	50,150	50,150
Tot. GF/GP Revenue	$19,016	$14,900	$50,150	$50,150

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name*				
Procurement	1,016,516	1,036,749	1,053,821	1,053,283
E-Commerce	67,835	123,582	132,078	132,078
Total Prog. Exp.	$1,084,351	$1,160,331	$1,185,899	$1,185,361

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	612,954	646,826	675,821	675,821
Fringe Benefits	285,443	330,261	342,830	342,830
Contractual Services	16,705	26,621	34,751	34,751
Commodities	7,008	7,197	6,572	6,572
Capital Outlay	0	0	0	0
Internal Services	162,241	149,426	125,925	125,387
Total GF/GP Exp.	$1,084,351	$1,160,331	$1,185,899	$1,185,361

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	12	12
Part Time Positions	0	0
Total Positions	12	12

Procurement $1,053,821 $1,053,283

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 dollars. Procurement consists of three sub-categories:

- **Drain Procurement**: the assignment of a specific buyer to work out of the Drain Commissioner's office to handle the acquisition of their goods and services as defined under the County's policy and procedures manual.
- **Information Technology Procurement**: the assignment of a specific buyer to work out of the IT office 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.

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 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 on the purchase of a police vehicle.

E-Commerce $132,078 $132,078

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.

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 has expanded 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, coordination between the credit card bank, Accounts Payable and the Treasurer's Office.

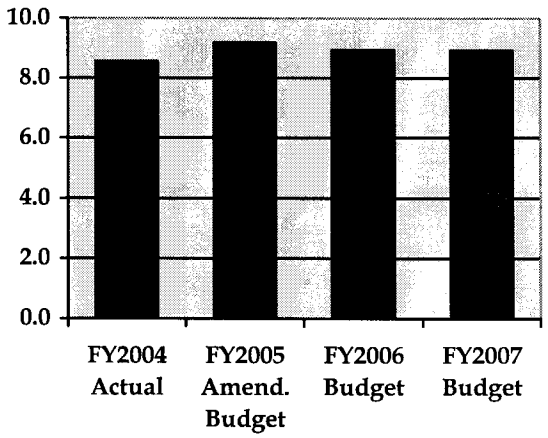
Equalization

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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	2,385,769	2,454,322	2,389,028	2,389,028
Total GF/GP Rev.	$2,385,769	$2,454,322	$2,389,028	$2,389,028

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Admin. Services	882,705	1,010,673	1,016,588	1,016,588
Assessing	6,632,726	6,838,165	6,521,515	6,519,737
Equalization	484,558	680,055	752,712	752,712
Mapping	547,590	651,501	638,282	638,282
Total Prog. Exp.	$8,547,579	$9,180,394	$8,929,097	$8,927,319

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	4,245,030	4,741,759	4,816,041	4,816,041
Fringe Benefits	1,966,358	2,333,354	2,433,269	2,433,269
Contractual Services	76,591	293,837	177,790	177,790
Commodities	23,389	77,395	44,800	44,800
Capital Outlay	0	0	0	0
Internal Services	2,146,823	1,734,049	1,457,197	1,455,419
Transfers Out	89,388	0	0	0
Total GF/GP Exp.	$8,547,579	$9,180,394	$8,929,097	$8,927,319

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	87	87
Part Time Positions	3	3
Total Positions	90	90

Equalization — FY 2006 FY 2007

Administration — $1,016,588 $1,016,588

Equalization administration provides direction and guidance for the efficient implementation and execution of goals and objectives, oversees budget recommendations for the division and monitors approved budget expenditures, schedules staff training, monitors staff development and performance and responds to public inquiries and requests for information.

Assessing — $6,521,515 $6,519,737

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 129,460 parcels
- Maintain real property records for approximately 133,462 residential and 12,703 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 27,826 parcels within 32 contracted units of government.

County Equalization — $752,712 $752,712

Undertakes equalization functions for all classes of property located in Oakland County. Also conducts annual sales, land and Economic Condition Factor (E.C.F.) studies for each class of property within the county to assist local assessors in valuing all classes of property for assessment purposes.

Mapping $638,282 $638,282

Maintains parcel identification numbers, tax descriptions and GIS tax parcel mapping for the Oakland County Land File System consisting of 526,856 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 10,000 parcels are processed annually.

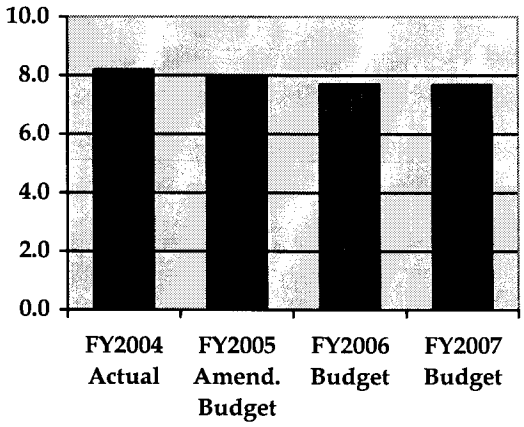
Fiscal Services

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.

Division Goals

- Report the financial position and economic condition of the County in an accurate, timely, consistent, reliable manner, leading to the publication of a Comprehensive Annual Financial Report (CAFR) that receives an unqualified audit opinion.
- Issue payments to employees and vendors, for goods and services delivered, in a timely and accurate manner.
- Accurately forecast personnel, contractual services, supplies, equipment and space requirements for all County activities and validate quantities needed to accomplish the operational objectives of all County agencies.
- Respond efficiently to requests by elected officials and county staff, for financial information and analysis.
- 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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose	$0	$0	$0	$0
Other Funds				
Housing& Dev Grant	88,458	0	0	0
Office Equipment	669,010	673,486	635,714	635,714
Workforce Dev. Grants	62,867	0	0	0
Transfers In	0	49,500	0	0
Total GF/GP Rev.	$820,334	$722,986	$635,714	$635,714

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	2,663,064	2,348,189	1,997,911	1,994,211
Fin. Planning	738,052	785,629	803,964	792,452
Fin. Processing	2,097,511	2,046,752	2,046,568	2,046,189
Fin. Reporting	2,684,611	2,784,832	2,855,670	2,842,103
Total Prog Exp.	$8,183,238	$7,965,402	$7,704,113	$7,674,955

Division Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	3,358,995	3,564,324	3,568,010	3,548,010
Fringe Benefits	1,496,645	1,691,464	1,764,796	1,756,896
Contractual Services	57,460	185,918	120,700	118,700
Commodities	17,441	22,828	17,000	17,000
Capital Outlay	0	0	0	0
Internal Services	2,276,883	1,815,436	1,495,916	1,493,598
Total GF/GP Exp.	$7,207,424	$7,279,970	$6,966,422	$6,934,204
Other Funds				
Fringe Benefit	97,308	101,000	101,977	105,037
Housing & Dev Grant	88,458	0	0	0
Medical Care Facility	0	(89,054)	0	0
Office Equipment	727,181	673,486	635,714	635,714
Workforce Dev.	62,867	0	0	0
Total Expenditures	$8,183,238	$7,965,402	$7,704,113	$7,674,955

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	62	62
Part Time Positions	1	1
Total Positions	63	63

Administration $1,997,911 $1,994,211

The Administration is responsible for obtaining and managing the personnel, contractual and technology resources of the division. This activity includes hiring the staff, providing a growth path for deserving individuals and professional development opportunities for all; as well as supervising contractual and technology resources, specifically the County's human resources/financial information system, to maximize the productivity of division staff. In addition, the Division's Administration is the primary conduit of financial information to the County Executive, the Board of Commissioners, and other Countywide Elected Officials.

Objective

- Manage and monitor the County's financial performance in order to maintain sufficient fiscal stability to provide necessary services

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Maintain an unreserved General Fund Balance of between 10% and 20% of expenditures	12%	17%	15%	14%
Receive a AAA rating for county issues from Standard & Poor's and Moody's rating agencies	yes	yes	yes	yes

Objective

- Dissemination of County financial information to the widest audience, through electronic means, by placing County budgets, Comprehensive Annual Financial Reports (CAFR) and Popular Annual Financial Reports (Financial Summaries), covering a number of years, on the county's website.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of budgets on website	0	0	2	2
Number of CAFRs on website	1	2	3	N/A
Number of Financial Summaries on website	2	3	4	N/A

Financial Planning $803,964 $792,452

The program of Financial Planning consists of two activities. The first is to accurately forecast personnel, contractual services, supplies, equipment and space requirements for all County activities and validate quantities needed to accomplish the operational objectives of all County agencies. The second is to monitor implementation of the biennial salaries, operating and capital budgets, and report variances and proposed adjustments on a timely and accurate basis to assist management and the Board in the County's decision-making process. This second activity includes responding to requests for financial analysis as well as providing recommendations for fiscal improvements.

Objective

- Development and maintenance of a biennial budget that provides flexibility to meet unanticipated and emergency needs

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Percent of Actual Operating Revenues over Budgeted Revenues	100%	100%	102%	101%
Percent of Actual Operating Expenditures over Budgeted Expenditures	96%	92%	96%	98%

Objective

- Accurately forecast General Fund/General Purpose revenues and expenditures, through the quarterly financial forecast process

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Percent first quarter forecast of net year end results				
Revenues	99.0%	97.3%	97.1%	81.9%
Expenditures	97.5%	97.2%	87.3%	83.7%
Percent second quarter forecast of net year end results				
Revenues	98.4%	97.5%	98.2%	81.8%
Expenditures	99.0%	94.8%	89.6%	83.9%
Percent third quarter forecast of net year end results				
Revenues	98.3%	99.7%	99.4%	82.4%
Expenditures	99.0%	95.1%	89.1%	84.1%

Financial Processing $2,046,568 $2,046,189

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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Average number of checks issued per pay period	4,440	4,535	4,603	4,497
Average amount of each pay period	$7,602,068	$7,749,852	$8,125,545	$8,081,394

Objective

- Record revenue items in an accurate manner

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of revenue documents processed	7,678	7,446	7,631	7,735
Number of write-offs and refunds	604	599	622	668
Percent of documents processed	7.9%	8.0%	8.1%	8.6%

Objective

- Process vendor payments and maintain appropriate records for Federal reporting on form 1099.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of direct vouchers	22,949	15,580	16,153	15,778
Number of purchasing payments	40,145	47,669	49,325	50,176
Number of cancelled payments	1,265	1,174	1,195	1,174

Financial Reporting $2,855,670 $2,842,103

This program area is responsible for reporting the financial position and economic condition of the County in accordance with the standards set by the Governmental Accounting Standards Board (GASB). Independent Certified Public Accountants verify that the financial reports meet the GASB standards. This effort culminates in the Comprehensive Annual Financial Report (CAFR) which is produced under the guidelines established by the Government Finance Officers Association (GFOA). The reporting activity also includes the publication of reports required by Federal guidelines for Grants, reports required by the Michigan Department of Treasury pursuant to state statues, and special reporting needs of various departments. This function publishes a summarized annual report that is intended for use by the general public. This document is called the Popular Annual Financial Report (PAFR) and is reviewed by GFOA for appropriate content.

Objective

- Provide timely and accurate external financial reporting

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of days to process year end transactions	32	31	29	35
Receipt of unqualified Audit Opinion	yes	yes	yes	yes

Objective

- Receive the Government Finance Officers Association (GFOA) awards for the Comprehensive Annual Financial Report, Popular Annual Financial Report and County Budget documents.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of awards received	3	3	3	3

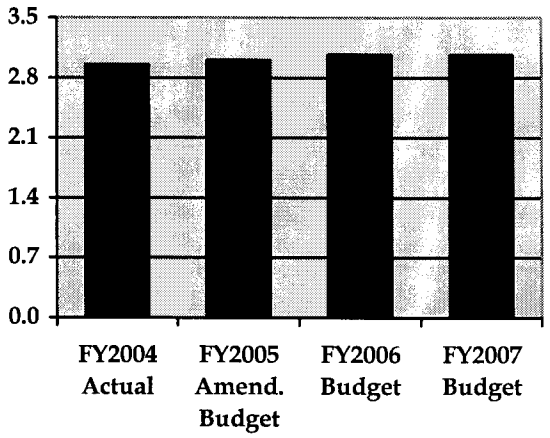
Reimbursement

Reimbursement manages collections for Circuit, Family, and Probate Courts for all court-ordered fees and determines an individual's ability to pay for various court services. The Division is responsible for collections of the inmate board and care program for the Oakland County Sheriff's Department. Reimbursement 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 Golden Oaks Medical Care Facility.

Division Goals

- 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 continue to assist the Courts' Collection Committee in their efforts to increase collections.
- To continue 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.

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	368,355	325,000	343,500	343,500
Tot. GF/GP Revenue	$368,355	$325,000	$343,500	$343,500

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	871,273	881,602	852,150	852,150
Circuit Ct Collec.	1,051,401	1,043,778	1,077,713	1,077,185
Family Ct Collec.	821,138	907,592	951,264	950,736
Medical Care Fac.	208,495	169,989	188,882	188,882
Total Prog. Exp.	$2,952,307	$3,002,961	$3,070,009	$3,068,953

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	1,383,603	1,430,958	1,477,575	1,477,575
Fringe Benefits	664,568	714,010	759,927	759,927
Contractual Services	71,354	73,630	78,666	78,666
Commodities	6,038	11,437	8,700	8,700
Capital Outlay	0	0	0	0
Internal Services	618,249	602,937	556,259	555,203
Total GF/GP Exp.	$2,743,812	$2,832,972	$2,881,127	$2,880,071
Other Funds				
Medical Care Fac.	208,495	169,989	188,882	188,882
Total Expenditures	$2,952,307	$3,002,961	$3,070,009	$3,068,953

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	32	32
Part Time Positions	5	5
Total Positions	37	37

Reimbursement	FY 2006	FY 2007
Administration	**$852,150**	**$852,150**

Administration ensures compliance with current statutes, analyzes new and pending legislation for impact on the collections process, evaluates new and current programs for increased efficiencies, modifies division procedures as appropriate, and prepares financial reports and statistics in a timely and efficient manner. Administration oversees total court collections and service of approximately $8,228,651 and total court unit expenses of approximately $2,851,237 (Figures may change after 2005 totals are audited for the annual report).

Circuit Court Collections — $1,077,713 — $1,077,185

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. In addition to initiating lawsuits and preparing court orders, they schedule Order to Show Cause hearings which result in a consent judgment or default judgment, process state tax intercepts and garnishments. They are also responsible for disbursing restitution payments to victims.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005* Actual
Total Collections on behalf of the Circuit Courts and Sheriff's Department	$5,590,515	$5,455,265	$5,524,950	$5,884,693
# of Order to Show Cause Hearings Scheduled	3,700	3,700	3,700	3,700
# of Tax Intercepts Processed	1,145	2,300	1,804	2,452
# of Garnishments Processed	416	444	270	250
Restitution Payments Disbursed to Crime Victims	$2,403,538	$2,194,308	$2,372,619	$2,288,526

Family Court Collections — $951,264 — $950,736

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 conduct financial interviews to determine parents' ability to reimburse the County for costs incurred due to a minor's involvement with the Family Court and prepare the Order for Reimbursement. They schedule Order to Show Cause hearings, conducting the hearing when parents appear, process wage assignments, and request bench warrants. Staff also process tax intercepts and are responsible for maintaining and collecting court-appointed attorney fees for Probate Court Mental Health accounts. In addition, the Unit also collects guardian ad litem fees and psychological evaluation fees ordered by Friend of the Court, and birth record fees and filing fees for the Clerk's Office on Prosecutor Office initiated child support orders. This Unit also disburses restitution payments to crime victims.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005* Actual
Total collections on behalf of the Family Court, Probate Court and Clerk's Office	$2,155,992	$1,998,788	$2,065,003	$2,343,958
# of Order to Show Cause Hearings Scheduled	1,500	1,500	1,500	1,500
# of Tax Intercepts Processed	4,050	4,848	3,567	4,693
Restitution Payments Disbursed to Crime Victims	$118,406	$102,652	$130,826	$120,791

Medical Care Facility Collections $188,882 $188,882

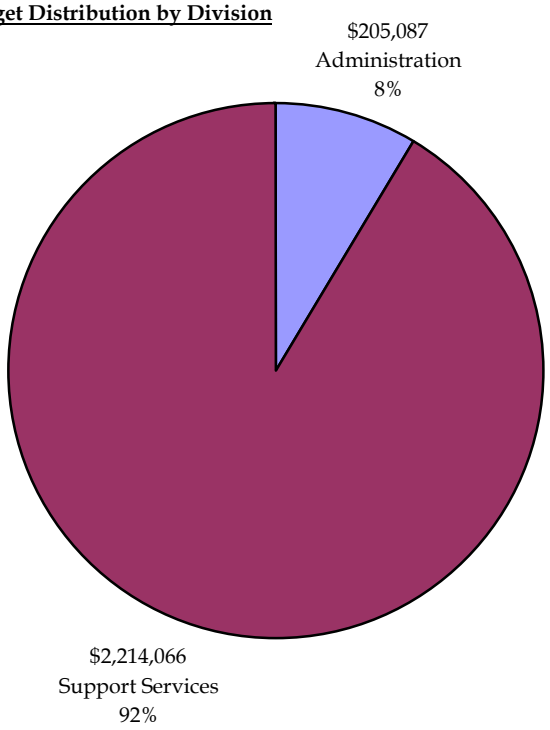
The Golden Oaks Medical Care Facility Collections unit is responsible for collecting monies from insurance companies, Medicare/Medicaid/ and private pay patients for cost of care and services provided.

	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005* Actual
Total Revenue	$10,437,260	$10,540,954	$10,501,825	$9,225,120*

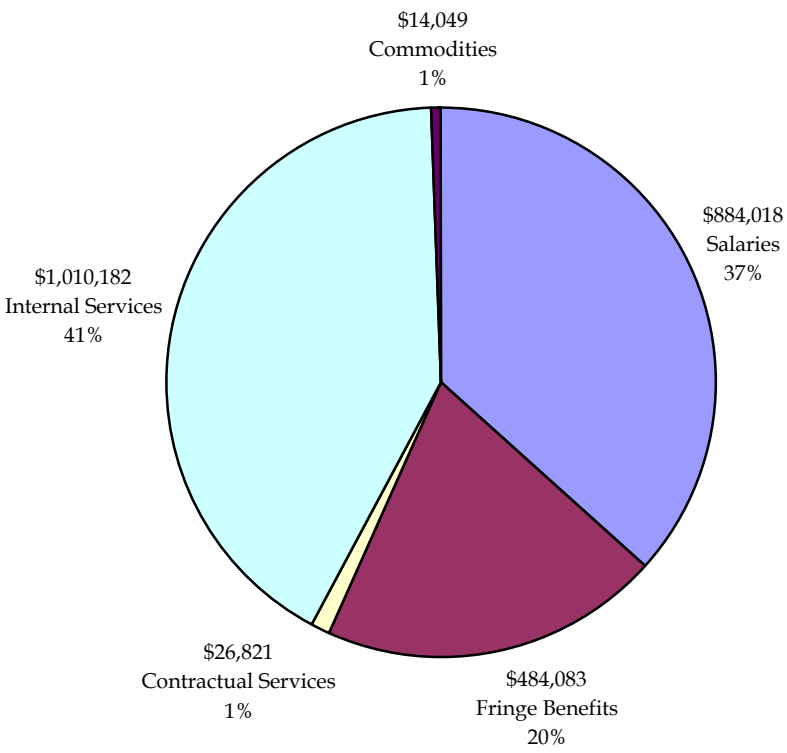
*Figures may change after 2005 totals are audited for the annual report.

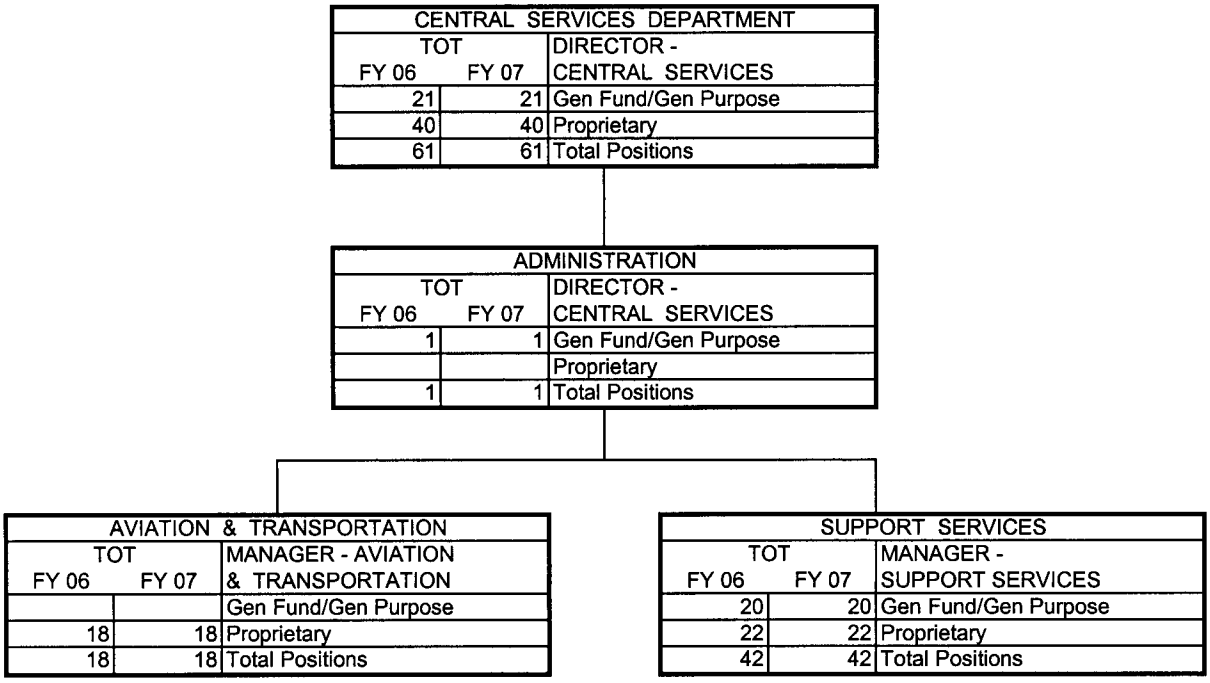
Central Services
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures





Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	0	0
Aviation & Trans.	0	0
Support Services	171,000	171,000
Total Revenue	$171,000	$171,000

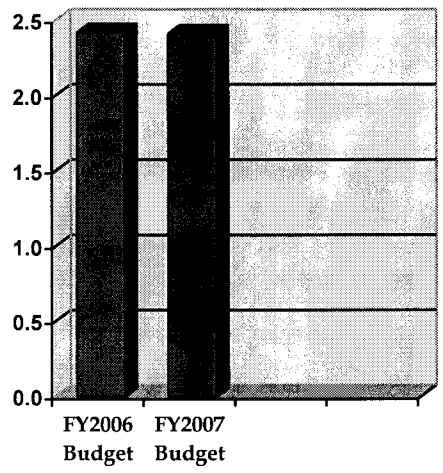
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	205,087	205,034
Aviation & Trans.	0	0
Support Services	2,214,066	2,205,888
Total Expenditure	$2,419,153	$2,410,922

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	58	58
Part Time Positions	3	3
Total Positions	61	61

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.

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.

Summary of Major Program Changes

Revenue
Food Services - Increase in revenue of $22,000 due to additional vending machine commissions (31.1% of sales) based on history with new vendor *Variety Foodservices.*

Expenditures
Controllable Personnel reflects a 2% across the board Salary increase, related Fringe Benefits and increased Retiree Health Care costs. FY 2005 budget for Record Retention Unit included a one-time appropriation of ($75,000) to replace software and ($110,000) for shelving and additional ($10,000) in overtime. Decrease of ($20,000) due to a reduction of micrographic copy rates and activity; Other Internal Service budgets are for current operation and additional allocation will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage.

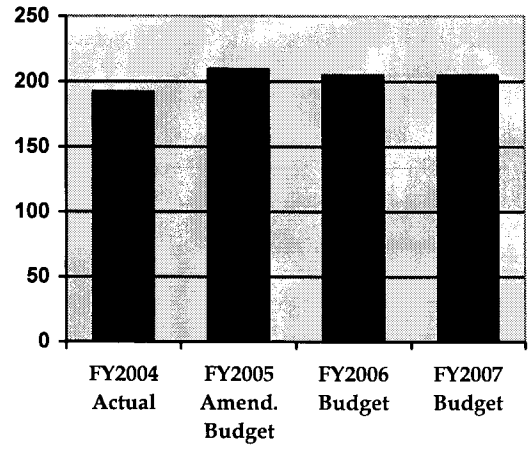
Administration

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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	0	0	0	0
Total Revenue	$0	$0	$0	$0

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administrative Svs.	192,314	209,561	205,087	205,034
Total Program Exp.	$192,314	$209,561	$205,087	$205,034

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	130,134	132,657	135,311	135,311
Fringe Benefits	49,998	51,209	53,820	53,820
Contractual Services	12	2,600	2,600	2,600
Commodities	0	200	0	0
Internal Services	12,170	22,895	13,356	13,303
Total GF/GP Exp.	$192,314	$209,561	$205,087	$205,034

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	1	1
Part Time Positions	0	0
Total Positions	1	1

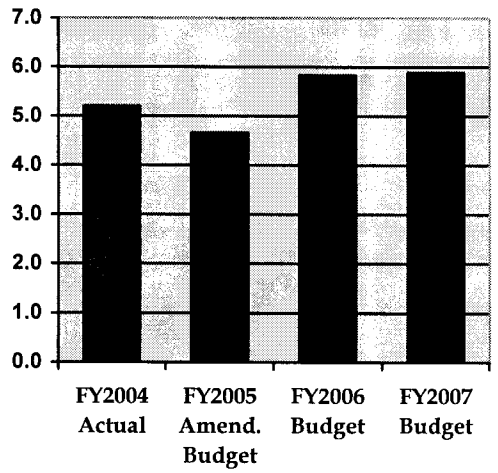
Aviation & Transportation

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 *53rd* busiest airport in the nation with *243,395* 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 premiere 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 Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose	0	0	0	0
Airport Facilities Fund				
Charges for Services	4,262,855	4,283,332	5,384,579	5,443,313
Investment Income	88,848	271,795	280,000	280,000
Other Revenue	2,612	0	0	0
Contributions	8,636	107,376	169,155	169,155
Gain-Exchange of Assets	14,855	0	0	0
Capital Contributions	3,198,595	0	0	0
Transfers In	0	0	0	0
Total Airport Rev.	$7,576,401	$4,662,503	$5,833,734	$5,892,468

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	852,778	903,018	2,306,375	2,360,478
Operations	4,351,290	3,759,485	3,527,359	3,531,990
Total Program Exp.	$5,204,068	$4,662,503	$5,833,734	$5,892,468

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose	0	0	0	0
Airport Facilities Fund				
Salaries	997,964	1,043,694	1,077,095	1,100,721
Fringe Benefits	466,095	524,518	536,293	560,525
Contractual Services	1,708,619	1,173,840	1,480,400	1,480,400
Commodities	74,502	47,815	85,050	85,050
Internal Services	292,537	682,813	759,096	775,812
Depreciation	1,664,352	1,189,823	1,614,500	1,614,500
Interest on Debt	0	0	281,000	275,160
Paying Agent Fees	0	0	300	300
Special Items-Other	198,826	0	0	0
Total Expenditures	$5,204,068	$4,662,503	$5,833,734	$5,892,468

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	18	18
Part Time Positions	0	0
Total Positions	18	18

Administration $2,306,375 $2,360,478

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 ($12,426,645 in 2005); 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 recently constructed a state of the art, aesthetically treated ground run-up enclosure as part of its continuing noise mitigation program. This facility is the most technically advanced facility of its type in the United States. The Aviation Division is currently constructing 185 new T-Hangar units (158 at Oakland County International Airport and 27 at Oakland/Troy Airport) to meet pent-up demand.

Performance Measures

	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual
Federal Grants	$4,200,000	$3,100,000	$2,982,000	$12,426,645
Land Acquisition	16 parcels/ 4.5 acres	0 parcels/ 0 acres	0 parcels/ 0 acres	0 parcels/ 0 acres
Sound Attenuation (186 Homes)	N/A	N/A	N/A	$7,500,000
New Construction	$860,000	$3,036,000	$2,982,000	$4,926,645
Bldg Administration	684	684	684	684
Land Lease Admin	40	41	42	43
Based Corporations	150	150	150	150
Based Aircraft	850	850	784	789

Operations $3,527,359 $3,531,990

Operations at Oakland County International Airport provide 24-hour Aircraft Rescue Fire Fighting emergency response; equipment and building maintenance for county-owned buildings and 386 T-hangar units; snow plowing of runways, taxiways, ramps and service roads; landscape work, including considerable formal landscaping, and mowing over 625 acres of grass. 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 233 T-hangar units. In addition to the foregoing services, in order to promote public health and safety and to fulfill our Airport Certification Manual (ACM) requirements, the Operations Division provides: Airport familiarization (Waterford Fire & Police, other Oakland County Police and Hazmat agencies, U.S. Secret Service & FBI, Michigan State Police); Live burns (Cross train 7 different fire departments; Fixed Base Operator (FBO) Training (Snow removal procedures, hand held fire extinguisher usage, Fuel farm inspections, Storm Water Pollution Protection Plan (SWPPP) compliance, ground operations).

Performance Measures

	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual
Lawn Mowing	600 acres	625 acres	625 acres	625 acres
Snow Removal	85 acres	85 acres	85 acres	85 acres
Pavement Maintenance & Repair	34 acres	34 acres	34 acres	34 acres
Electrical related to underground wiring and above ground lighting	12 miles	12 miles	12 miles	12 miles
Structural/Electrical/Mechanical maintenance of buildings	614	614	614	614
Operation and maintenance of fleet (45 major/25 minor)	70	70	70	70

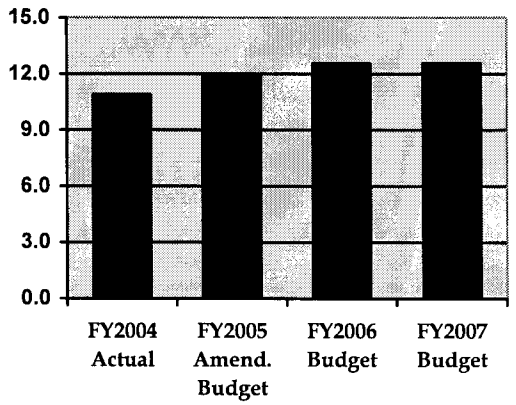
Support Services

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.

Division Goals

- 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.
- To continue to market printing and mail services to cities, villages and townships (CVT's) and schools

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	184,543	143,000	165,000	165,000
Other Revenue	3,594	6,000	6,000	6,000
Total GF/GP Revenue	$188,137	$149,000	$171,000	$171,000
Other Funds				
Motor Pool Fund	5,647,837	5,774,530	6,165,759	6,140,759
Mail, Copier, Print	3,400,194	3,617,245	3,357,513	3,357,513
Total Revenue	$9,236,168	$9,540,775	$9,694,272	$9,669,272

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	191,807	195,355	202,095	202,095
Food Services	158,984	167,268	157,974	156,273
Materials Mgmt.	361,853	348,178	314,246	312,839
Record Retention	955,083	1,172,757	1,046,132	1,041,062
Mailroom	1,812,438	1,878,321	1,789,841	1,763,241
Vehicle Operations	5,389,866	6,072,464	6,895,333	6,936,466
Printing	1,420,599	1,473,525	1,728,620	1,749,485
Convenience Copier	602,846	572,091	420,000	420,000
Total Prog. Exp.	$10,893,476	$11,879,959	$12,554,241	$12,581,461

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	748,522	752,121	748,707	748,707
Fringe Benefits	388,968	411,835	430,263	430,263
Contractual Services	12,348	20,003	24,221	24,221
Commodities	7,343	17,420	14,049	14,049
Capital Outlay	0	110,000	0	0
Internal Services	1,012,393	1,059,925	996,826	988,648
Transfers Out	0	75,000	0	0
Total GF/GP Exp.	$2,169,475	$2,446,304	$2,214,066	$2,205,888
Other Funds				
Motor Pool Fund	5,389,866	6,072,464	6,895,333	6,936,466
Mail, Copier, Print	3,334,135	3,361,191	3,444,842	3,439,107
Total Expenditures	$10,893,476	$11,879,959	$12,554,241	$12,581,461

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	39	39
Part Time Positions	3	3
Total Position	42	42

Summary of Major Program Changes — FY 2006 — FY 2007

Printing, Mailing and Convenience Copier Fund
The FY 2006 budget reflects increases in external revenue for Printing and Mailing due to increased services provided to cities, villages and townships (CVTs). Revenues for the Convenience Copier program budget decreased as a result of reduced expenses per contract with new vendor.

Motor Pool
Budget has increase to cover increased expenses as a result of an increase in the following areas: size of county fleet; gas oil and grease; insurance costs; indirect cost; parts and accessories; and sublet repairs.

Administration — $202,095 — $202,095

The Administration program is comprised of a manager and secretary. Under general direction from the Director of Central Services, the manager is responsible for the daily operations of the Support Services divisions. In addition, the manager represents Oakland County on the SEMCOG Transportation Authority and MDOT Detroit Intermodal Freight Terminal committee.

Food Services — $157,974 — $156,273

The Food Services Program oversees the third party contract for operation of the cafeteria located in the Oakland County Court House. The cafeteria operation was privatized several years ago; however, the County owns and maintains a majority of the equipment in this facility and pays the building space rental. The County also contracts with a third party for vending machine service in county buildings. The county receives commissions from the vending sales, of approximately $162,000 annually. The manager of Support Services is the contract administrator for these contracts.

Materials Management — $314,246 — $312,839

The Materials Management program is responsible for the sale of surplus county items. The surplus items are sold in live bi-annual county auctions. County live auctions generate approximately $650,000 in sales annually. In addition, several surplus items are sold in the county on-line auction through a third party. The Office Supplies portion of this program was privatized several years ago. The program also warehouses used county furniture for the use of county departments and delivers various items (copy machine paper, used furniture) to county departments.

Record Retention — $1,046,132 — $1,041,062

Record Retention is the custodian of county records. It is the responsibility of Record Retention to store and maintain County records as required by law. Staff members review departments' record storage guidelines and destruction schedules with the State of Michigan. Stored documents are retrieved on a daily basis for the public and county departments, including Circuit Court judges.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Boxed Records Stored	39,000	40,033	39,306	38,755
Rolls of Microfilm	18,231	28,458	29,357	28,972
Drawers of Microfiche	149	153	193	255
Open Shelf Files	510,000	567,369	631992	668,296
Number of Transactions	300,000	300,000	200,065	165,695*

*year-to-date

Mailroom $1,789,841 $1,763,241

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

The Mailroom staff meters and automates outgoing mail in an effort to receive the maximum postal discounts allowed through the United States Post Office. This automation process saves county departments over $200,000 annually in postage costs. In addition to the annual postage savings, the Mailroom provides a rebate for mail pieces that qualify for automation discounts. In FY 2005, $60,000 in automation credits were given to county departments. The Mailroom jointly markets its services with the Oakland County Print Shop. This marketing effort has lead to the Print Shop and Mailroom printing, processing and mailing Tax Bills, Change of Assessment Notices, Personal Property Statements, and annual reports and newsletters for 45 CVT's throughout Oakland County. The current marketing efforts continue to focus on universities, school districts and municipalities. The Mailroom also processes daily mail for Community Mental Health, Oakland Schools, and Waterford Township. The work performed for outside agencies generates additional revenue to help offset expenditures for the Print Shop and Mailroom.

Vehicle Operations $6,895,333 $6,936,466

The Vehicle Operations program provides, maintains repairs and installs specialized equipment in County vehicles. The program operates under a separate working capital program that purchases and leases both new and used vehicles. The unit also operates a central garage facility. In addition to the maintenance and vehicle repair function, the Vehicle Operations staff builds patrol cars for the Oakland County Sheriff's Office and three local agencies. Oakland County Vehicle Operations is a General Motors warranty certified facility. Therefore, warranty repairs performed in-house on General Motors products are reimbursed by the manufacturer. Other warranty repair work, transmission and heavy engine jobs are taken to local dealers. All collision and glass repairs have been privatized and are performed by outside vendors. In FY 2005, Vehicle Operations staff performed 4,053 oil changes and 1,013 inspections. 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. In the event of an emergency, the Vehicle Operations program may provide fuel and vehicle repairs to local agencies.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of Vehicles	655	692	718	722
Miles Driven	10.6 million	11.2 million	11.6 million	12.2 million
Mechanics	8	8	8	8
Garage Attendants	1	0	0	0

Printing $1,728,620 $1,749,485

The Print Shop provides a combination of custom printing services and high volume copy services to County departments and CVT's. The Print Shop provides custom color offset printing, business cards, preprinted forms, NCR forms, and high volume black & white copy services. The Print Shop has high- speed networked color copy and black & machines. Therefore, departments can send their print jobs directly to the Print Shop without leaving their desk. In FY 2005, the Print Shop made over 17 million impressions. As a result of the combined effort with the Mailroom, the Print Shop offers variable data printing services to 45 CVT's throughout Oakland County. In FY2005, the Print Shop purchased an inserting machine. The addition of the inserting machine makes the Print Shop a true one-stop-shop. Therefore, the Print Shop/Mailroom has the functionality to print, fold, insert and automate mail pieces all under one roof. In addition, the inserting machine has saved county departments an additional $20,000 annually in inserting fees.

Convenience Copier $420,000 $420,000

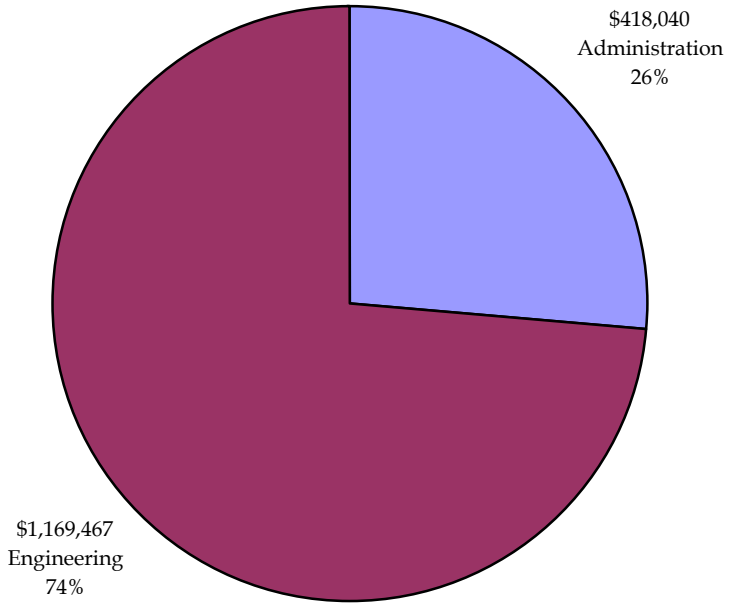
This program oversees the copy machines located in various county departments. The County has a contract with a third party for lease of its copy machines and assistance in managing the equipment and services funded through the County's Convenience Copier Fund. The Convenience Copier Fund operates under a separate working capital and charges the user departments a fee per impression. The cost per copy 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. In 2005, the entire copy machine fleet was replaced. Currently, 66 of the copy machines are networked to serve as printer/copiers.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of Machines	199	202	206	210

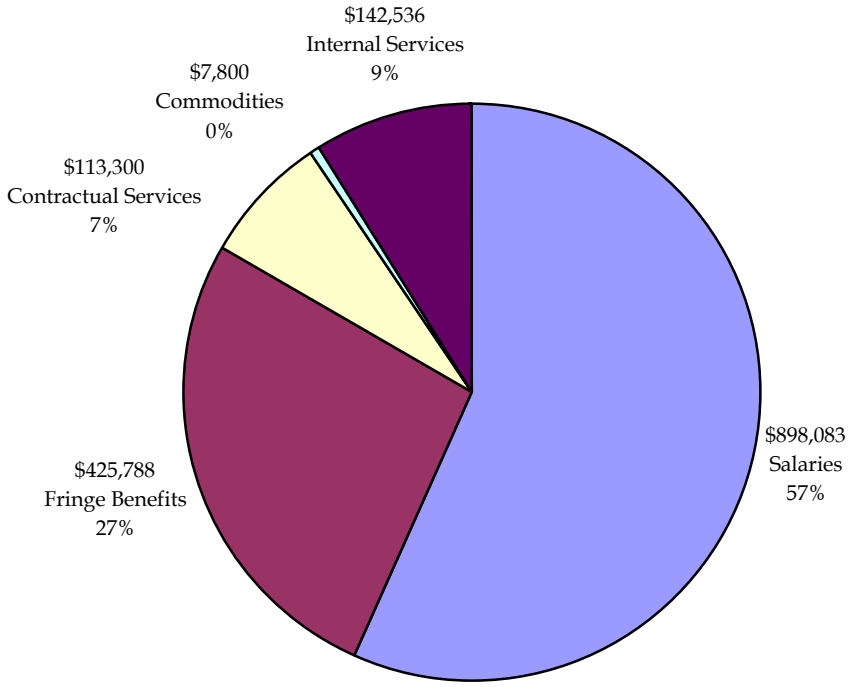
Oakland County is Michigan's leading center for international commercial activity with 653 companies representing 24 countries doing business in the county.

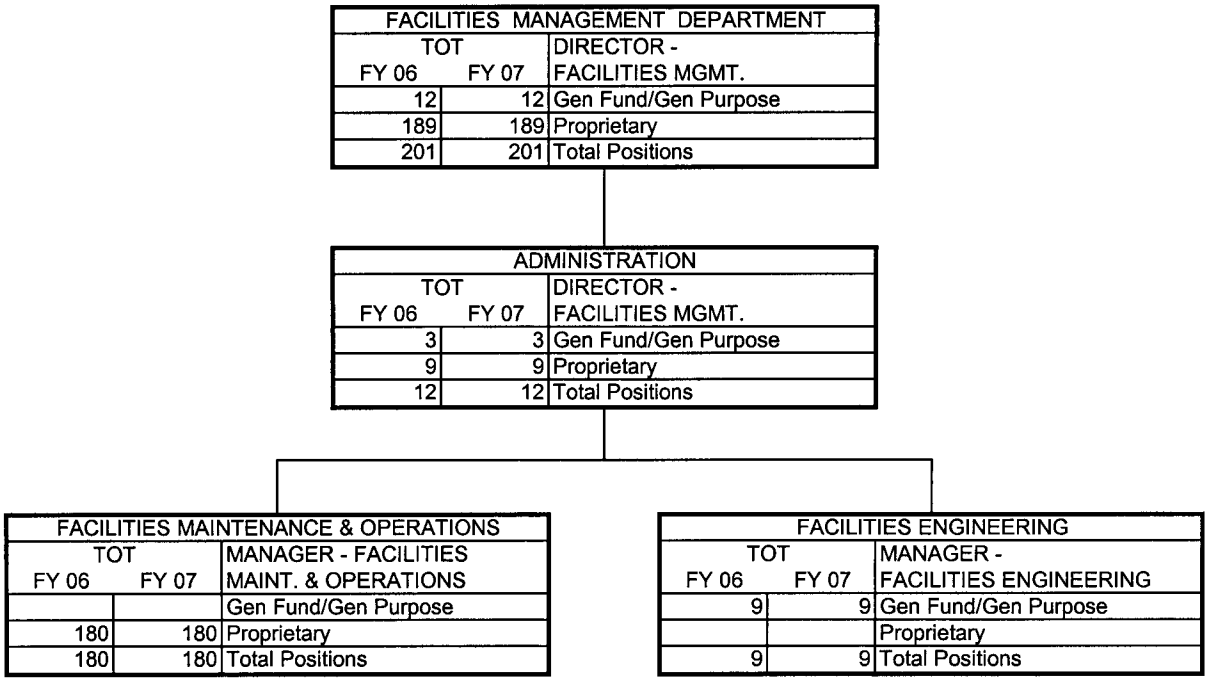
Facilities Management
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures





Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Facilities Mgmt. Admin.	0	0
Facilities Maint. & Op.	0	0
Facilities Engineering	0	0
Total Revenue	$0	$0

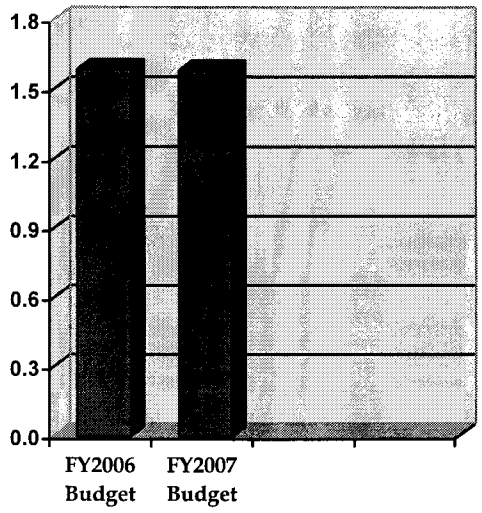
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Facilities Mgmt. Adm.	418,040	417,842
Facilities Maint. & Op.	0	0
Facilities Engineering	1,169,467	1,164,039
Total Expenditures	$1,587,507	$1,581,881

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	172	172
Part Time Positions	29	29
Total Positions	201	201

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.

Current Issues

Overcrowded Facilities - All facilities are at or exceed design capacity. Relief will be provided with the renovation of the 105,000 square foot Oakland Schools Administration Building. However, this space may not be available until 2007.

Security of County Facilities - The September 11, 2001 terrorist activities added 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 and Judicial areas. This includes Courts, Jails and related support functions.

Department Goals

- Continue to provide long-range planning, design and construction or renovation of County-owned facilities including site improvements, parking lots and utilities.
- Continue to refine the maintenance and operation of County facilities including Service Center utilities, custodial services, grounds maintenance and departmental support services.
- Improve the development and administration of County Capital Improvement Program.
- Allocation, management forecasting of space needs within County facilities.
- Negotiation and administration of lease agreements associated with the district courts and office space utilized by various County departments.
- Recommend the purchase and sale of County facilities and properties as needed.
- See Program Goals of the Facilities Engineering and Facilities Maintenance and Operations Divisions.

Summary of Major Program Changes

General Fund

Revenue

No revenues are anticipated in FY 2006 or FY 2007.

Expenditures

Controllable Personnel reflects a 2% across the board Salary increase, related Fringe Benefits and increased Retiree Health Care costs. Contractual Services budget includes an increase of $10,000 for Professional Services for consultant services required during the planning stages on behalf of future potential Capital Improvement Program projects. Internal Service budgets are for current operation and additional allocations will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage.

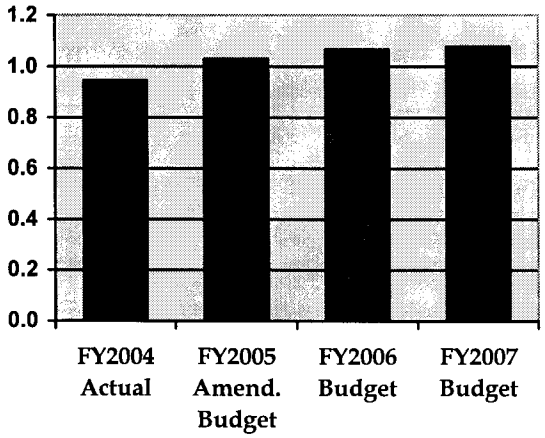
Administration

The Administration Division oversees the construction, management, and operation of most facilities and properties owned by Oakland County. It provides long-range planning to ensure 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.

Division Goals

- 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.
- Recommend the purchase and sale of County facilities and properties as needed.

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	0	0	0	0
Total GF/GP Revenue	$0	$0	$0	$0

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	385,511	418,575	418,040	417,842
Technical Support	560,501	621,308	648,890	660,227
Total Program Exp.	$946,012	$1,039,883	$1,066,930	$1,078,069

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	238,507	243,661	248,535	248,535
Fringe Benefits	105,647	109,157	114,494	114,494
Contractual Services	1,684	9,125	4,100	4,100
Commodities	45	400	400	400
Internal Services	39,628	56,232	50,511	50,313
Total GF/GP Exp.	$385,511	$418,575	$418,040	$417,842
Other Funds				
Facilities, Maint. & Operations	560,501	621,308	648,890	660,227
	$946,012	$1,039,883	$1,066,930	$1,078,069

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	10	10
Part Time Positions	2	2
Total Positions	12	12

Administration $418,040 $417,842

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 ensuring 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.

Performance Measures	CY1996* Actual	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Facility Maintenance and Operation facility budgets					
Cost per Square Foot (avg.)	$11.94	$12.90	$12.54	$11.60	$11.85
Full-time staffing level & facility square footage					
Staff	185	182	171	171	171
Square footage	1,775,411	1,693,808	1,956,433	1,960,310	1,921,389

*Change to a fiscal year began in 1997.

Technical Support $648,890 $660,227

The Technical Support program is responsible for design and construction management of interior renovation projects in most county facilities. This program also designs and coordinates the installation of furniture for county departments in new and existing buildings, and provides coordination of move management services. In addition, it handles exterior building maintenance projects involving roofing, caulking, waterproofing, masonry restoration, window replacement, concrete, and asphalt paving. This program provides technical support to FM&O, Facilities Engineering and Facilities Management Administration which includes property management. It oversees and maintains 12,000 facility record drawings, campus utility infrastructure records, and space allocation and assignment data.

Facilities Maintenance & Operations

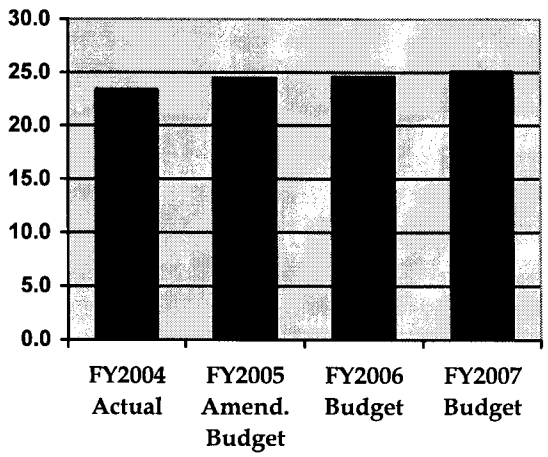
The Facilities Maintenance and Operations (FM&O) Division is responsible for energy management, maintenance, operations, and security for 46 County facilities, totaling ±1.9 million square feet, 600 acres of grounds, 60 acres of parking lots, and more than 30 miles of utilities. Activities include building 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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose	0	0	0	0
FM&O Fund				
Charges for Services	24,027,211	24,440,566	24,493,656	25,016,164
Investment Income	54,282	85,000	180,500	180,500
Other Revenues	58,419	0	400,000	400,000
Gain On Sale	8,860	0	0	0
Transfers In	54,000	0	0	0
Total FM&O Rev.	$24,202,772	$24,525,566	$25,074,156	$25,596,664
Other Funds				
Market Fund	143,569	149,344	147,623	152,588
Total Revenues	$24,346,341	$24,674,910	$25,221,779	$25,749,252

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
FM&O Admin.	3,825,596	3,306,024	3,324,214	3,404,834
Building Ops.	7,953,471	8,010,940	7,908,155	8,153,888
Building Safety	1,032,063	1,338,559	1,501,389	1,519,099
Bldg. Utility Sys.	5,115,340	5,569,315	5,714,384	5,727,506
Custodial Serv.	3,699,081	4,056,746	4,047,427	4,163,356
Grounds Maint.	1,623,202	2,012,874	1,929,697	1,967,754
Farmers Market	143,671	149,344	147,623	152,588
Total Prog. Exp.	$23,392,424	$24,443,802	$24,572,889	$25,089,025

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose	0	0	0	0
FM&O Fund				
Salaries	6,729,914	7,193,238	7,276,260	7,414,877
Fringe Benefits	3,445,719	3,872,181	3,978,625	4,025,477
Contractual Services	10,325,412	8,847,228	9,020,770	9,262,050
Commodities	1,083,883	1,146,150	1,116,000	1,136,000
Depreciation	787,268	170,000	170,000	170,000
Internal Services	876,535	2,675,461	2,463,611	2,528,033
Oper. Transfers Out	0	390,200	400,000	400,000
Total FM&O Fund	$23,248,731	$24,294,458	$24,425,266	$24,936,437
Market Fund	143,693	149,344	147,623	152,588
Total Expenditures	$23,392,424	$24,443,802	$24,572,889	$25,089,025

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	153	153
Part Time Positions	27	27
Total Positions	180	180

Summary of Major Program Changes

	FY 2006	FY 2007

Facilities Maintenance and Operations Fund:

Revenues:

Revenue increases reflect added space rental charges to offset increased utility charges including natural gas, electrical, water and sewer. Higher interest rates on investments are also anticipated for both years.

Expenditures:

The increase in the Controllable Personnel budget category is the result of the 2 % general salary increase which is partially offset by a decrease in the Indirect Cost charges. Historically high utility charges have increased the Controllable Operating Budget for all facilities and increased costs for vendors and suppliers.

Administration $3,324,214 $3,404,834

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. 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 $7,908,155 $8,153,888

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, crime 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	**FY2002 Actual**	**FY2003 Actual**	**FY2004 Actual**	**FY2005 Actual**
Trouble calls by various classifications (repair/emergency):				
• Alarms	173	249	211	373
• Appliance Repair	N/A	N/A	71	194
• Asphalt	N/A	N/A	N/A	1
• Card Reader (door access)	N/A	N/A	N/A	15
• Ceiling	131	93	89	161
• Clocks	N/A	N/A	51	48
• Concrete	N/A	N/A	N/A	4
• Doors	377	455	545	632
• Electrical	249	249	487	442
• Elevator	98	59	97	115
• Equipment Repair	N/A	N/A	N/A	92
• Flags	N/A	N/A	N/A	4
• Flooding	24	4	9	21
• Floor Repair	N/A	N/A	3	17
• Furniture	161	100	327	413

Performance Measures, cont.	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
• Garage Door	4	6	7	2
• Gate	98	66	139	141
• Handrails	N/A	N/A	N/A	5
• Kitchen	171	159	188	142
• Lights	849	703	833	918
• Locks	157	120	142	200
• Mechanical	40	40	103	110
• Miscellaneous	1,332	1,287	297	38
• Moving	0	2	13	37
• Odor	101	107	103	111
• Pictures	N/A	N/A	111	63
• Plumbing	689	568	1,422	1,523
• Roof	29	14	45	49
• Temperature (cold)	509	530	536	599
• Temperature (hot)	616	644	683	676
• Windows	57	33	76	101
Totals	**5,865**	**5,388**	**6,588**	**7,247**
• Completed service requests (non repair/emergency)	2,063	2,284	2,178	2,078
• Backlogged service requests	0	0	0	0

Building Utility Systems — $5,714,384 — $5,727,506

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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
• Number of units of each utility used per square foot of space.				
• Electric - KWH	17.61	13.60	15.92	16.49
• Gas - MCF	N/A	.1363	.1246	.1217
• Water - CU. FT.	9.13	7.91	6.85	8.50

Custodial Services — $4,047,427 — $4,163,356

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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
• Trouble calls by various classifications (spills, replenish products).	0	0	278	414

Grounds Maintenance $1,929,697 $1,967,754

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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
• Trouble calls:				
• Snow and Ice	16	47	37	82
• Pests	279	190	225	205
• Trees	N/A	N/A	N/A	1
Total	**295**	**237**	**262**	**288**

Building Safety $1,501,389 $1,519,099

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.

Farmers' Market $147,623 $152,588

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

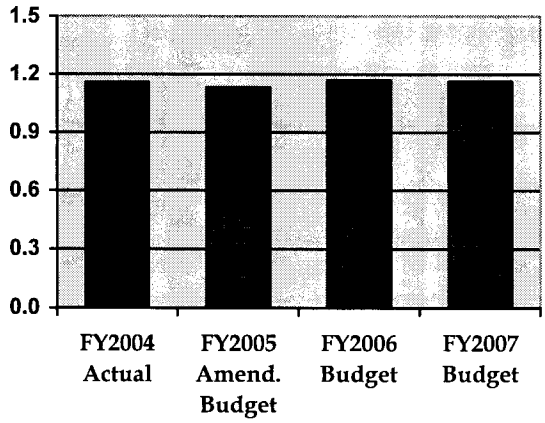
The Project Management program is the single program for Facilities Engineering (FE). The program is responsible for the planning, design and construction of County-owned facilities including site improvements, roads, parking lots, utilities, building remodeling, improvement and expansion projects. FE 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 departments..."

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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	0	0	0	0
Total GF/GP Revenue	$0	$0	$0	$0

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Project Mgmt.	1,158,491	1,132,200	1,169,467	1,164,039
Total Prog. Exp.	$1,158,491	$1,132,200	$1,169,467	$1,164,039

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	621,292	635,110	649,548	649,548
Fringe Benefits	286,470	296,664	311,294	311,294
Contractual Services	96,492	98,500	109,200	104,200
Commodities	11,451	8,900	7,400	7,400
Internal Services	88,786	93,026	92,025	91,597
OperatingTransfer Out	54,000	0	0	0
Total GF/GP Exp.	$1,158,491	$1,132,200	$1,169,467	$1,164,039

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	9	9
Part Time Positions	0	0
Total Positions	9	9

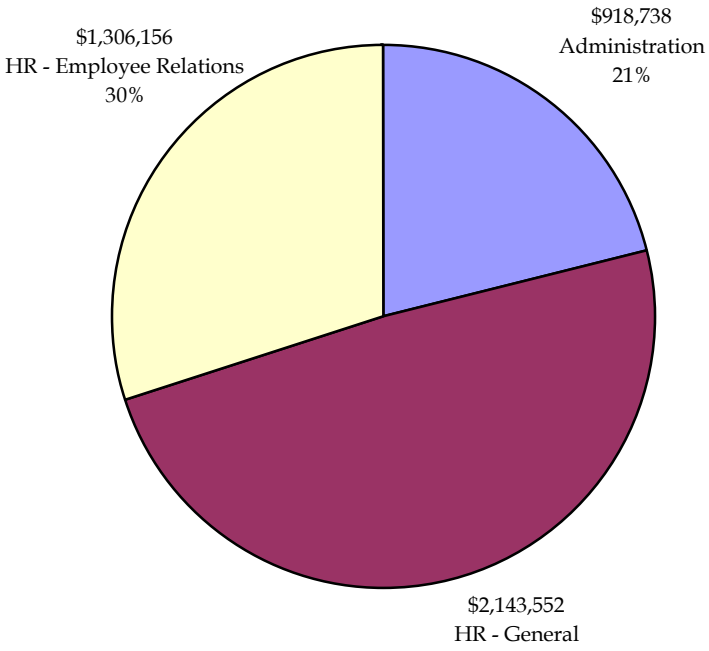
Project Management $1,169,467 $1,164,039

Performance Measures

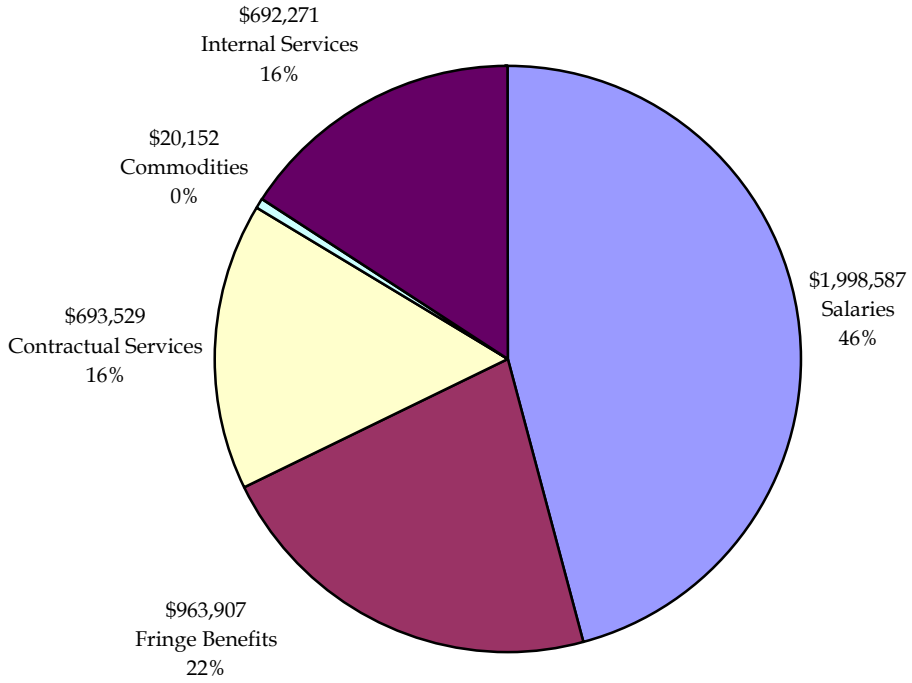
- Planned, designed and/or managed 12 Capital Improvement Program projects in 2004 and 2005 totaling over $72,000,000.
- The 2006 program has 10 active projects totaling $18,000,000 and 35 projects in the preliminary planning stages totaling $425,000,000.
- Utilized engineering consultants with specific expertise for design needs.
- Implemented Construction Management delivery system for Office Building and CMH Renovation projects.
- Evaluated the long-range space needs for County departments and developed a plan for space allocation over the next 20 years.

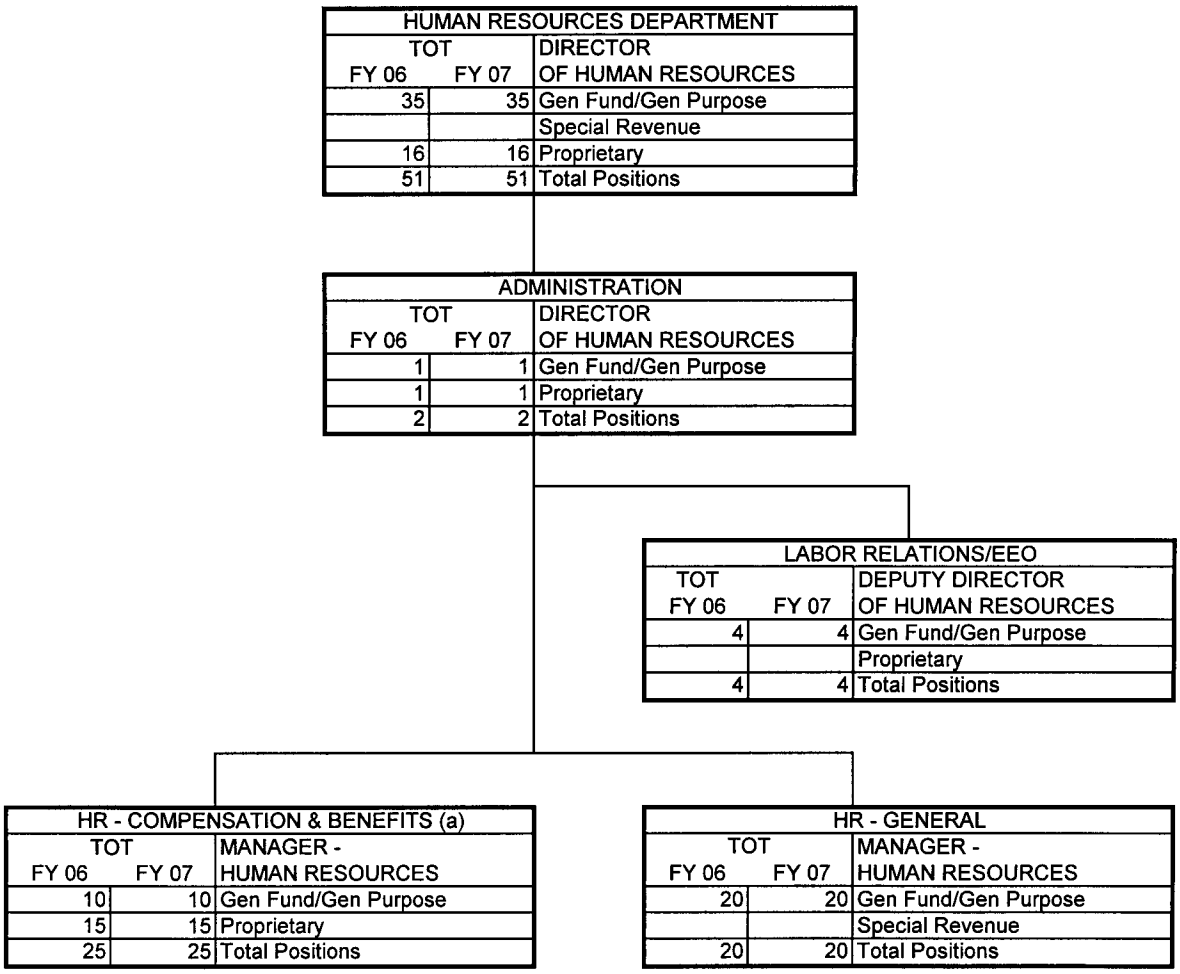
Human Resources
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures





(a) Division retitled from Human Resources - Employee Relations, per Misc. Res. #04339, effective 12/11/04.

Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	0	0
HR - General	18,600	18,600
Comp. & Benefits	200	200
Total Revenue	$18,800	$18,800

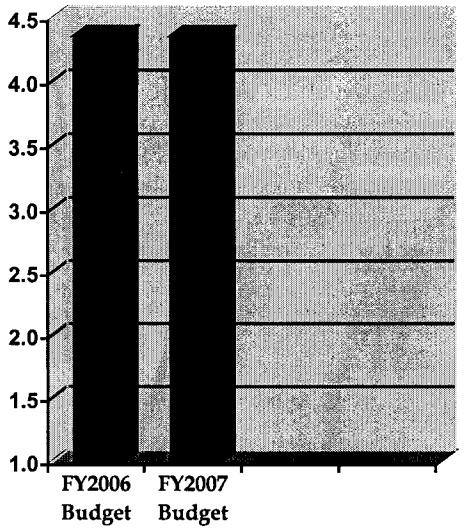
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	918,738	918,685
HR - General	2,143,552	2,142,406
Comp. & Benefits	1,306,156	1,304,328
Total Expenditures	$4,368,446	$4,365,419

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	6	6
Part Time Positions	0	0
Total Positions	6	6

Department Expenditures ($ in millions)



Summary

The Human Resources Department, as mandated by Public act 139, "directs the performance of all personnel and labor relations functions for the county." In the execution of this mandate, the Human Resources Director (Administration Division) is responsible for a full range of human resource management and employee relations services including: labor relations, merit system administration, equal employment opportunity/ affirmative action, recruitment, selection, employee records, human resources information system (HRIS), compensation, employee benefits, retirement and training.

The Human Resources Director is also responsible for the department budget and serves as the County Executive's liaison to the Board of Commissioner's Personnel Committee.

Current Issues

- During the past year, the Human Resources (HR) Department has operated under a new organizational structure. The new structure was implemented to better align employee skill sets with Department needs following the loss of several key individuals to early retirement. As a result, employee development and performance management remain important goals within the HR Department. The need to insure that less seasoned employees are ready to assume additional responsibilities is particularly critical in light of the challenging economic times we currently face. Employees are being asked to do more with less and a number of additional retirements loom on the horizon.

- The Training Unit is available to assist the HR Department and other Department and Elected Official areas with employee development needs. The Training Unit provides a broad range of courses offered in classroom settings as well as electronic on-line format. During the past year the Leadership Academy (which served approximately 12 high potential candidates a year) was placed on hold. The core Leadership Academy curriculum is now offered to all County employees. This decision allows Departments and individual employee's greater access to courses they need in a more timely fashion. In addition, a recognition program for academic achievement and completion of on-line coursework was also implemented by the Training Unit this year.

- Oakland County continues to face budget reductions and challenging future economic conditions. One of the major contributors to Oakland County's current and future budget challenges is the rising cost of health care. During the past 11 years, Oakland County government has made significant incremental changes to the employee benefit package in an effort to curb these costs. These changes were primarily focused on the new hire benefit package. In 2003, however, plan changes included the introduction of employee contributions toward health care costs and increases in prescription co-pays for most of our active employees. This was a dramatic change in the active employee benefit package.

- Projections regarding future economic conditions in this region require that we remain diligent about identifying ways to control health care costs. To that end, in November 2005, miscellaneous resolution #05258 was introduced by the County Executive and passed by the Board of Commissioners. This resolution provides, effective January 2006, all new hires will have a Retirement Health Savings Plan in lieu of a traditional retiree health care plan. Although long term savings from this change are anticipated to be significant, it is certain that health care costs will continue to rise in the interim. HR will continue to explore additional health care cost containment options to meet the needs of both the employer and employees.

- A delicate balance exists in public sector employment which has traditionally relied on a generous benefit package to attract and retain employee talent. Changing economic and labor market conditions require the County to focus attention on "total compensation". As we scale back on the fringe benefit package offered to new hires, it will be increasingly important to insure that salaries are in line with the surrounding labor market. Of course, budget constraints will also be a major factor in determining the level of wage increases that can be offered. In fiscal year 2005 the wage increase for non-represented employees was 3%. In fiscal year 2006 wages rose 2%, despite regional and national trends which showed wage increases averaging 3 - 3.5%. Current labor market conditions (supply/ demand) continue to favor employers, however, HR remains keenly aware that this trend can change quickly and it is critical to have a pulse on where we stand in relation to the rest of the labor market regarding both benefits and compensation in order to recruit and retain talented employees.

- Changing demographics continue to drive the County's recruitment efforts to include a representative number of females, minorities and other diverse populations in our workforce. We embrace the concept that a diverse workforce, reflective of its surrounding community, is better positioned to address the needs of the community it serves. Our Selection and Placement Unit continues to work on programs to assist in this effort. The Oakland County Employment Diversity Council (OCEDC) remains an important part of the HR Department's weekly activities. The OCEDC has provided several high quality educational programs during the past year and has several more scheduled for this year. The high school student and internship programs also contribute to our effort to diversify our employee base. The County's Affirmative Action plan also assists Departments and Elected Official areas with measuring the outcomes of their hiring efforts against established goals. Efforts to attract and retain a diversified workforce will continue to be a priority for the Human Resources Department and Oakland County government as a whole.

- Technology continues to drive business process improvements in the HR Department. The Human Resource Information Systems unit has instituted a number of changes that make employee data readily accessible to end users and improve workflow processes. During the past year, the implementation of employee self service allowed employees to view, and in limited capacity, change their personal employment data. This year, the HRIS unit will continue to explore additional enhancements as they upgrade the Peoplesoft system. The Selection and Placement Unit and the Employee Records Unit will also be involved in the implementation of the Peoplesoft's eRecruit module. Implementation of this module will serve to expedite the hiring process and reduce the amount of input currently required. In addition, HR will continue to develop the HR section of the County's OakSource portal which allows our department to disseminate information and enhance communication with employees regarding HR topics, services and policies. Technology will continue to play an essential role in allowing the HR Department to operate more efficiently.

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 that prepare employees with the necessary competencies so they may effectively provide county services now and in the future.
- 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.

Summary of Major Program Changes

Revenue

Revenues reflect anticipated reimbursement in the amount of $18,000 for Circuit Court Mediation Funds for the annual cost of two Oakland University Interns. Oakland County has historically received this revenue from the Circuit Court Mediation Fund for use of Oakland University Interns. However, this is the first year of recognizing the funding in the adopted budget. The FY 2006 revenue also reflects a decrease of ($53,952) due to a one-time transfer of funds in FY 2005 to the Fringe Benefit Fund, to cover the cost of one Senior Analyst position per MR #04339.

Expenditures

Controllable Personnel reflects a 2% across the board Salary increase, related Fringe Benefits and increased Retiree Health Care costs. In addition, the budget reflects a transfer of the Employees Benefit Unit from the General Fund to the Fringe Benefit Fund. Also, the budget includes the transfer of one Supervisor - Training and Development from the General Fund - Administration Unit to the Fringe Benefit Fund - Training and Development Unit. Contractual Services primarily reflect an increase in the Intern Program of $30,600 due to the creation of three additional intern positions and restoring available hours to a part-time status of 20 hours instead of 12 to 16 hours; Legal Services increased $94,764 due to the high activity related to Sheriff Deputy Union hearings, as well as anticipated Act 312 Arbitrations, offset by a reduction of ($30,000) in Service Mementos, which has been transferred to the Fringe Benefit Fund. Commodities reflect a decrease primarily due to a consolidation and efficient usage of supplies. Budgets for the internal services category is for current operations and additional allocations will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage.

Labor Relations/Equal Employment Opportunity

Responsible for all aspects of labor relations, including negotiations, arbitrations, grievances, special conferences, as well as, participation in matters brought before Michigan Employment Relations Commissions (e.g., Unfair Labor Practice charges, Unit clarification hearings, Representation elections, etc.). Conduct pre-termination and pre-suspension hearings as required by U.S. Supreme Court Case, Loudermill v Cleveland Board of Education, receive appeals of disciplines and coordinate and assists the Personnel Appeal Board at all hearings. Provide information to management and employees related to Merit Rule interpretation and general labor laws pertaining to County employment. Consult with and advise management regarding disciplinary actions to ensure uniformity and compliance with Merit Rules. Coordinate the County's employee assistance program through outside vendor. Responsible for oversight and review of the County's Affirmative Action program and preparation of annual affirmative action report, for presentation to Board of Commissioner's Personnel Committee and responsible for compiling requested data from other agencies (e.g., EEOC, federal grants, etc.); investigate accommodation requests of employees/applicants; investigate internal EEO complaints and provide assistance to Corporation Counsel or other attorneys, as requested, related to formal EEO complaints. Review examinations for job relatedness to avoid potential adverse impact. Participate in County training related to the above. Coordinate County's Employee Suggestion Program by processing and implementing employee suggestions.

Objectives

- Negotiate labor contracts and handle grievance, arbitration and unfair labor practice cases in the County's interest.
- Respond to questions related to general labor law and 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.
- Coordinate the County's Affirmative Action Plan and EEO-related activities.
- Provide guidance to departments and employees in EEO/AA issues.
- Investigate complaints in a timely manner.
- Provide training to employees/supervisors on EEO/AA related issues, Merit Rules, Disciplinary Procedures, etc.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Administered Labor Relations Activities for Cert. Bargaining Units	11	10	9	10
Represented County in union election process	2	1	1	0
Began Negotiations on New Contracts/ Wage and Benefit Re-openers	0	5	8	2
Labor Agreements Completed	3	2	5	6
Grievances Processed and Respond to	4	1	33	17
Special Conferences	7	5	2	5
Arbitrations	6	0	5	9
Number of Arbitration hearing dates	N/A	0	4	19
Unfair Labor Practices filed	0	1	2	2
Unit clarifications filed	0	0	0	1
Unfair Labor Practice hearing dates at Michigan Employment Relations Commission	0	0	1	4
Wage and Hour Complaint filed through State of Michigan	0	0	0	2
Wage and Hour hearing dates	0	0	0	4
Pre-termination Hearings conducted	31	28	30	25
Disciplinary Action Appeals processed	26	27	47	42
Appeal Board hearings	6	5	9	14

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Personnel Appeal Board Hearings Resolved	10	11	6	18
Employee Suggestions Processed and Reviewed	104	109	74	105
Employee Suggestions Implemented	14	15	14	15
Participated in Employee Training	N/A	N/A	4	6
Internal ADA Accommodation Requests Processed	5	4	5	2
Internal EEO Complaints Investigated	10	2	7	3

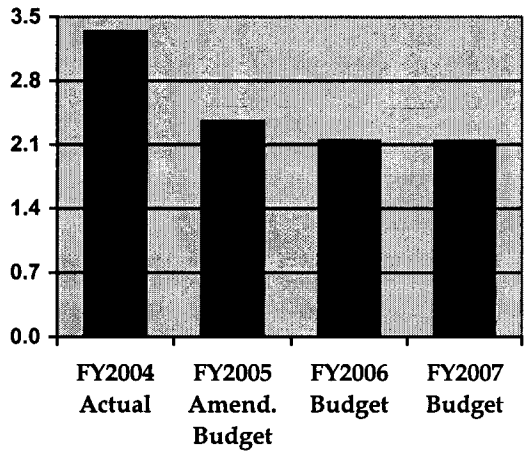
Human Resources - General

The Human Resources - General Division is responsible for maintaining centralized selection and placement functions consistent with Merit System Rules, state and federal laws. Responsible for maintaining and processing employee records in compliance with federal and state laws and merit system rules. Maintains and enhances the Human Resources Information system and the Human Resources section of the County's OakSource portal. Administers the clerical pool program for departments to use for staffing needs. Make recommendations to the County Executive and Board of Commissioners on 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.
- Ensure employee transactions are processed timely and accurately.
- Maintain the confidentiality of employee records and employee information in accordance with federal and state laws.
- Continue to upgrade and enhance the use of features available in the Human Resource Information System to streamline business processes by utilizing employee and manager self-service, eRecruit module, ad hoc query reporting, and workflow.
- Utilize the Human Resource section of the County's OakSource portal to disseminate Human Resources policies, procedures, forms and information efficiently to employees and departments.
- Conduct various training sessions for management and employee records clerks throughout the County to remain in compliance with state and federal laws such as Family and Medical Leave Administration and others.

Division Expenditures ($ in millions)



Program Expenditures

Program Name	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Administration	1,086,830	1,042,126	778,483	777,337
Staffing	1,066,443	926,788	1,036,920	1,036,920
Compensation	650,789	0	0	0
Documentation/ Support Services	486,575	386,122	328,149	328,149
Clerical Pool	52,610	0	0	0
Total Prog. Exp.	$3,343,247	$2,355,036	$2,143,552	$2,142,406

**Compensation program transferred to HR-General Division as part of 2004 Reorganization*

Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	18,783	600	18,600	18,600
Tot. GF/GP Revenue	$18,783	$600	$18,600	$18,600

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	17	17
Part Time Positions	3	3
Total Positions	20	20

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	1,529,189	995,129	974,340	974,340
Fringe Benefits	624,964	483,362	487,770	487,770
Contractual Services	366,396	194,043	180,450	180,450
Commodities	9,079	27,474	12,700	12,700
Internal Services	813,619	655,028	488,292	487,146
Total GF/GP Exp.	$3,343,247	$2,355,036	$2,143,552	$2,142,406

Administration $778,483 $777,337

Responsible for directing and overseeing the Human Resources activities in three areas: Selection & Placement, Employee Records and Human Resources Information System. Additional activities include developing the Human Resources General Division budget and monitoring budget expenditures. Responsible for hiring and managing staff, providing a career path and professional development opportunities for all staff.

Staffing $1,036,920 $1,036,920

The Staffing program is responsible for internal and external hiring processes for the County. Administers a civil service testing process defined by Merit System Resolution and Rules and ensures all testing and hiring procedures comply with local, state and federal mandates. Assists hiring departments in making selection and placement decisions. Provides career counseling and transfer/re- employment opportunities for current employees per merit system rules. Oversees and administers temporary agency and test vendor contracts. Proactive in creating a diverse applicant population. Responsible for the Diversity Corner information center with monthly topics and links to related web sites on the County's OakSource portal.

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 ensuring compliance with the validation processes.
- Continue developing recruitment processes that ensure ethnically diverse applicant pools and continue participation in the Oakland County Employment Diversity Council community project.
- Upgrade the HR recruitment module (PeopleSoft application) with enhanced access to streamline the business process and create a better environment for applicants, recruiters and departments (i.e. enhanced on line application, access to on line certification lists, and applicant information, etc.).
- Ensure placement of displaced County personnel whenever possible from effects of budget cut determinations.
- Continue to attend job fairs that promote the County to the largest diverse populations and attract candidates for positions where there are shortage of qualified applicants.
- Continue to conduct and analyze the County's exit interview process to allow employees a chance to present information regarding their County experience.
- Improve upon the minority goals for summer hires.
- Continue to participate as an active partner for Automation Alley initiatives.

Performance Measures	FY2002* Actual	FY2003* Actual	FY2004* Actual	FY2005 Actual
Exams Opened	100	96	79	78
Applications screened and processed (total)	14,658	13,320	15,595	21,817
(received via the Internet)	7,772	8,704	12,915	17,691
Applicants tested	4,413	4,134	5,108	5,077
Certified eligible lists	414	302	361	400
Employee physicals facilitated	748	875	923	904
Transfer, re-employment & career counseling sessions	61	54	70	98
Job Fairs attended	25	15	15	15
Visitors and telephone calls received/receptionist	24,300	22,563	22,148	25,862
Contacts with community agencies, schools, and applicants for specialized recruiting efforts	N/A	N/A	2,925	2,710
Exit Interviews completed by separated employees	N/A	N/A	33	30
Internet hits to HR Jobs Current Opening link	N/A	N/A	N/A	approx 48,000

*Statistics reflect Hiring Freeze, effective July 26, 2002 through July 29, 2003 when the Freeze was officially lifted for all departments. Also freeze that was in effect from October 21, 2003 through January 7, 2004.

In 2005, during its sixth annual Diversity Champion Honor Roll breakfast, the Race Relations & Diversity Task Force-Birmingham/Bloomfield Area honored our Selection & Placement Supervisor as one of their "Diversity Champions". A diversity champion is someone who has made an impact on their community by celebrating racial, ethnic or other diversity and by working to eradicate racism, bias and barriers.

Documentation/Support Services $328,149 $328,149

Documentation/Support Services is responsible for processing 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. Implements 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 utilize part-time non-eligible employees for staffing needs.

Objectives

- Process all employee transactions, classification, salary and position changes accurately and efficiently.
- Maintain the confidentiality of employee files and employee records in accordance with merit system rules, and federal and state laws.
- Provide training to attendance clerks and management employees in order to assist them in accurately completing employee transactions in accordance with merit system rules and federal and state laws.
- Administer a successful Clerical Pool program to assist departments in meeting their staffing needs
- Upgrade the HRMS module (PeopleSoft applications) to add additional modules such as hiring of non-county employees (i.e. consultants, contractors, interns, etc) which enables consistent tracking and reporting of all people in one central database.
- Continue to work with departments and Information Technology to fine-tune the human resources workflow and self service processes (PeopleSoft applications).

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Transactions approved and processed	25,562	30,147	25,290	30,832
Position changes processed	1,279	1,019	680	1,108
Transactions mailed to employees & departments	51,124	60,294	50,580	61,664
Employment, medical, personal & I9 Files set up	4,172	3,972	3,872	3,440
Verification of employment responded to	498	758	501	652
Reference checks processed	470	514	634	624
Filing of transactions and miscellaneous papers	31,694	32,147	32,977	35,924
On-line Manager self service separations	N/A	N/A	N/A	429*
On-line Employee self service address changes	N/A	N/A	N/A	631*
On-line Employee self service phone number changes (During implementation, all employees were asked to enter their own business phone numbers)	N/A	N/A	N/A	4,830*

*Also included in totals above (transactions processed)

In addition this program utilizes the Human Resources Information System to provide the Human Resources Department with the support and analysis to leverage technology solutions to meet the needs of the HR department and users of HR information systems throughout the County.

Objectives

- Utilizing web-based technologies, continue to automate administrative transactions for departments and employees by continuing to implement and upgrade the County's HR manager/employee self service modules (PeopleSoft applications).
- Utilize the Human Resources section of the County's portal (OakSource) to disseminate Human Resources policies, procedures, forms and information efficiently to departments and employees.
- Continue to improve service levels for employees and managers through the elimination of unnecessary steps in HR processes by continuing to upgrade the Human Resources Information system.
- Continue to upgrade and enhance the use of features available in the personal, job and position data, employee/manager self service, ad hoc query reporting and workflow capabilities.
- Upgrade the HR recruitment module (PeopleSoft application) with enhanced access to streamline the business process and create a better environment for applicants, recruiters and departments.
- Upgrade the HRMS module (PeopleSoft applications) to add additional modules such as hiring of non-county employees (i.e. consultants, contractors, interns, etc) which enables consistent tracking and reporting of all people in one central database.
- Continue to work closely with Information Technology, Corporation Counsel, and Management & Budget to rollout the OakSource Remote Access policy which enables employees to access the County's portal and employee self service information at home or away from their workstation.
- Continue to work with departments to replace their shadow systems by further utilizing the Human Resources Management System modules (i.e. company property, license/certificates, etc.) and utilizing existing reports or query ad hoc reports.
- Continue to closely monitor, maintain and assign employees to their proper security roles in the Human Resources Management system.
- Continue to work with Information Technology on the County's Active Directory files ensuring Human Resources folders are set with the proper security.

Performance Measures	**FY2002 Actual**	**FY2003 Actual**	**FY2004 Actual**	**FY2005 Actual***
FY2005 savings displayed from utilizing the HRMS employee/manager self service				
Steps to complete an Address Change	12	12	12	4
Steps to complete a Phone Number Change	12	12	12	4
Labor costs to process addr/phone changes decreased	N/A	N/A	$14/hr	$3.50/hr
Annual costs associated with printing/copying	N/A	N/A	$1,261.45	$54.08
Steps to process a Notice of Separation	N/A	N/A	12	8
Labor costs to process Notice of Separation	N/A	N/A	$8.111	$7.5717
HRMS 8.8 Upgrade Training - # of employees attending	N/A	N/A	66	N/A
HRIS training sessions completed	N/A	N/A	N/A	257
Number of employees attended	N/A	N/A	N/A	2,817

Human Resources and Information Technology received a NACO 2005 Achievement Award for its OakSource Enterprise Portal and Self-Service Human Resources System program in recognition of an innovative program which contributes to and enhances county government.

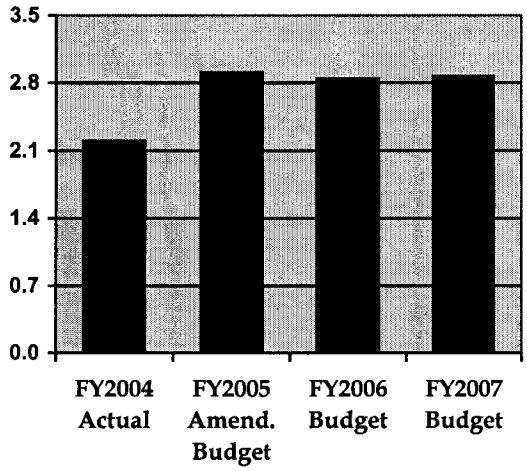
Human Resources - Compensation & Benefits

The Human Resources - Compensation & Benefits Division is responsible for analyzing Countywide requests for position creations/deletions, department reorganizations, job reclassifications and salary adjustments. Coordinates the preparation of agenda and items being presented to the Personnel Committee of the Board of Commissioners for approval. The division is responsible for administering benefit programs including medical and hospitalization coverage, disability income coverage, dental benefits, life insurance, vision care, unemployment compensation, and administering compliance with COBRA requirements. The division also coordinates the Deferred Compensation Program, Defined Contribution Plan and Defined Benefit Plan with employees, retirees, and outside vendors; administers the Tuition Reimbursement Program, coordinates the Employees' Retirement and Service Awards Program, and provides and/or coordinates training opportunities for all County employees.

Division Goals

- Ensure accurate and timely analysis of countywide department requests for new positions, position deletions and department reorganizations, and prepare recommendations of such to the County Executive and Board of Commissioners.
- Ensure that non-union job classifications are appropriately evaluated and compensated per Merit Rules 2 & 3, and that classifications have a written job description and associated minimum qualifications.
- Prepare and coordinate the preparation of agendas, resolutions and supporting documentation for the Board of Commissioner's Personnel Committee.
- Ensure that benefit and retirement programs are administered efficiently; cost effectively and in a responsive manner.
- Oversee the administration of benefit contracts with the various vendors and conduct an audit of medical claims processed by Blue Cross/Blue Shield.
- Continue to promote and expand employee access to benefit information via the web.
- Continually evaluate County benefit to ensure cost effectiveness as well as competitiveness with regional public and private employers.

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Miscellaneous	320	200	200	200
Transfers In	0	53,952	0	0
Tot. GF/GP Revenue	$320	$54,152	$200	$200

**Retirement, E.E.O., and Labor Relations programs transferred to Administration Division as part of 2004 Reorganization*

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	278,653	434,743	397,348	395,520
Compensation	0	977,538	908,808	908,808
Employee Benefits	457,914	1,009,100	1,007,129	1,028,067
Retirement *	405,536	0	0	0
E.E.O.*	55,468	0	0	0
Labor Relations*	467,503	0	0	0
Training & Dev.	532,186	483,300	526,945	536,097
Total Prog. Exp.	$2,197,260	$2,904,681	$2,840,230	$2,868,492

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	469,483	881,134	597,988	597,988
Fringe Benefits	216,347	433,718	290,953	290,953
Contractual Services	321,634	259,498	212,901	212,901
Commodities	3,594	7,000	6,600	6,600
Internal Services	248,481	260,531	197,714	195,886
Total GF/GP Exp.	$1,259,539	$1,841,881	$1,306,156	$1,304,328
Other Funds				
Fringe Benefit Fund	937,721	1,062,800	1,534,074	1,564,164
Total Expenditures	$2,197,260	$2,904,681	$2,840,230	$2,868,492

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	24	24
Part Time Positions	1	1
Total Positions	25	25

Compensation and Benefits	FY 2006	FY 2007
Administration	**$397,348**	**$395,520**

Responsible for directing and overseeing the Human Resource activities in three units: Compensation & Workforce Planning, Employee Benefits, and Training. Additional activities include developing the Human Resource Division budget and monitoring budget expenditures, and providing administrative oversight to the Retirement Unit.

Compensation & Workforce Planning — $908,808 — $908,808

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 and minimum qualifications for County classifications; conducting salary surveys, preparing resolutions and support materials for the Board of Commissioners to address salary issues, new positions request, grant acceptances and reorganization recommendations; overseeing the emergency salary temporary position program; coordinating the intern and summer programs; acting as HR resource for County departments and management, providing relevant information and recommendations to the Budget Task Force regarding departmental Budget requests, providing position tracking through organizational charts, forecasts and position change tracking, reviewing grant applications/acceptances for personnel implications, and coordinating the budget process as it relates to position, salary and/or reorganization issues. Also provide historical information related to positions, funding, and department/division structures.

Objectives

- Timely review, assessment and response to request for grant reviews, new positions, job audits, and department restructuring.
- Timely review, analysis, and recommendations pertaining to county wide departmental budget requests related to position creations/deletions, reclassifications, salary levels, reorganizations, and transfers.
- Generate and provide relevant salary survey data to support salary and classification determinations 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/or 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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Job audits and classification determinations	60	72	56	76
Completed salary grade reviews	112	32	62	52
Researched and evaluated position requests (position creations & deletions)	80	109	268	151
Created and revised job descriptions	109	174	192	133
Agenda items prepared	101	119	141	138

Employee Benefits — $1,007,129 — $1,028,067

This program processes and administers benefit programs including short-term and long-term disability, medical, dental, life, vision care and flexible spending accounts for active employees. Also processes unemployment claims and COBRA benefits and payments for former employees. Administers a comprehensive flexible benefits program and an annual open enrollment period. Responsible for contract administration, contract changes, rate renewals and review of annual accountings with Aetna, Blue Cross/Blue Shield, Health Alliance Plan and Delta Dental.

Objectives

- Continue to expand employee access to benefit information via self-service through Oaksource.
- Explore feasibility of employee access to on-line processing of new life events (e.g. births, marriage, divorce) through Oaksource.
- Participate in upgrade of Peoplesoft human resource system to version 8.9.
- Transition of financial and contract administration duties for Blue Cross/Blue Shield, Aetna and Delta Dental formerly performed by Risk Management to Human Resources.
- Continue process of developing a request for proposal and selecting a vendor for an outside audit of Blue Cross/Blue Shield claims paid on behalf of Oakland County.
- Explore and promote the Blue Cross/Blue Shield Blue Health Connection web resource and other on-line capabilities that can be used by employees to enhance their health care experience and decision making.
- Continually review survey data, medical plan alternatives and other means of addressing the escalation of medical costs and make recommendations regarding future benefit levels and costs.
- Continue the review and update of Aetna contracts and plan provisions.
- Continue to administer and process daily claims and questions from employees.
- Explore the feasibility of making more wellness features/options available to the current benefit package.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Employee medical, dental & vision coverage administered	3,416	3,321	3,607	3,687
Disability claims processed (long & short term)	430	405	497	578
Unemployment claims processed	137	195	202	251
Life insurance claims processed	7	3	6	11
COBRA Notices sent	734	570	562	613

Retiree Benefits

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. Responsible for retiree contract administration, contract changes, rate renewals and review of annual accounting with Aetna, Blue Cross/Blue Shield, Health Alliance Plan and Delta Dental. Retirement Administrator and Retirement Supervisor act as Secretary and Assistant Secretary to the Retirement Board. They are responsible for coordinating between money managers and the retirement board, reviewing investment policy statements, reviewing asset allocations retirement and veba funds. Search for new money managers and fire money managers as required by the retirement board. *The budget for the Retiree Benefit section is included in Employee Benefits program above, but is being presented separately because of the difference in functionality.*

Objectives

- Implement Retirement Health Savings Account for new hire employees.
- Implement telephone distributions with ICMA for the Defined Contribution Retirement.
- Continue to pay retirees in an accurate and timely manner.
- Continue personalized education campaigns with Fidelity for Deferred Compensation.
- Administer retiree health, dental, vision and life insurance benefits.
- Upgrade PeopleSoft Human Resource system to version 8.9.
- Review and update retiree prescription drug co-pay amounts.
- Continue to review retiree benefits in an attempt to address rising costs.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Administered for active employees:				
- Defined Contribution plans	2,514	2,573	2680	2743
- Defined Benefit plans	1,266	1,060	1031	988
- Deferred Compensation	2,240	2,263	2325	2403
- Processed Defined Contribution loans	173	244	350	458
Administered for retirees:				
- Deferred Compensation	246	250	104	147
- Defined Benefit	1,597	1749	1809	1796
- Defined Contribution	232	279	294	322
- Health, dental and vision coverage	1,667	1,905	1898	1923
Processed retirements for Defined Benefit and Defined Contribution employees	72	257	36	67
Retirement consultations: Evaluated employees Defined Benefit, Defined Contribution, and/or Deferred Compensation plans for possible distribution	250	421	228	277

Training and Development $526,945 $536,097

The County's Training and Development program was established to enhance employee effectiveness by identifying and improving organizational and individual competencies. Using established competency models, staff are able to assist departments with assessment needs and design a strategy to minimize or eliminate critical performance gaps across the county. The Training and Development unit is responsible for designing and presenting training courses, contracting with outside vendors for courses; tracking employee participation; evaluating the success of programs; administering the in-service training budget; facilitating off-site training registration and payment; administering the Tuition Reimbursement program; providing New Employee Orientation training; and administering the Service and Retirement Awards Program. The unit is also responsible for administering and facilitating the Oakland County Leadership Academy.

Objectives:

- To partner with departments to fully understand their performance needs and offer training and assessment solutions to facilitate the achievement of County objectives.
- Coordinate and administer training programs in a cost-effective and efficient manner by presenting in-house instructor-based training programs, in-house computer-based training programs, and coordination of outside training vendors and programs where appropriate.
- Evaluate the need to reinstate the Oakland County Leadership Academy for FY2007.
- Administer the Tuition Reimbursement program in accordance with parameters described in Merit Rule 20.
- Administer the Educational Achievement program thereby recognizing County employees who have completed a higher level degree program (Associates, Bachelors, and Masters).
- Administer the Service and Retirement Awards program.
- Increase the marketing and usage of Computer Based Training courses..
- Ensure compliance with mandatory diversity awareness training for all supervisory and managerial positions.
- Oversee and administer all training related contracts.
- Assist departments in assessing their succession planning needs and developing a heightened awareness of potential skill gaps that may be addressed through various training courses and solutions.

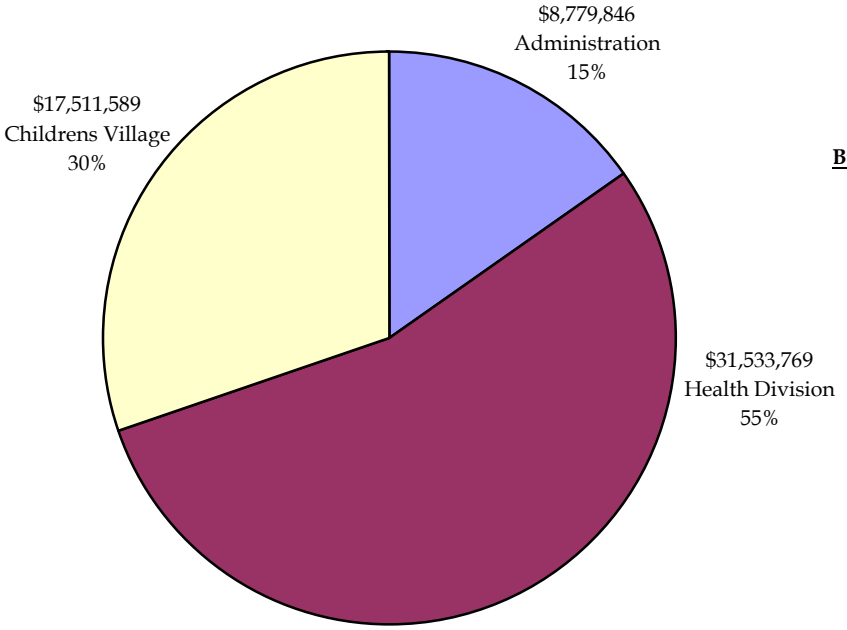
Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Department Specific Training Sessions Requested	320	289	294	308
Employees Trained	551	412	1,304	1,254
Instructor-Based Training Sessions Completed	173	174	134	180
Employees Trained	1,841	2,409	1,221	1,448

Performance Measures (Cont'd)	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Computer-Based Training Courses Completed	N/A	N/A	N/A	387*
# of Users	N/A	N/A	N/A	184*
Leadership Academy Participants	N/A	12	12	12
Leadership Academy Graduates	N/A	11	10	12
Tuition Reimbursement Participants	345	330	300	298
Tuition Reimbursement Courses	929	946	896	844
Service Award Recipients	394	683	611	552
Review and processing of department requested Outside training sessions	566	476	442	497

*Combined total for FY2004 and FY2005. Program began in 2004.

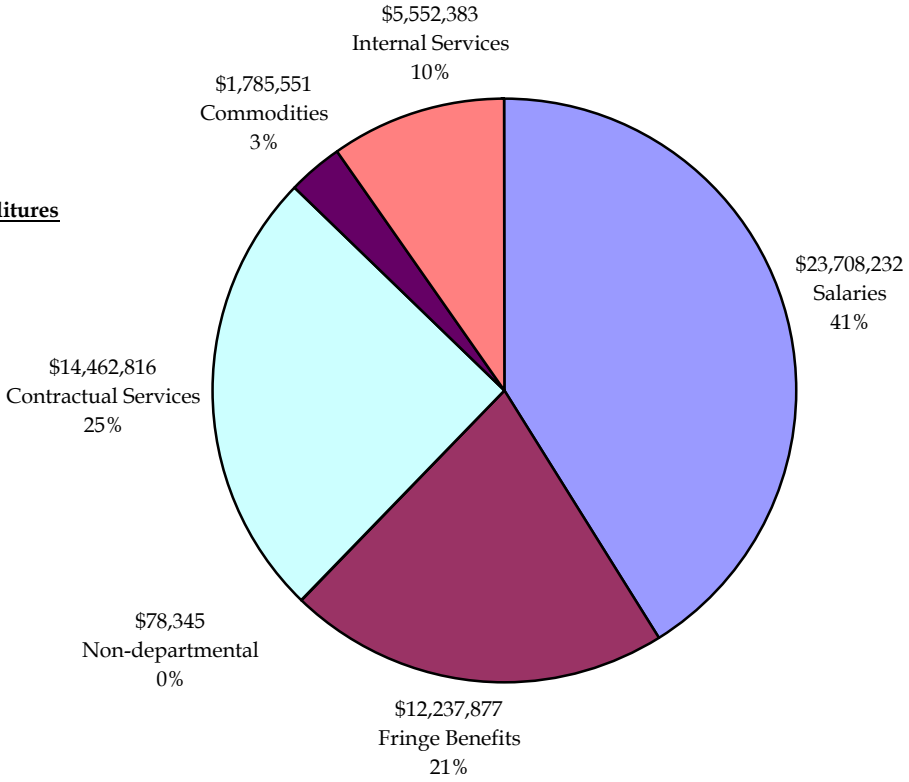
Great Lakes Crossing is a 200 store mall and entertainment venue that is one of Michigan's most popular tourist attractions. It is home to Bass Pro Shop's "Outdoor World", along with a 25-theater movie complex.

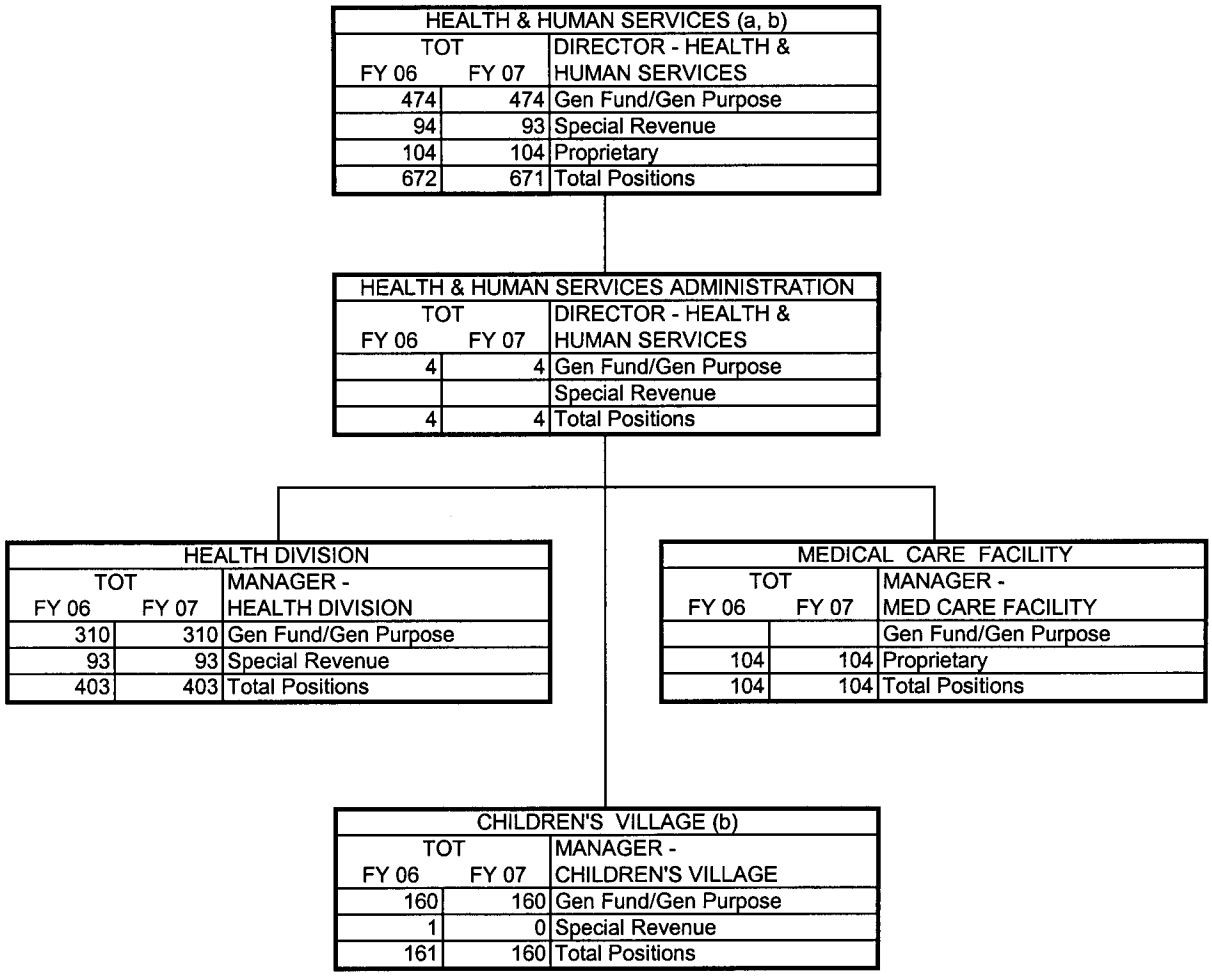
Health and Human Services
FY 2006 General Fund/General Purpose



Budget Distribution by Division

Budget Distribution by Expenditures





(a) Department retitled from Human Services, per Misc. Res. #05025, effective 3/19/05.
(b) One (1) SR position grant funded through 9/30/06.

Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	0	0
Children's Village	2,909,942	2,909,942
Medical Care Fac.	0	0
Health Division	7,517,022	7,517,022
Total	$10,426,964	$10,426,964

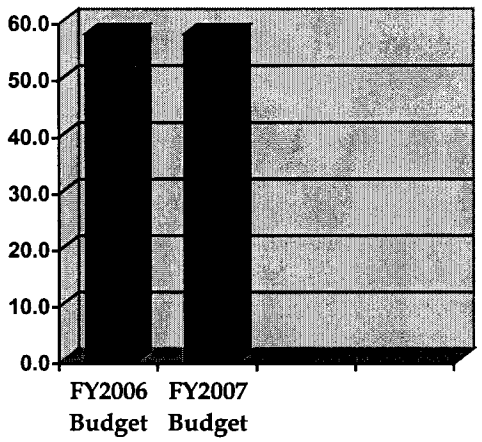
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	8,779,846	8,779,793
Children's Village	17,511,589	17,490,259
Medical Care Fac.	0	0
Health Division	31,533,769	31,522,919
Total	$57,825,204	$57,792,971

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	623	623
Part Time Positions	49	48
Total Positions	672	671

Department Expenditures ($ in millions)



Summary

The mission of the Department of Health and Human Services is to provide, coordinate, and facilitate an array of high quality, population-based health and 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 Department of Human Services (formerly known as the Michigan Family Independence Agency), 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 Department of Human Services - Oakland provides a variety of social welfare services, including Child Protective Services, for Oakland County residents.

Finally, the Health and Human Services Department is the County Executive's primary health and human services liaison with various local, state, and federal organizations and legislative bodies; administers several service contracts; oversees the Indigent Hospitalization Program (IHP); and engages in needs assessment, planning, evaluation activities and conflict-resolution efforts.

Current Issues

- Focused Infant Mortality Reduction Project.
- Countywide assessment of antibiotic resistances in surface waters of Oakland County
- 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 Michigan Department of Human Services - Oakland will continue to provide a variety of state-sponsored social welfare programs to residents of Oakland County.

Summary of Major Program Changes FY 2006 FY 2007

Revenue
The revenue budget for FY 2006 increased by $159,711, which is the net effect of a decrease in Children's Village Division - Board and Care revenue of ($502,699) and an increase in Health Division revenue of $662,410. The increase in the Health Division is due to increased activity for Lab Charges, Food Service Licenses, Class Fees, Hepatitis Vaccines, Inspection Fees, Well Permits and miscellaneous.

Expenditures
Controllable Personnel reflects a 2% across the board Salary increase, Fringe Benefits and an increase in Retiree's Health Care costs.

The Contractual Services budget increase totals $278,328. Of this increase, the budget for Health and Human Services Administration increased $456,590, due to state mandated programs, such as, Foster Boarding Homes, Foster Care Social Services, Private Institutions, partially offset by a decrease in funding of Hospitals and Doctors for indigents. Budgets for Health Division reflect a decrease totaling ($288,594), for Professional Services and Substance abuse - Satellite Centers. Children's Village reflects an increase of $110,332, for Teacher's Services and Expenses which is offset by increased revenue in Child Care State Aid.

The Commodities budget decrease of ($159,689) is due to a one-time purchase of Security Supplies for the Children's Village Building Project and reduced budgets for Training and Medical Supplies in the Health Division.

Budgets for the internal services category is for current operations and additional allocations will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage.

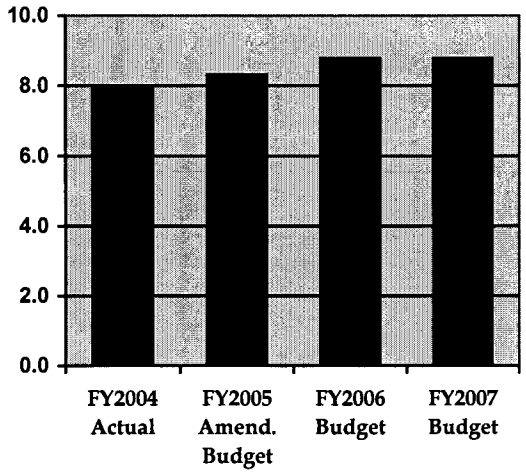
Administration

The Administrative Unit of the Department of Health and Human Services is responsible for providing administrative, budgetary, and policy direction and oversight for and in collaboration with its operating divisions, which include Children's Village, Health, and the Medical Care Facility. It also serves as the County Executive's primary Health and Human Services liaison with local, state, and federal organizations and legislative bodies.

Division Goals

- Continue to improve coordination and cooperation among the Department of Health and Human Services' divisions and other agencies.
- Enhance quality assurance and cost containment/ cost avoidance efforts.
- Provide direction and support to the County antibiotic resistance in surface water study developed and implemented in partnership with the United States Geological Survey.
- Oversee and direct Department of Health and Human Services' preparedness and response activities.

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	0	0	0	0
Total GF/GP Revenue	$0	$0	$0	$0

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	275,652	488,252	371,888	371,835
FIA Services	3,723,161	2,760,096	3,773,758	3,773,758
Family Services	151,900	100,000	100,000	100,000
Child Placement	1,958,130	2,600,000	2,640,000	2,640,000
Community Serv.	868,127	868,127	894,200	894,200
Indigent Health Plan	1,000,000	1,500,000	1,000,000	1,000,000
Total Prog. Exp.	$7,976,970	$8,316,475	$8,779,846	$8,779,793

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	134,822	137,800	140,564	140,564
Fringe Benefits	50,251	51,228	53,820	53,820
Contractual Services	7,709,633	8,041,736	8,498,326	8,498,326
Commodities	115	1,250	1,200	1,200
Internal Services	10,249	10,835	7,591	7,538
Non-Departmental	71,900	73,626	78,345	78,345
Total GF/GP Exp.	$7,976,970	$8,316,475	$8,779,846	$8,779,793

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	1	1
Part Time Positions	3	3
Total Positions	4	4

Health and Human Services Administration $8,779,846 $8,779,793

During 2003/2004, the nine Oakland County hospitals participating in the Indigent Hospitalization Program, under an agreement with the Department of Health and Human Services, provided 4,879 days of service to 1,221 individuals.

During FY 2004/2005, the Child Abuse and Neglect Council, under contract to the Department of Health and Human Services, provided case coordination services involving law enforcement, prosecutor, and Michigan Department of Human Services - Oakland Child Protective Services (formerly known as the Michigan Family Independence Agency) staff for 946 individual child abuse investigations.

During 2004/2005, Crossroads for Youth, under contract to the Department of Health and Human Services, provided the following estimated days of service to delinquent troubled adolescent boys and girls:

Day Student	10,879
Boys' Center	3,044
Girls' Center	1,803
LPC	2,690
LPC/Day Student	1,816
Supervised Independent Living	453

During 2004/2005, the Department of Health and 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. This five-year study was completed in the summer of 2005 and the final report entitled "Water Resources in a Rapidly Growing Region - Oakland County, Michigan" was published.

During 2004/2005, the Director served on the Oakland County Human Services Coordinating Council as a member of the Operations Committee.

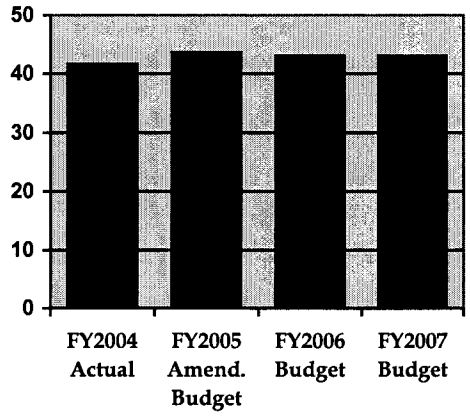
Health Division

The Health Division protects the public's health through health promotion, disease prevention and protection of the environment. In addition to its traditional public health role, the Health Division is committed to protecting the public through continual review and improvement of its emergency response capabilities, having developed nationally recognized preparedness programs. The Health Division executes all of these responsibilities in an exemplary manner in an environment of continually diminishing resources and increasing requirements from State and Federal authorities.

Division Goals

- Reduce preventable infant deaths by increasing access to early, adequate prenatal care and encouraging health lifestyle practices among pregnant women;
- Improve the public's health through lifestyle changes among all age groups with focus on physical activity, substance abuse, environmental quality, immunization and access to health care services;
- Protect and improve the environment by promoting the use of environmentally sound practices in the areas of land, food, air, shelter, water and community health services ;
- Strengthen public health infrastructure by expanding public health response capabilities, enhancing information systems and increasing awareness about Health Division Services.

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Federal Grants	0	0	126,713	126,713
State Grants	3,629,543	3,642,619	4,779,430	4,779,430
Charges for Services	3,690,401	3,211,993	2,610,879	2,610,879
Other Revenue	685,153	0	0	0
Contributions	9,410	0	0	0
Total GF/GP Rev.	$8,014,507	$6,854,612	$7,517,022	$7,517,022
Other Funds:				
Human Svs. Grants	10,541,115	12,272,721	11,537,857	11,537,857
Total Revenue	$18,555,622	$19,127,333	$19,054,879	$19,054,879

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Access to Care	11,085,551	9,155,555	9,775,255	9,775,255
Disease Prev.	5,394,324	5,625,793	5,356,992	5,356,992
Environ. Health	5,563,812	6,544,024	6,031,477	6,031,477
Health Promotion	11,723,561	13,641,476	13,539,012	13,539,012
Surv, Assess, Supp	7,862,012	8,654,906	8,368,890	8,358,040
Total Prog. Exp.	$41,629,260	$43,621,754	$43,071,626	$43,060,776

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	15,901,974	15,543,605	15,869,010	15,869,010
Fringe Benefits	7,390,133	7,953,733	8,169,441	8,169,441
Contractual Services	3,387,141	3,504,811	3,216,217	3,216,217
Commodities	1,108,814	1,226,046	1,115,201	1,115,201
Internal Services	3,225,954	3,120,838	3,163,900	3,153,050
Transfers Out	74,129	0	0	0
Total GF/GP Exp.	$31,088,145	$31,349,033	$31,533,769	$31,522,919
Other Funds:				
Human Svs. Grants	10,541,115	12,272,721	11,537,857	11,537,857
Total Expenditures	$41,629,260	$43,621,754	$43,071,626	$43,060,776

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	367	367
Part Time Positions	36	36
Total Positions	403	403

Surveillance, Assessment and Support — $8,368,890 — $8,358,040

Infectious diseases are the leading cause of death worldwide, and the number of deaths from infectious diseases has increased in the United States. Oakland County Health Division (OCHD) is responsible for protecting the public from these disease threats. OCHD's Medical Services Unit is Oakland County's foundation for identifying, monitoring and preventing infectious disease occurrences. The Medical Services team investigates disease outbreaks, conducts public health surveillance, and provides programs to control further spread of disease.

Accomplishments

- Implemented Oakland County's Health Alert Network (HAN). HAN allows state/local health departments and hospitals to immediately alert other entities about emergencies or incidents.
- Increased the efficiency of disease reporting and investigations by deploying a web-based communicable disease reporting system.
- Developed a Regional Bioterrorism Laboratory. State-of-the-art equipment allows the Health Division to quickly test and diagnose various disease agents.
- OCHD's Laboratory tested over 61,000 water samples for residents last year in an effort to assure safe drinking water.

The Administrative Services Unit provides the critical support needed to ensure efficient business operations at OCHD. The unit helps the agency build infrastructure, manage capital resources, strengthen planning and evaluation efforts, as well as oversee human resources and other essential operational activities.

Accomplishments

- Improved the technical infrastructure for many OCHD programs, including the leading edge EHealth project that automates the well and septic permitting process.
- Created the Emergency Preparedness unit to prepare for all types of public health emergencies including natural disasters, disease outbreaks and/or man-made disasters. The unit has had a pivotal role in executing 30 training opportunities and exercises that help the community and staff respond to emergencies.
- Completed three building improvement projects in Health Division facilities to enhance accessibility and customer service.
- Conducted 15 program evaluations and programmatic analyses of Health Division programs to improve client service and efficiency.

Performance Measures	FY2005 Actual
Foodborne Outbreaks	26

Health Promotion — $13,539,012 — $13,539,012

Health Promotion enables individuals to increase control over and improve their health. Adopting healthy behaviors can prevent or minimize the potential devastating effects of disease. OCHD's Community Health Promotion & Intervention Services (CHPIS) Unit is at the forefront of promoting healthy behaviors. CHPIS provides prevention focused health information, education and services to community groups, businesses and residents of Oakland County.

Accomplishments

- Assisted in the Implementation of the Oakland County Executive's Count Your Steps program which addressed the problem of childhood obesity and encouraged physical activity among children. 29,000 pedometers were provided to third and fourth graders in Oakland County.

- Coordinated 72 visits to tobacco retailers to ensure they were not selling to minors. Oakland County boasts the highest compliance rate in the state: over 90% of checked retailers did not sell to minors.
- Treated over 5,800 uninsured Oakland County residents for substance abuse problems. Within 30 days of treatment, clients reported an 81% decrease in drug/alcohol use.
- Provided WIC services to over 14,000 women, infants and children. WIC offers health and nutrition assistance to low income families.

Performance Measures	FY2005 Actual
Maternal Child Health	
Families referred for home visits	4,500
Hearing	
Students screened	67,644
Vision	
Students screened	84,227
Child Health Clinic (CHC)	
CHC periodic health screenings	922
Child Passenger Safety	
Car seats inspected	131
Car seats distributed	240

Disease Prevention $5,356,992 $5,356,992

Disease prevention is the primary role of Public Health. The financial impact of preventable illness is tremendous, representing 90% of healthcare costs. Through direct services to our clients and their families, Personal and Preventive Health Services (PPHS) seeks to enhance their health and well being. PPHS offers a wide range of personal services that integrate clinic services, provide health screenings, community outreach, health promotion and education. PPHS nurses counsel clients regarding health issues, visit homes and schools and provide referrals to community resources.

Accomplishments

- Completed over 14,000 home visits by OCHD Public Health Nurses (PHN). PHN's offer growth and development screenings and counseling about parenting, health, and community resources.
- Administered 54,028 flu shots to Oakland County residents. 9,128 shots were given to children age 6-23 months.
- Received a $1 million national grant to implement the Nurse Family Partnership (NFP) Program in the City of Pontiac to help reduce infant mortality. NFP offers intensive nursing services to first-time African American mothers.
- Counseled and referred 8,432 individuals to community resources via OCHD's Nurse on Call hotline.
- Screened 175,355 school-age children to detect hearing and vision problems.

Performance Measures	FY2005 Actual
Cardiovascular Disease	
Low income/high risk residents	
Participating in CVD risk screening	182
Smoking Cessation	
Adults who complete smoking cessation programs	15

HIV/STD	
Persons tested & counseled for HIV	9,011
Clients tested for STD	10,730
Tuberculosis	
Persons treated	10
Vaccine Preventable Diseases	
Flu shots given (all ages)	46,206
Vaccines administered	117,679
Vaccines distributed	138,604
Records assessed	57,674
School & daycare programs	1,062

Environmental Health $6,031,477 $6,031,477

The Environmental Health Services Unit works to prevent illness caused by interactions between people and the environment. Environmental factors pertaining to food, land, air, water and shelter may pose risks to human health when not adequately protected from potential contamination. The unit inspects and regulates food service establishments, on-site sewage systems and private water supplies; monitors surface and groundwater; organizes infectious disease prevention programs; and educates people about environmental health issues.

Accomplishments

- Implemented an automated information management system: EHealth. EHealth's use of web-based technology allows customers to submit online applications for on-site water well permits, and allows for the saving of Sanitarian labor expenses by reducing the time required to perform services in the field.
- Oakland County has over 84,000 on-site sewage disposal systems and more than 100,000 water wells on residential and commercial properties. Issued 1,608 permits for new or repaired on-site sewage disposal systems and 1,981 water well permits.
- Completed 14,429 sanitation inspections at over 4,000 food service establishments. OCHD Sanitarians inspect each establishment at least twice per year and respond to all food related complaints.
- Inspected and issued permits to 1,432 temporary food establishments including events such as the Ryder Cup, Michigan Renaissance Festival, Woodward Dream Cruise and Arts, Beats and Eats.

Performance Measures	FY2005 Actual
Indoor Air	
Complaint investigations	29
Radon kits distributed	873
Community	
Surveys completed	214
Food Service Sanitation	
Plan reviews	304
Food service inspections	14,601
Food establishments with certified managers	4,479
On-Site Sewage	
Site evaluations	1,991
Permits issued	1,954

Water	
Public bathing beaches monitored/surveyed	93
Well site evaluations completed	18
Swimming pool inspections	1,264

Access to Care $9,775,255 $9,775,255

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, and dental services.

Objectives

- Increase the proportion of Oakland children with special health care needs who have access to a place to receive medical care.
- 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.

Performance Measures	FY2005 Actual
Substance Abuse (Medicaid)	
Treatment providers	31
Clients assessed within 24 hr. (urgent)	90%
Clients admitted to treatment within 24 hr. (urgent)	89%
Clients assessed within 5 days (non-urgent)	96%
Clients admitted to treatment within 5 days (non-urgent)	96%
Dental Services	
Persons treated	1,859

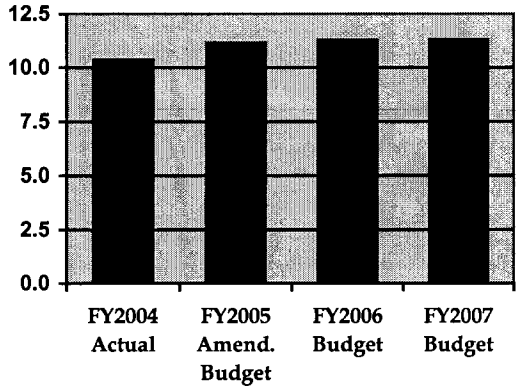
Medical Care Facility

The Medical Care Facility provides quality skilled nursing care and related services for residents of Oakland County who require medical and nursing care, IV therapy, rehabilitative services and other health related care in a nursing facility. The Medical Care Facility also fills the gap between traditional acute care services provided by hospitals and custodial services provided by many nursing homes. The Medical Care Facility provides a higher ratio of Medicare skilled and Medicaid skilled residents than private nursing homes (85% - 90% of total occupancy). Services are also provided to those residents that are most difficult to place due to their ability to pay (i.e.; Medicaid residents with high-level care needs).

Division Goals

Maintain resident census at 90 - 95 %.

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose	0	0	0	0
Medical Care Facility Fund				
Charges for Services	10,277,798	11,027,214	11,168,040	11,182,332
Other Revenue	199,219	198,800	295,833	289,826
Contributions	29,368	17,500	17,500	17,500
Investment Income	(4,560)	0	0	0
Total Revenue	$10,501,825	$11,243,514	$11,481,373	$11,489,658

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Admin/Fin Serv.	1,510,124	2,827,164	1,947,753	1,949,182
Resident Care	6,714,400	6,524,979	9,344,738	9,351,594
Pharmacy Serv.	2,135,327	1,810,436	0	0
Total Prog. Exp.	$10,359,851	$11,162,579	$11,292,491	$11,300,776

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose	0	0	0	0
Medical Care Facility Fund				
Salaries	3,769,394	4,428,793	4,121,717	4,121,717
Fringe Benefits	1,691,947	2,441,219	2,288,993	2,288,993
Contractual Services	2,217,809	1,215,904	2,088,484	2,088,484
Commodities	1,882,499	1,793,036	1,541,062	1,541,062
Internal Services	718,016	1,203,440	1,165,718	1,174,003
Depreciation	80,186	80,187	86,517	86,517
Total Expenditures	$10,359,851	$11,162,579	$11,292,491	$11,300,776

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	99	99
Part Time Positions	5	5
Total Positions	104	104

The difference between revenues and expenditures is due to a portion of the fund expenditures being reported in the Reimbursement Div.

Medical Care Facility	FY 2006	FY 2007
Administrative/Financial Services	**$1,947,753**	**$1,949,182**

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.

Performance Measures	**FY2002 Actual**	**FY2003 Actual**	**FY2004 Actual**	**FY2005 Actual**
Audits/Monitors through QI process: **UTI**	No data	No data	186	81
	44% decrease in UTIs			
Pressure Ulcer	No data	No data	61	19
	31% decrease in pressure ulcers			
Falls:	No data	No data	145	110
	77% decrease in falls			

Resident Care Services	**$9,344,738**	**$9,351,594**

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. The contract pharmacy provides all drugs to the MCF residents per the physician orders.

Objectives

To provide a high level of customer service and satisfaction in all aspects of care rendered in accordance with physician orders.

Reduce the cost of patient prescription drugs by approximately $600,000 through the elimination of the Pharmacy program and use of a contract pharmacy service.

Performance Measures	**FY2002 Actual**	**FY2003 Actual**	**FY2004 Actual**	**FY2005 Actual**
Audits/Monitors of Quality Care Indicators				
Revenue Source Per Patient Days				
Medicare	12.18%	9.89%	14.77%	10.23%
Medicaid	80.29%	82.64%	79.85%	85.26%
Private Pay	4.39%	4.36%	3.27%	4.09%
Commercial	.83%	.71%	0%	0%
Blue Cross	0.06%	0.13%	0.02%	0%
Total Patient Days	41,054	42,120	39,561	37,614
Occupancy Rate	93.73%	96.16%	90.08%	85.88%

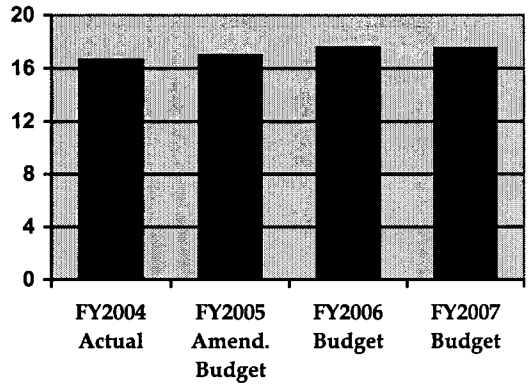
Children's Village

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 Department of Human Services - Oakland. 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 240 beds. Children's Village residents attend school on campus, receiving educational services provided via contract with the Waterford 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)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Federal Grants	249,031	239,800	245,000	245,000
Charges for Services	2,361,965	3,172,841	2,664,942	2,664,942
Other Revenue	4,789	0	0	0
Total GF/GP Rev.	$2,615,785	$3,412,641	$2,909,942	$2,909,942
Other Funds				
Human Serv. Grants	72,812	73,000	73,000	0
Total Revenues	$2,688,597	$3,485,641	$2,982,942	$2,909,942

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	1,288,613	1,476,570	1,736,033	1,736,033
Operations	6,644,757	6,689,827	7,110,835	7,033,953
Intake Treatment	5,652,316	5,841,750	5,601,372	5,589,112
Residential Treat.	3,030,700	2,978,362	3,136,349	3,131,161
Total Prog. Exp.	$16,616,386	$16,986,509	$17,584,589	$17,490,259

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	7,121,522	7,264,401	7,698,658	7,698,658
Fringe Benefits	3,387,907	3,829,359	4,014,616	4,014,616
Contractual Services	2,760,087	2,637,941	2,748,273	2,748,273
Commodities	690,261	717,944	669,150	669,150
Internal Services	2,547,912	2,463,864	2,380,892	2,359,562
Transfers Out	35,885	0	0	0
Total GF/GP Exp.	$16,543,574	$16,913,509	$17,511,589	$17,490,259
Other Funds				
Human Serv. Grants	72,812	73,000	73,000	0
Total Expenditures	$16,616,386	$16,986,509	$17,584,589	$17,490,259

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	156	156
Part Time Positions	5	4
Total Positions	161	160

Administration $1,736,033 $1,736,033

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 Health and Human Services' credo of remaining committed to excellence in service, efficiency, continuous review and improvement of services and staff, and embracing change as an opportunity for improvement. Included in the administrative program structure are the division's revenue efforts such as reimbursement for school meals, board and care reimbursement from the Michigan Department of Human Services for the housing and care of state wards, the daily cost for housing and care for juveniles from outside Oakland County, and the 50% per diem match from the Michigan Child Care Fund. Also, as a product of the contract between the Department of Health and Human Services-Children's Village and the Waterford School District pursuant to the education of Village residents, the County receives reimbursements pertaining to state aid for pupil enrollment, special education funding, and court-placed students.

Objectives

- 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.
- Maximize FAMCARE program developmental process and implement the new web-based juvenile records tracking system and electronic case management/reporting system.

Operations $7,110,835 $7,033,953

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, 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

- Maximize purpose and functionality of security system.
- Maximize efficiency of emergency communication systems (cameras, emergency signaling device, radios).

Intake Treatment Services $5,601,372 $5,589,112

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 staff secure (i.e., unlocked) living quarters and receive short-term treatment services, including emotional and physical health assessment and treatment.

Residential Treatment Services $3,136,349 $3,131,161

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 State Department of Human Services. Youths reside in either staff secure living units or a secure setting depending upon the severity of their delinquency and dysfunctional behavior.

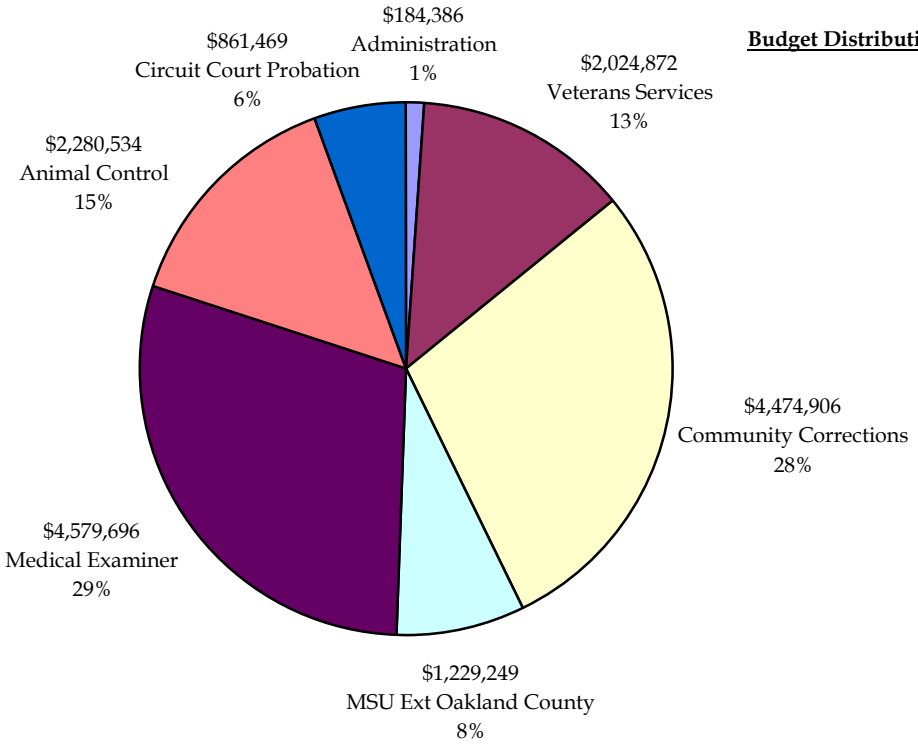
The Residential Treatment Services program is behaviorally-based, utilizing a therapeutic-milieu approach to daily living. Standard services include individual counseling and group therapy with individualized service plans, including aftercare. Specialized services include individual psychotherapy, psychiatric 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.

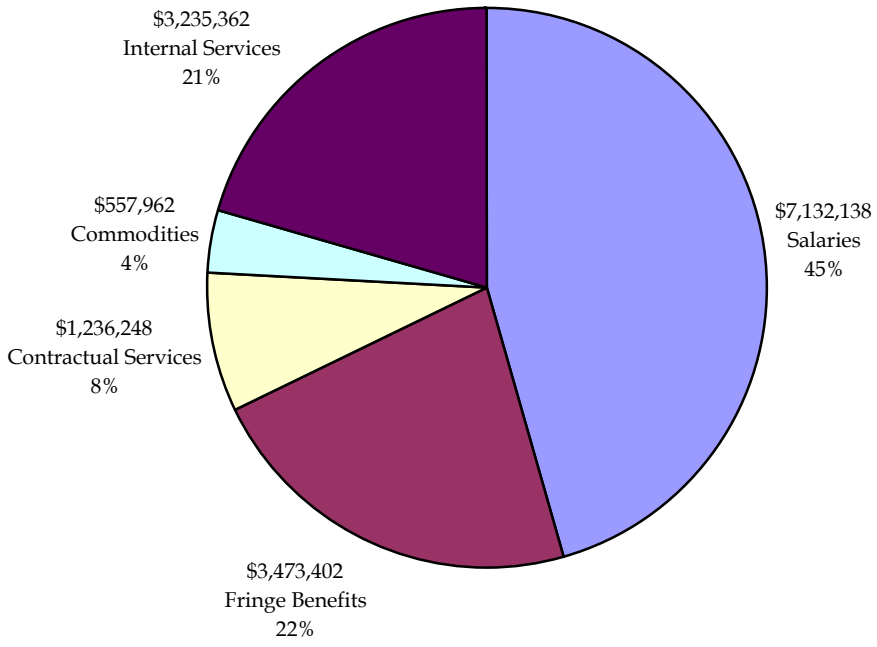
More than 89,000 acres of parkland offer year round outdoor recreation. In addition, three major downhill ski sites operate in Oakland County.

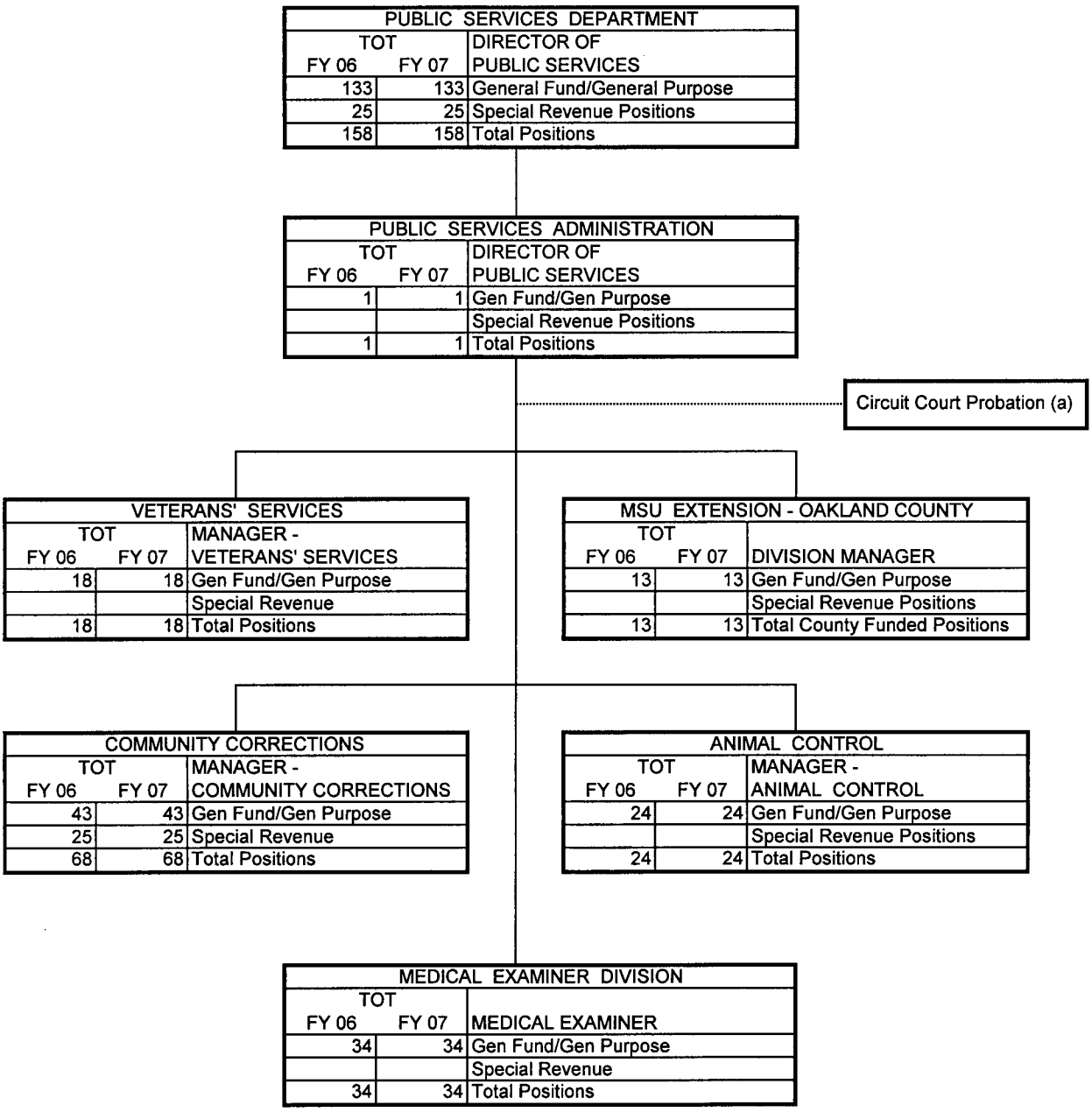
Public Services
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures





(a) Staffed by State of Michigan/Department of Corrections employees.

Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	0	0
Veterans Services	0	0
Community Corrections	380,000	380,000
MSU Extension	64,100	64,100
Medical Examiner	910,200	910,200
Animal Control	662,385	662,385
Circuit Ct. Prob.	0	0
Total GF/GP Rev.	$2,016,685	$2,016,685

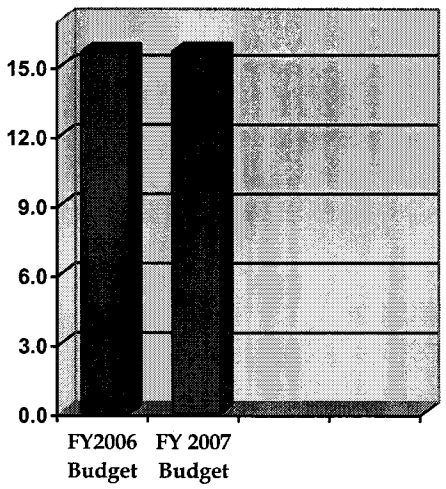
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	184,386	184,330
Veterans Services	2,024,872	2,023,357
Community Corr.	4,474,906	4,491,409
MSU Extension	1,229,249	1,227,617
Medical Examiner	4,579,696	4,575,210
Animal Control	2,280,534	2,281,614
Circuit Ct. Prob.	861,469	855,473
Total GF/GP Exp.	$15,635,112	$15,639,010

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	142	142
Part Time Positions	16	16
Total Positions	158	158

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 2005, the new National Cemetery located in Oakland County was opened for burials. The Veterans' Services Division will continue to monitor the progress of this cemetery and provide information, advocacy and future burial assistance to County veterans and their families.
- Meet the growing need for expanded Community Corrections programs to ensure the safety of County Citizens and reduce recidivism. The increased need is due to jail overcrowding and the closing of a number of State prison facilities.
- Improve the delivery of services to Oakland County citizens through innovative programming; for example, sale of dog licenses over the internet at participating Veterinarians.

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 21st 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.

Summary of Major Program Changes FY 2006 FY 2007

Revenue
The Medical Examiner's Office caseload for Genesee County was re-evaluated and the revenue budget for Medical Services and Autopsies has been adjusted accordingly ($69,200).

Expenditures
Controllable Personnel reflects a 2% across the board salary increase, related Fringe Benefits and increased Retiree Health Care costs. The FY 2006 budget includes a full year funding for two additional Veterans Benefit Counselors (MR #05033). Animal Control increased budgets for Overtime, Holiday Overtime and associated Fringe Benefits based on adding Saturday business hours.

Major changes in the Contractual Services budgets were for Community Corrections - Contracted Services $70,278 and rent $16,117; Medical Examiner's Office - Transportation $9,632, Training $12,000 and Professional Services $18,000. These increases are partially offset by a decrease in the Grant Match budget ($77,564) which will be appropriated in FY 2006 from the Non-Departmental Grant Match budget as needed.

The Commodities budget was decreased mostly due to Community Corrections- Testing Materials $(37,306)

Capital Outlay decreased ($10,000) from FY 2005 for the Medical Examiner's Office as a result of a one-time purchase of equipment.

Budgets for the internal services category is for current operations and additional allocations will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage.

Transfers Out decreased ($75,500) as a result of one-time expenditures occurring during FY 2005 for Medical Examiner.

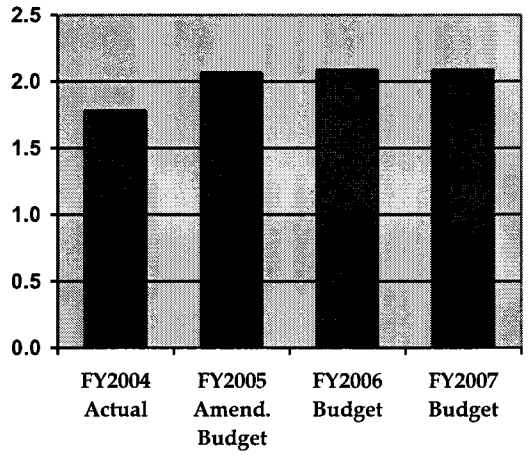
Veterans' Services

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, medical care, burial benefits, etc. In addition, the Veterans' Services Division administers the relief and burial allowances for the Soldier's Relief Commission. Additional services provided are transportation to the Department of Veterans Affairs Medical Centers for treatment purposes and referrals to other appropriate agencies. Currently the division provides services in Troy 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 Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Contributions	60	0	0	0
Tot. GF/GP Revenue	$60	$0	$0	$0
Other Funds				
County Veterans Trust	59,736	160,000	63,460	63,460
Total Revenues	$59,796	$160,000	$63,460	$63,460

Program Expenditures

Program Name	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Vet. Benefits Serv.	1,496,190	1,616,967	1,735,095	1,733,580
Soldiers Rel/Burial	218,356	382,290	286,458	286,458
Veterans Trans.	66,290	66,997	66,779	66,779
Total Prog. Exp.	$1,780,836	$2,066,254	$2,088,332	$2,086,817

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	903,879	958,443	1,021,108	1,021,108
Fringe Benefits	409,040	458,583	500,402	500,402
Contractual Services	199,825	247,581	243,388	243,388
Commodities	5,940	6,799	6,799	6,799
Internal Services	225,588	234,848	253,175	251,660
Total GF/GP Exp.	$1,744,272	$1,906,254	$2,024,872	$2,023,357
Other Funds				
County Veterans Trust	36,564	160,000	63,460	63,460
Total Expenditures	$1,780,836	$2,066,254	$2,088,332	$2,086,817

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	18	18
Part Time Positions	0	0
Total Positions	18	18

Veterans' Services — FY 2006 — FY 2007

Veterans' Benefits Services — $1,735,095 — $1,733,580

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 Service consists of providing veterans and their families with federal, state and local veterans' benefits counseling and advocacy. This service includes research, development and claims processing. Also, technical and support staff maintain a networked database, forms completion software and hard copy file system. Community Outreach is accomplished through staff presentations, news articles, advertising products, cable broadcasts, pamphlets and mass mailings. This includes the representation of our division at various community organizations, agencies and events. Staff Development consists of continuous training and testing of our benefits counseling staff to obtain and maintain US Department of Veterans Affairs accreditation. This training is provided through seminars, conferences and training classes held by the US Department of Veterans Affairs (USDVA), Veterans Organizations and other related professionals. Other training is also obtained for our staff related to computer software programs, clerical support, personnel and management.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Contracts (personal, phone, mail)	51,551	51,822	48,210	52,478
Claims Filed	6,258	6,604	6,337	6,684
USDVA Monetary Benefits to Veterans/Dependents	$41,845,000	$44,144,000	$46,935,000	Unavailable
USDVA Medical Benefits to Veterans/Dependents	N/A	$35,421,000	$42,607,000	Unavailable

Soldiers Relief/Burial — $286,458 — $286,458

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 $21,290 for this program in FY2004 and $22,290 for FY2005. Public Act 235 of 1911 mandates Michigan counties to provide a $300 allowance toward the burial expenses of an honorably discharged member of the armed forces of the United States, who served for at least 90 days active duty during a period of war and dies with an estate not exceeding $40,000. Additionally, this act requires the County to provide an allowance to place the government marker on the eligible veteran's grave. Effective January 1, 2001, on behalf of veterans who qualify for the County Burial allowance, our Division also provides an American flag case to the recipient of the American Flag as issued by the United States in appreciation of his/her honorable service. 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.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Relief Program Indicators				
Total Spent	$20,686	$19,041	$19,615	$24,473
Applications/Approved	475/470	442/426	422/415	360/322
Burial Program Indicators				
Burial Expense	$132,600	$127,800	$131,700	$131,700
Applications approved	442	426	439	439
Marker Foundation Expense	$37,485	$33,461	$32,245	$35,433
Applications approved	201	189	157	173
Total Expense	**$170,085**	**$161,261**	**$163,945**	**$167,133**

Performance Measures (cont'd)	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Flag Case Indicators				
# Flag Cases Granted (effective 1/1/01)	332	340	357	329
Total Expense	$4,177	$4,277	$4,366	$3,899

Veterans' Transportation $66,779 $66,779

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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Trips Made	172	174	168	166
Veterans Transported to Detroit VAMC	239	223	216	224
Veterans Transported to Ann Arbor VAMC	260	196	151	87
Total Veterans Transported	499	419	367	311

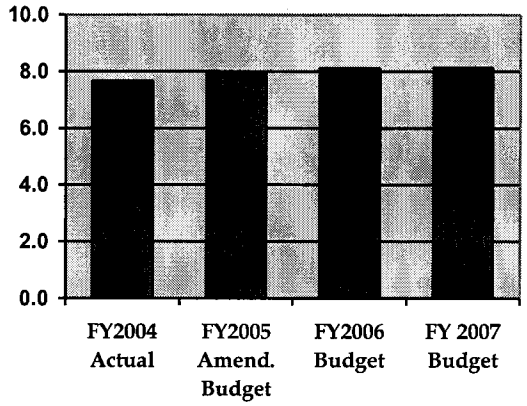
Community Corrections

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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Inter. Gov. Revenue	507,870	380,000	380,000	380,000
Other Revenues	202	0	0	0
Contributions	2,365	0	0	0
Tot. GF/GP Revenue	$510,437	$380,000	$380,000	$380,000
Other Funds				
Multi-Org. Grants	3,146,148	3,464,066	3,464,066	3,464,066
Other Grants	151,715	172,495	172,495	175,564
Total Revenues	$3,808,300	$4,016,561	$4,016,561	$4,019,630

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	788,031	758,250	763,947	761,747
Comm. Based Prog.	849,139	739,088	842,677	842,162
Pre-Trial Services	2,313,798	2,251,622	2,239,722	2,239,656
Rehab. Services	3,723,436	4,188,958	4,265,121	4,287,474
Total Prog. Exp.	$7,674,404	$7,937,918	$8,111,467	$8,131,039

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	1,926,714	2,070,733	2,204,589	2,204,589
Fringe Benefits	847,705	990,212	1,079,788	1,079,788
Contractual Services	782,140	516,154	538,512	558,312
Commodities	190,656	177,897	153,375	151,375
Capital Outlay	0	0	0	0
Internal Services	629,326	546,361	498,642	497,345
Transfers Out	0	0	0	0
Total GF/GP Exp.	$4,376,541	$4,301,357	$4,474,906	$4,491,409
Other Funds				
Multi-Org Grants	3,146,148	3,464,066	3,464,066	3,464,066
Other Grants	151,715	172,495	172,495	175,564
Total Expenditures	$7,674,404	$7,937,918	$8,111,467	$8,131,039

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	61	61
Part Time Positions	7	7
Total Positions	68	68

Community Corrections Division — FY 2006 — FY 2007

Pretrial Services — $2,239,722 — $2,239,656

The Pretrial Services Program consists of 2 distinct units; Screening & Assessment and Supervision. The Screening & Assessment unit is responsible for interviewing in-custody defendants prior to their arraignment. The information gathered includes background, residence, employment, criminal history and other required elements under Michigan Court Rule 6.106. Every attempt is made to verify all information provided by the defendant with a third party for accuracy. Based on the information gathered a narrative report is compiled, and a recommendation as to release suitability is made to the judicial officer. The goal of Pretrial Services is to ensure that similarly situated defendants are treated in a similar fashion regardless of age, race, gender, or socio-economic status.

The Supervision unit is responsible for ensuring that defendants released into the community pending disposition abide by any conditions of release. Conditions of release may include participation in substance abuse testing or counseling, not entering a specified premise or associating with specified persons, maintaining or seeking employment or electronic monitoring. Noncompliance with any condition of release is reported to the court and prosecutor and may result in a revocation of release status. The goal of the supervision unit is to reduce the likelihood of failure to appear for court appearance by the defendant and mitigate the chance of pretrial misconduct.

Objectives

- To maximize the number of pretrial defendants 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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Reports submitted to court	9,143	9,233	9,456	9,734
Offenders on Pretrial Supervision	2,394	3,582	2,189	3,144
Fail to Appear for court	6%	5%	0%	1%

Community Based Programs — $842,677 — $842,162

The activities in this area include managing our heralded Weekend/Weekday Alternative for Misdemeanants (WWAM) program for sentenced offenders. WWAM operates within the community and provides restitution to the citizens of Oakland County in the form of free labor for non-profits and various local CVT offices. The WWAM program is often used by District Court Judges as an alternative to jail because it offers both a punitive and rehabilitative value.

Objectives

- To benefit the citizens of Oakland County through work performed by offenders within their communities
- To provide offenders with an opportunity to learn new skills that may be beneficial in their employment endeavors
- To divert low level offers from occupying expensive jail beds

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of offenders in the program	13,634	14,709	13,501	14,155
Days of work in lieu of jail	11,592	13,745	13,971	15,583
Money saved by non-profit organizations for work performed by WWAM crews*	$741,888	$879,680	$894,144	$997,312

*Based on a rate of $8.00/hour

Rehabilitative Services $4,265,121 $4,287,474

The programs and activities in this area are centered on addressing the offender's need and risk. These activities are intended to assist offenders in becoming productive, law abiding citizens of the county.

The Step Forward program provides offenders with an array of services which may be accessed from a central location. The program offers, among other services, substance abuse and mental health counseling, batterer's intervention, anger management, cognitive restructuring, and case management services.

The Results program is a random drug and alcohol testing operation which assists offenders in maintaining abstinence. Frequent testing is one of the ten key components for drug courts, Community Corrections offers this service to drug / sobriety courts as well as to the entire criminal justice system.

Community Corrections also has contracts with area agencies that provide a range of services from residential substance abuse treatment, to clean and sober living arrangements. These programs are designed to be used either in conjunction with, or in lieu of a jail sentence. In addition the programs provide offenders with needed skills in fighting addition or making a successful reentry into the community.

Objectives

- To provide programs which offer non-violent offenders treatment instead of jail
- To assist offenders with maintaining abstinence through frequent monitoring
- To promote positive change in offenders by addressing needs through appropriate services

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Offenders completing Step Forward	316	591	578	562
Number of offenders in treatment agencies	604	736	776	1,070
Number of drug tests conducted	10,571	18,889	21,105	22,748
Number of positive tests	1,084	1,748	1,591	1,791

Administration $763,947 $761,747

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

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
MDOC / OCC state grant award	$3,613,376	$3,988,012	$3,983,872	$3,805,403
Revenue from fee based programs	$460,551	$542,268	$510,437	$521,085

Michigan State University Extension (MSUE)

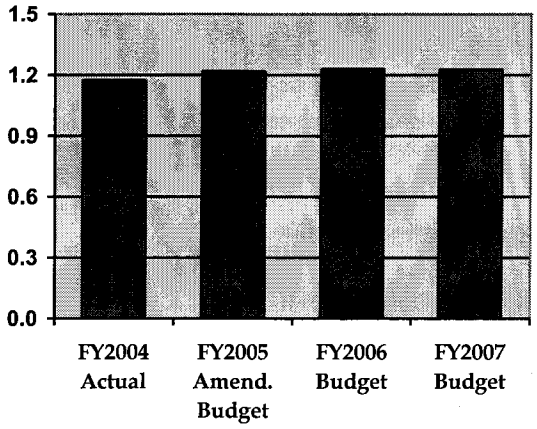
Michigan State University Extension (MSUE) is part of the National Cooperative Extension Service (CES) system that provides unbiased research based education to address critical issues. The mission of MSUE is to help people improve their lives through an educational process that applies knowledge to 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. MSUE is funded through a three-way partnership with local, state and federal governments. Michigan State University Extension is "BRINGING KNOWLEDGE TO LIFE" for Oakland County individuals, families, neighborhoods, environments and workforce.

Division Goals

To meet the current needs of Oakland County residents with unique, innovative programs the County and MSUE staff work as a team to:

- Link MSU faculty and resources to implement innovative university outreach projects that fit the needs of the communities using best practices from research and national experience.
- Build partnerships and provide educational programs, collaborative support and technical assistance for local officials, community leaders and the agencies/organizations in the County to extend resources.
- Recruit and provide in-depth training and support for adult and youth volunteers.
- Foster a positive environment for diversity and multiculturalism.
- Provide youth and families the opportunity to participate in Youth Development programs. A wide variety of educational programs, 4-H clubs, projects and activities that will give youth personal and leadership skills they can use for a lifetime are available.
- 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 peer counseling for mothers who choose to breastfeed their babies.
- 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 and stewardship 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 capacity building needs of groups and organizations.

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Charges for Services	154,947	68,100	64,100	64,100
Tot. GF/GP Revenue	$154,947	$68,100	$64,100	$64,100

Program Expenditures

Program Name	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Comm. Education	1,174,714	1,218,406	1,229,249	1,227,617
Total Programs	$1,174,714	$1,218,406	$1,229,249	$1,227,617

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	454,077	463,972	490,546	490,546
Fringe Benefits	209,303	250,936	266,619	266,619
Contractual Services	164,102	88,860	79,110	79,110
Commodities	10,679	16,151	13,396	13,396
Internal Services	336,553	398,487	379,578	377,946
Total GF/GP Exp.	$1,174,714	$1,218,406	$1,229,249	$1,227,617

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	11	11
Part Time Positions	2	2
Total Positions	13	13

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 inclusion of all people 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

Responding to community needs and requests, education has been provided as follows:

4-H Youth Development Programs

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Provided educational experiences for:				
• Youth (ages 5-19) throughout Oakland	28,858	14,974	11,640	16,827
• 4-H Community Clubs/special interest groups	581	334	286	376
• Volunteer leaders working with Oakland County youth contribute more than 184,000 hours annually directly to Oakland County residents. The U.S. Dept. of Labor values this contribution in excess of $3.2 million dollars.				
Volunteer Leaders	809	804	879	922

- More than 30% of all African American youth in the County participated in educational programs offered by 4-H.
- Asian and Chaldean families, who are the focus of current program expansion efforts, to address the unique needs of youth balancing multiple cultural influences.
- Pontiac youth, through intensive, ongoing after-school and summer programs.
- Specialized programs to meet the needs of minority youth in Southeast Oakland County. MSU grant funds provide a FT grant funded position to facilitate focused programs in workforce preparation, multi-sensory education, reading literacy, technology transfer, nutrition education, diversity and multiculturalism.
- Youth Leadership Institutes for young people age 15-19, in partnership with the Oakland County Board of Commissioners, and corporate sponsors. The program is a comprehensive, 9-month program that helps young people build a variety of leadership skills, along with an understanding of how they can take action to improve the community.
- Volunteers who depend on 4-H Youth Development program staff for volunteer screening, leadership training, educational program materials and designing research based, developmentally appropriate activities that build assets in youth.

Horticulture/Natural Sciences

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual

- Consumers were assisted with technical expertise relating to pesticides, soil analysis, plant and tree diseases, insect problems, plant identification, yard and garden growth problems, etc.

Telephone and Counter Customers	6,141	4,845	4,003	n/a

- Master Gardener graduates are required to give back to their communities by volunteering after their training is complete. In 2004, the U.S. Dept. of Labor valued this contribution at $17.55/hr.

Master Gardeners Volunteering	673	558	637	n/a
Volunteer Hours	37,737	23,949	26,568	n/a
Contribution Value	$631,717	$411,683	$466,268	n/a

- Emerald Ash Borer informational bulletins were distributed to 42,000 Oakland County residents.
- In 2004, seven municipalities consisting of 2,470 acres participated in the Gypsy Moth Suppression Program: Rochester Hills, Oakland Township, Addison Township, Oxford Township, Auburn Hills and Waterford Township.
  - Notification letters were sent to 28,000 homeowners in the affected areas.
  - MSU Extension coordinated the last minute treatment of Oakland Park in the City of Pontiac which was 100% defoliated in 2003.

Food and Nutrition Programs

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual

- Low-income families are enrolled in the Expanded Food and Nutrition Education Program (EFNEP). Cash benefit studies show that for every $1.00 invested in these food and nutrition programs, approximately $10.00 is saved in health care costs.

Families Enrolled	627	731	768	n/a
Members Served	2,042	2,468	2,648	n/a
Graduates making positive food changes	94%	92.5%	94%	n/a

- Food and nutrition programs are provided to senior citizens to help them make positive food and behavior changes.

Senior Citizens Attending Program	639	737	657	n/a
Food and Nutrition Programs Offered	41	28	43	n/a
Participants making positive choices after completing the program	74%	76%	75%	n/a

- Low-income families received Project FRESH coupons worth $24,000 ($20.00 in coupons per family) to encourage them to eat more fresh fruits and vegetables for better health. They also received education on the value of fruits and vegetables from EFNEP instructors.

Families Receiving Coupons	600	800	1,000	1,200
Families reporting increased consumption of fresh fruits	57%	62%	68%	n/a

- Low-income breastfeeding mothers and their infants attend the Mother to Mother Program to learn the health advantages of breastfeeding their infant.

Mothers Enrolled	125	147	150	n/a

- Food and nutrition programs, displays and fairs on healthy eating and food safety were presented to the public.

Programs Held	16	33	16	n/a
Individuals Attending	1,508	2,086	1,500	n/a

- Volunteers provide assistance to low-income families and teens in the Expanded Food and Nutrition Education program.

Adult Volunteers	63	52	50	n/a
Volunteer Hours	1,027	589	907	n/a
Contribution Value	$17,192	$10,125	$15,918	n/a

- Information was provided by phone to County consumers asking questions regarding food safety, sanitation, food preservation and nutrition.

Clients Serviced	2,148	2,479	2,240	n/a

Water Quality Programs

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual

- Water quality programs were presented to K-12 students. The programs meet state curriculum guidelines on water issues.

Water Quality Programs	73	84	45	n/a
Students Receiving Training	2,481	2,304	887	n/a

- Programs on various water quality issues were held for County residents. These programs included topics such as pond and lake issues, well and septic maintenance and lawn care for water quality.

Water Quality Programs	24	15	14	n/a
Individuals Receiving Training	908	346	410	n/a

- Water Stewardship information booths were provided at local home and garden shows, outdoor shows, and other events.

Individuals Visiting Booth	2,000	1,160	1,500	n/a

- A total of 60 individuals attended the Citizen Planner course coordinated by MSU-Extension. Participants were primarily planning and zoning officials.

Parenting Programs

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual

- Building Strong Families is a parenting and child development course for parents and caregivers of young children which was initiated in 2002.

Families Participating	16	84	73	119
Families Graduating	90%	100%	100%	63%

- Better Kid Care provides 36 hours of education and training for individuals who are interested in starting an in-home daycare.

Individuals Receiving Training	28	32	47	30

- The Caring for My Family Program focuses on family formation, marriage and fathering. This was a pilot program in 2004.

Individuals Receiving Training	n/a	n/a	45	n/a

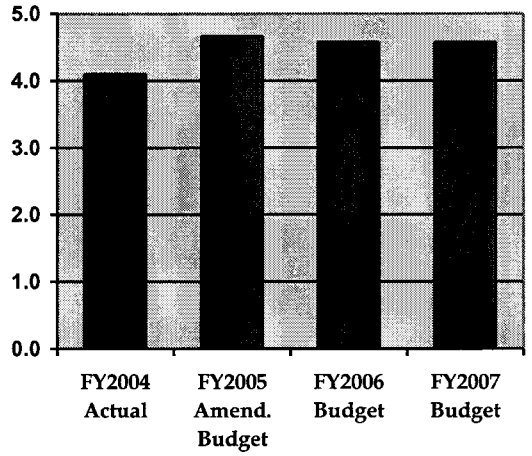
Medical Examiner

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.
- In 2004 an Interlocal Agreement between Genesee and Oakland Counties was signed for Oakland County to provide Medical Examiner Services. Because of the additional caseload increase, (approximately 40% increase), additional contract contingent staff were budgeted and the positions filled. The impact of the agreement has had a favorable cash flow. Revenues from the agreement go to the County General Fund.
- Continue to cooperate with health care providers, emergency medical services, funeral homes, law enforcement, fire agencies, and educational institutions through direct assistance, information, advisory and teaching services throughout the country. The Chief Medical Examiner is also a member of the Smallpox Response Team for Oakland, Macomb and St. Clair Counties. The goal is to develop regional policies, protocols and coordinate networks within the health community for management of smallpox bio-terrorism and other mass fatality occurrences. The office also works closely and participates in any related matters with the County Emergency Response & Preparedness.

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	578,167	975,400	910,200	910,200
Tot. GF/GP Revenue	$578,167	$975,400	$910,200	$910,200

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Med. Examiner Serv.	4,009,163	4,576,338	4,480,441	4,475,955
Family Counseling	88,116	86,782	99,255	99,255
Total Program Exp.	$4,097,279	$4,663,120	$4,579,696	$4,575,210

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	1,938,554	2,130,032	2,179,899	2,179,899
Fringe Benefits	747,562	909,583	995,271	995,271
Contractual Services	268,135	299,757	347,458	347,458
Commodities	274,387	280,797	282,353	282,353
Capital Outlay	0	10,000	0	0
Internal Services	868,641	957,451	774,715	770,229
Transfers Out	0	75,500	0	0
Total GF/GP Exp.	$4,097,279	$4,663,120	$4,579,696	$4,575,210

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	30	30
Part Time Positions	4	4
Total Positions	34	34

Medical Examiner — FY 2006 — FY 2007

Medical Examiner Services — $4,480,441 — $4,475,955

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.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Total Cases	4,153	3,891	4,519	4,757
Cases Reported & Released	3,013	2,870	9,629	2,972
Inspections	90	67	79	84
Autopsies	970	808	1,162	1,201
Cremations	3,496	3,317	3,701	3,909

Family Counseling — $99,255 — $99,255

Family Counseling 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 to indigent families in burial.

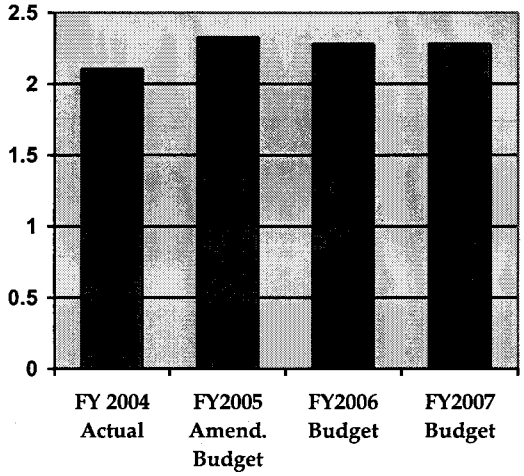
Animal Control

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 r esponsible 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 dogs to prevent a rabies outbreak.
- Maintain service agreements with local cities and animal control agencies.
- To educate and inform the residents of Oakland County concerning the Michigan Dog Law and "Responsible Pet Ownership".
- To reduce pet overpopulation by educating pet owners on spay/neuter benefits
- Increase number of homeless animals adopted, therefore, decreasing euthanasia.

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpos				
Charges for Services	699,059	662,385	662,385	662,385
Other Revenue	171	0	0	0
Total GF/GP Revenue	$699,230	$662,385	$662,385	$662,385

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	465,670	567,221	597,664	599,030
Animal Control	942,159	948,584	949,998	951,778
Kennel	695,330	810,966	732,872	730,806
Total Prog. Exp.	$2,103,159	$2,326,771	$2,280,534	$2,281,614

Division Expenditures by Category

	FY2004 Actual	FY2005 Est. Actual	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	991,211	1,110,254	1,112,986	1,115,885
Fringe Benefits	496,495	581,488	580,896	581,729
Contractual Services	26,468	27,090	15,735	15,735
Commodities	64,781	59,872	65,872	65,872
Internal Services	524,204	548,067	505,045	502,393
Total GF/GP Exp.	$2,103,159	$2,326,771	$2,280,534	$2,281,614

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	21	21
Part Time Positions	3	3
Total Positions	24	24

Animal Control

	FY 2006	FY 2007
Administration	**$597,664**	**$599,030**

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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Dog Licenses Issued	47,776	49,673	49,997	50,786
Dog licenses processed within the Administration Unit via mail	7,700	8,700	7,000	7,100
Dog licenses entered into the Mainframe System	47,776	49,673	49,997	50,786

The annual census is mandated by State Law P.A. Act 339 of 1919, whereas there shall be a census as to how many dogs are licensed in our Service Area in Oakland County. Part-time employees are hired to go door to door taking statistical information on how many dogs in 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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Violations Issued	600	23	216	504
Dogs in Violation	921	27	262	644
Dog Licenses Purchased	723	18	203	509
Relinquished Animal	19	1	7	9
Regular Officer Sent	179	8	52	126

Kennel	**$732,872**	**$730,806**

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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Total Animals	9,191	7,251	7,654	5,953
Adopted	2,026	1,918	2,059	1,415
Returned to Owners	1,259	1,225	1,291	1,073
Euthanized	3,803	2,608	2,727	2,351
Dead on Arrival/Died	2,096	1,302	1,169	904
Taken for Service Dogs	7	2	1	5
Wildlife Released	N/A	196	407	205

Animal Control $949,998 $951,778

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.

Performance Measures	**FY2002**	**FY2003**	**FY2004**	**FY2005**
	Actual	**Actual**	**Actual**	**Actual**
Total Complaints Answered	13,713	13,694	12,572	11,859
Bite Complaints	893	871	924	1,028
Pick Up Complaints	2,734	2,586	2,855	2,562

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

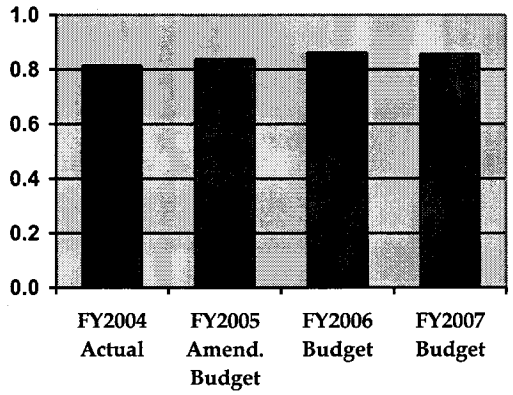
Circuit Court Probation

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 meaniful supervision processes consisting of a balanced approach of treatment, surveillance, and enforcement.

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose	$0	$0	$0	$0

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Probationer Supv.	813,672	838,137	861,469	855,473
Total Prog. Exp.	$813,672	$838,137	$861,469	$855,473

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Contractual Services	7,761	4,817	7,545	7,545
Commodities	29,381	38,808	35,867	35,867
Internal Services	776,530	794,512	818,057	812,061
Capital Outlay	0	0	0	0
Total GF/GP Exp.	$813,672	$838,137	$861,469	$855,473

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions*	0	0
Part Time Positions*	0	0

** Division Staffed by State of Michigan Employees*

Probationer Supervision $861,469 $855,473

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.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Supervision Compliance Rate	99.4%	98.7%	99.2%	99.3%
Avg. # of Offenders Supervised	5,300	5,216	4,984	4,842

Objectives

- Efficiently and accurately investigate and prepare Pre-Sentence Investigation Reports to aid the Circuit Court in the *appropriate* sentencing of convicted felony offenders.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Presentence Investigation Reports	5,501	5,133	5,315	5,346

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.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Offender Diversion	450	530	576	618

Objectives

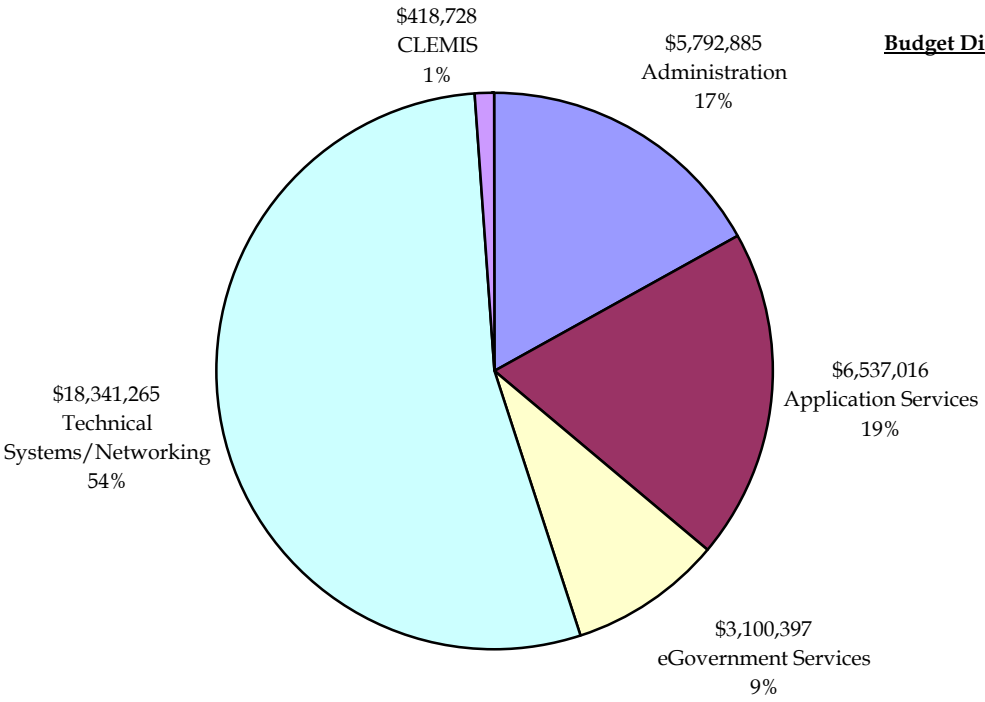
- The Probation Division has embarked on a concerted effort to insure compliance with probation orders outside of normal hours of operation. In collaboration with local police departments within Oakland County, probation officers, accompanied by police officers, make home calls on offenders during non-traditional 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.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of Collaborating Police Departments	28	30	32	33
Home Calls during Non-traditional hours	609	583*	672	731
Violation Rate Identified during Non-traditional Hours	18%	17%	15%	14%

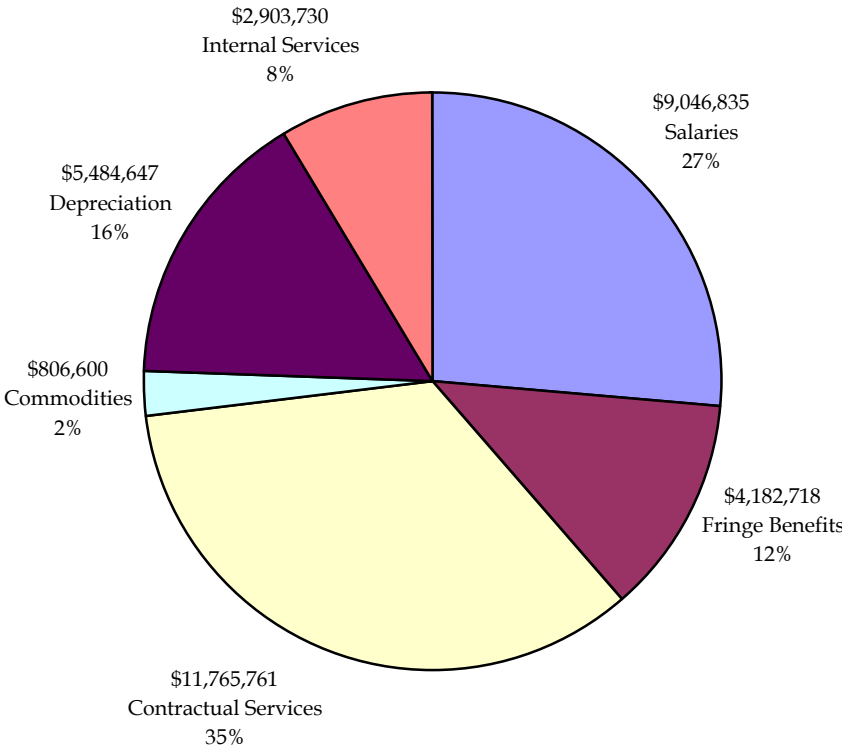
*FY 2003 – Lost 45 staff to early retirement, participation in the program diminished because of increased workloads.

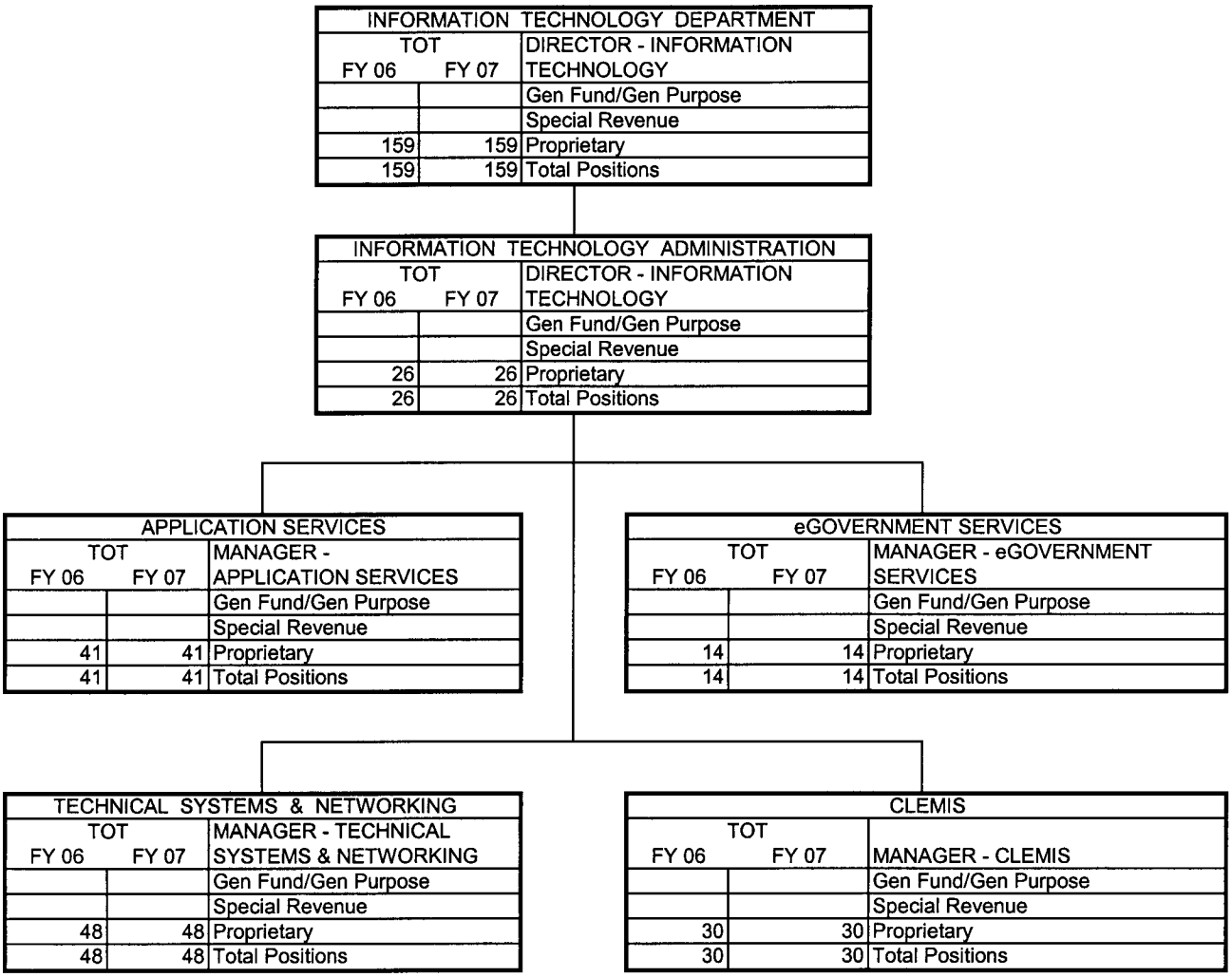
Information Technology
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures





Note: Employees may be assigned to various functional teams as needed to meet project objectives.

Prepared by Human Resources Dept. 10/1/05.

Department Revenue by Division (IT Fund)

	FY2006 Budget	FY2007 Budget
Administration	$28,782,889	$28,782,889
Application Services	0	0
eGovernment Services	0	0
Tech. Systems/Networking	0	0
CLEMIS	0	0
Total Revenue	$28,782,889	$28,782,889

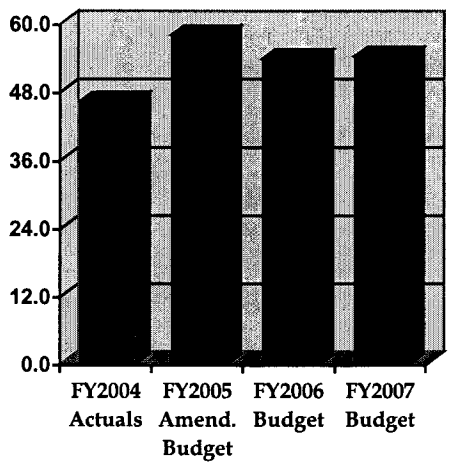
Department Expenditures by Division (IT Fund)

	FY2006 Budget	FY2007 Budget
Administration	$5,792,885	$5,888,043
Application Services	6,537,016	6,629,800
eGovernment Services	3,100,397	3,149,092
Tech. Systems/Networking	18,341,265	18,760,696
CLEMIS	418,728	425,791
Total Expenditures	$34,190,291	$34,853,422

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	155	155
Part Time Positions	4	4
Total Positions	159	159

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, public safety, fire departments, etc.), over 50 private sector customers, and over 2000 @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.
- Expand and promote eGovernment web content, web applications, enhanced access applications, and business

Department Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose	$0	$0	$0	$0
IT Fund				
Charges for Serv.	23,963,868	25,802,461	26,166,823	26,166,823
Investment Income	73,613	51,066	51,066	51,066
Other Revenues	32,689	0	0	0
Capital Contributions	22,675	0	0	0
Gains on Sale	1,145	15,000	15,000	15,000
Oper.Transfer In	5,269,993	7,101,740	2,550,000	2,550,000
Total IT Fund Rev	$29,363,983	$32,970,267	$28,782,889	$28,782,889
Other Funds				
CLEMIS	6,438,471	6,571,179	5,603,634	6,697,470
Fire Records Mgmt	569,217	585,377	644,550	572,180
Radio Comm.	8,819,410	8,865,596	7,765,000	3,084,277
Telephone Comm	4,112,477	3,871,217	3,996,217	3,996,217
Cops More Grant	1,256,922	0	0	0
Other Grants	46,364	0	0	0
Total Dept. Rev.	$50,606,844	$52,863,636	$46,792,290	$43,133,033

Department Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose	0	0	0	0
IT Fund				
Salaries	7,828,616	8,805,959	9,046,835	9,224,944
Fringe Benefits	3,404,222	3,944,182	4,182,718	4,272,755
Contractual Serv.	12,226,828	14,705,437	11,765,761	12,180,100
Commodities	1,175,962	1,040,813	806,600	806,600
Depreciation	3,545,624	7,235,942	5,484,647	5,413,119
Internal Services	1,388,525	2,902,592	2,903,730	2,955,904
Transfers Out	554,222	11,055	0	0
Total IT Fund Exp	$30,123,999	$38,645,980	$34,190,291	$34,853,422
Other Funds				
ROD Automation	308,597	800,000	189,000	189,000
CLEMIS	7,633,793	8,947,136	8,123,216	8,003,790
Fire Records Mgmt	469,258	585,377	644,550	572,180
Radio Comm.	2,787,454	5,099,187	6,507,390	6,522,513
Telephone Comm	3,522,928	3,816,870	3,996,217	3,996,217
Cops More Grant	1,256,922	0	0	0
Other Grants	46,364	0	0	0
Total Dept Exp.	$46,149,315	$57,894,550	$53,650,664	$54,137,122

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Admin.	6,961,567	6,981,784	7,077,640	7,313,398
Court Systems	1,846,801	1,913,807	1,623,415	1,622,673
Finance/Admin	1,227,401	1,461,448	1,367,608	1,369,361
Gov. Services	778,395	827,812	713,600	712,985
Land Management	3,320,763	5,012,553	3,051,094	3,050,998
CLEMIS/Public Safety	13,658,755	15,055,487	15,693,884	15,517,211
Data Warehouse	922,847	688,196	487,504	495,233
Enhanced Access	306,213	375,866	387,631	395,605
eGovernment	2,092,203	2,256,292	2,225,263	2,258,255
Tech Systems/ Networking	11,679,778	19,409,838	16,929,630	17,306,064
Voice Comm.	3,354,592	3,911,467	4,093,395	4,095,339
Total Prog. Exp.	$46,149,315	$57,894,550	$53,650,664	$54,137,122

Summary of Major Program Changes — FY 2006 — FY 2007

Revenues
The FY 2006 Budget reflects major changes in CLEMIS, with a decrease of ($1,000,000) due to projected COPS MORE grant funding recognized for the completed implementation of CrisNet and Mugshot efforts. Information Technology budget was reduced in Transfers In to reflect original OakNet operating budget of $2,500,000 and Help Desk operations of $50,000. Radio Communications reflect FY 2006 reduction in Charges for Services of ($1,046,769) based on a decrease of ($400,000) in E-911 Surcharges due to reduced telephone service demand through Oakland County, and a decrease in revenue of ($646,769) due to completion and implementation of the new radio system. FY 2007 reflects further reductions of ($500,000) as a result of one time gain in FY 2006 from sale of legacy radio system and ($4,105,723) based on e-911 Surcharge elimination, partially offset by increase of $619,277 in billing Outside Agencies for use of new system.

Expenditures
The increase in Controllable Personnel is the result of a recommended 2% across the board Salary increase, related Fringe Benefits and Retiree Health Care costs. Operating decreased due to a net reduction in Depreciation of ($2,053,009) to reflect the projected schedule for FY 2006. Contractual Services also reflect a reduction of ($1,504,468) in Software Purchases, ($648,414) for Software Support/Maintenance, Professional Services ($503,950), and Equipment Repairs and Maintenance ($303,950) based on planned projects for FY 2006. Register of Deeds Automation reflects a reduction of ($611,000) as fund was transferred to Clerk/Register of Deeds Department per State requirements.

Administration - Internal Services — $7,077,640 — $7,313,398

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.

Objectives:

- Development of the Annual Master Plan and Directing the Leadership Group Processes;
- Providing Project Management Support and Assistance to IT Project Managers;
- Providing hands-on customer instruction and training, customized to the needs of County;
- Provide Help Desk Customer Support Services to internal and external customers;
- Provide on-going IT Employee Training and Education;
- Manage IT Department Communication Processes, Customer Service Requests, Telephone Communications, Purchasing, Billing and Clerical staff functions, Department Policies and Procedures and Personnel Administration.

Application Services - Land Management — $3,051,094 — $3,050,998

The Land Management program supports numerous departments and local cities, villages and townships (CVTs) in relating demographic and land related data to the County base map, which is comprised of approximately 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 and land-related technologies, 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 changes in location-based data. CVTs receive direct access to this information on regular basis. This program is also responsible for a variety of other location-based 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.
- Implement improvements to the County's land records systems to insure compliance with new user and statutory requirements.
- Improve the sharing of information between the County Departments/Division and the CVTs.
- Implement an "eHealth" program that reduces the labor associated with restaurant, well, on-site sewage and swimming pool field inspection activities.

The program provides IT development and support to the Oakland County Treasurer, Drain Commissioner, Planning and Economic Development Services, Emergency Response and Preparedness, Health, CLEMIS, Facilities Management, Parks/Recreation, 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, web, client/server, and field-based computing. Most of the applications are fully integrated with other applications running on the same or disparate platforms. Support and maintenance is provided 24 hours a day, seven days a week.

Application Services - Courts $1,623,415 $1,622,673

The Courts program provides IT development to Oakland County's Circuit Court, Probate Court, the 52nd 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 web. Many of the applications are fully integrated with other applications running on the same or disparate platforms. Integration is real time updating and/or batch updating which is determined by business need. Support and maintenance is provided 24 hours a day, seven days a week.

Objectives:

- Enhancing the current Circuit, Probate and District Court systems by providing decision support system tools, new functions and web based applications.
- Develop a system to allow electronic submission of documents and access to Court systems over the internet.

Application Services - Finance/Administration $1,367,608 $1,369,361

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 web. Many of

the applications are fully integrated with other applications running on the same or disparate platforms. Integration is real time updating and/or batch updating which is determined by business need. Support and maintenance is provided 24 hours a day, seven days a week. Systems include the enterprise-wide financial and personnel systems.

Objectives:

- Implement Peoplesoft Human Resource/Financial Information System enhancements and upgrades in a timely manner to insure that departments can fully utilize available resources.
- Implement the Recruitment, Employee Self-Service, and Workflow modules of PeopleSoft.
- 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.
- Further automate IT inventory, work order and billing systems so they integrate fully with the County's financial and IT portfolio management systems.

Application Services - Governmental Services $713,600 $712,985

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:

- To integrate the Clinical, Financial and Pharmacy Systems for the Oakland County Medical Care Facility (MCF) so that more accurate information processing will occur.
- To implement improvements to the Medical Examiner's System so that more accurate information can be compiled and accessed.
- To implement improvements to the Animal Control Center's dog/cat licensing program so that a more efficient licensing and registration program can be deployed.

CLEMIS and Public Safety $15,693,884 $15,517,211

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 200 police, fire and emergency medical services agencies in a 6 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 31 fire departments. These uniform systems allow seamless data transmissions between dispatch stations and the records management system. This program is also responsible for a new County-wide public safety radio system implementation and support. The system will be used by the majority of the various public safety agencies in Oakland County allowing the ability to communicate between agencies that has not been available in the past and caused a decrease in functionality

when multiple agencies respond to large scale incidents. CLEMIS also provides a wireless public safety mobile data system in use by over 80 agencies and consisting of over 1,600 mobile data computers in a 5 county region. The mobile data system allows officers automatic data transfer from dispatchers, the ability to query criminal justice information local, state and national sources and the ability to communicate to all other officers / agencies utilizing the 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.
- Provide a new Public Safety Radio system for use throughout Oakland County
  - It will include an interoperability gateway for communications to the State and surrounding systems
- Provide an Automated Fingerprint Identification System with Palm Print and two digit fingerprint queries
- Provide enhanced application uses by mobile data computers
  - Incident Reporting Writing
  - Regional Digitized Mug Shot Access
  - Fingerprint Queries
  - Local/State/Federal Criminal Justice System access.

eGovernment Services - Data Warehouse $487,504 $495,233

The County's Enterprise Data Warehouse program centers on the provision of data from County systems, as well as non-County system data from cities, villages, and townships, the State of Michigan and the Federal Government. Providing this data involves analyzing, cleansing, integrating, and positioning data for access by anyone with an authorized need to know including decision support knowledge workers, GIS analysts, and Access Oakland customers. Currently, users with direct access to the Enterprise Data Warehouse consist of employees from Equalization, Treasurers, Development and Planning, Management and Budget, local cities, villages, and townships, Community Corrections, Courts, Sheriff and local law enforcement agencies. The users are provided with decision support software tools and training which allows them to employ the warehouse to perform their jobs more efficiently and productively. For instance, the Equalization Division uses the data warehouse to satisfy FOIA requests, to perform analysis based on "what if" scenarios, and to provide other county departments with land-related information; staff in the Treasurer's office use the data warehouse for measuring employee performance, troubleshooting, balancing, auditing and creating reports for the State of Michigan; the Development and Planning staff produces statistics for use in County publications; Management and Budget staff use the warehouse to aid in recognizing jail inmates for whom the County can recover the cost of incarceration from the State of Michigan.

The data warehouse is also used by the Courts and Sheriff's departments to help manage or avoid emergency conditions that would require the release of inmates and, in cases where an emergency cannot be avoided, to assist with determining which inmates can safely be released early. The Courts and the Sheriff's departments working together with the Community Corrections department are assisted by the data warehouse in managing the inmate population at the jail on an on-going basis. As the primary source of data for the Enhanced Access (Access Oakland) program, the data warehouse plays a key role in providing residential and commercial information to the citizens and businesses of the County.

Objectives:

- Provide a source of integrated and aggregated data for new informational products made available through the Access Oakland program
- Provide a source of integrated and aggregated data for secure access by County departments and local cities villages and townships via easy-to- use ad-hoc reporting tools
- Help County departments discover new revenue streams and reduce revenue leaks

- To provide time-variant, nonvolatile data for analysis and reporting purposes
- Provide tools that allow customers to become more self-sufficient
- Provide support to the Criminal Justice Coordinating Council

eGovernment Services - Enhanced Access $387,631 $395,605

The Michigan Enhanced Access Act (P.A. 462 of 1996) provided Oakland County with the impetus to move rapidly with the implementation of a Web-based eCommerce program. This program is known to users as Access Oakland. Access Oakland was designed to provide citizens and businesses with fee-based online access to County information. This same access is provided free-of-charge to County and local governments as well. Revenue from the collection of Enhanced Access fees is used to pay for credit card processing fees and to recover application development costs.

There are 26 enhanced access services currently available via the County's Web site, covering a range of common activities such as ordering certified copies of birth, death and marriage certificates, paying local property taxes, paying tickets issued by the 52nd District Court, applying for well and septic permits, purchasing park permits, and purchasing maps and aerial photographs. Gross revenue collected from Access Oakland online transactions was over $4 million for fiscal year 2005. This figure doubled since 2004 reports, which clearly demonstrates the growing popularity of online services for Oakland County's constituency. To encourage collaboration among different levels of government. Oakland County shares a portion (15%) of the net revenues from Enhanced Access fees for the land related products with the local communities. Total revenues shared to local communities since program inception is $306,981.

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.
- Provide a common gateway or portal to any and all fee-based informational products or electronic services that the County will offer.
- Support and maintain business and consumer enhanced access applications.
- 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.
- Manage the cost of providing enhanced access services through effective use of technology.
- Enhance Access Oakland framework to provide less costly and efficient payment options for recurring billing and secure electronic payments.

eGovernment Services - eGovernment $2,225,263 $2,258,255

The eGovernment program is responsible for maintaining and supporting the County's entire Internet presence. Today, the County's web site contains 11,895 Internet and 3,812 Oaksource pages. Total pages maintained and supported are 15,707. The County's Web site averages 86,377 visitors per month and 1,036,522 annually. With over 10,500,000 pages viewed per year (averages 880,000 pages per month) the County web site delivers substantial content to citizens and businesses. In addition, the eGovernment program is also responsible for web site content management activities including overall editing, proofreading, standards compliance, graphics, photos, sound, video etc. The eGovernment program implements and maintains documented standards for all static, application content, and web application user interface development standards. In addition, the eGovernment group provides planning, marketing, and consulting activities for all eGovernment initiatives. As part of supporting the County's 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, Netegrity security system consisting of 80 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, and Oaksource. Future centralized eGovernment service initiatives proposed include

Web Group Calendar, Multimedia Center, Photo Gallery, Surveys/Polls, Mobile web access, Search, Electronic Payments, Document Library, 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 the effective use of technology.
- Institutionalize the use of eGovernment information and services through the adoption of appropriate organizational models.

Technical Systems and Networking (TS&N) $16,929,630 $17,306,064

The Technical Systems and Networking program manages the County-wide computing and network infrastructure that underpins virtually every service and program delivered to all County departments, cities, villages, townships, public safety agencies, and the public. The Technical Systems and Networking program indirectly provides services to other programs by managing the infrastructure of workstations, printers, servers, fiber links, leased lines, routers, switches, firewalls, etc. that provide the computing power, data storage, security, backup/recovery, database management, and data communications needed by other program areas. *The Technical Systems and Networking budget includes all costs associated with the following areas: Networking Services, Server Management Services, Database Administration, Workstation Services, and Operations Services.*

The Technical Systems and Networking program incorporates security reviews, disaster recovery planning and testing, and future technology planning across all the services areas. The Technical Systems and Networking program manages services for approximately:

- 500 routers and switches
- 35 County buildings on main campus
- 45 County office locations off site (substations, courts, parks, drain offices, etc.)
- 60 City, Village, or Township connections
- 75 Police Department connections
- 40 County-Wide Radio system / tower connections
- 80 Fire Department Sites
- 240 File and Application Servers
- 65 Mail domain names
- 3500 Workstations
- 1200 Printers

Objectives:

- Review and implement changes to network security devices, policies, and procedures.
- Implement limited wireless Internet access at selected locations.
- Review and implement improvements to data backup and recovery devices, policies, and procedures.
- Refine and improve disaster recovery policies, procedures, and plans.
- Maintain and enhance file, database, mail, and application servers, reviewing and implementing operating system upgrades, patch management, anti-virus, anti-spam, and anti-spyware, and hardware replacements.
- Maintain and enhance end-user workstations and printers in accordance with life-cycle replacement practices, reviewing and implementing operating system, application software, and anti-virus/anti-spyware upgrades.

The Technical Systems and Networking program includes the following functional areas:

TS&N - Networking Services

Networking services provides the communication highway between customer devices and the servers that provide the desired information, application, or service. Networking services manages the complex infrastructure of fiber, leased lines, routers, switches, firewalls, and other equipment required for this communication. Networking services is critical to delivery of basic office services of file sharing, printing, email and Internet access, as well as the core financial, judicial, and administrative applications used within the County department, courts, and remote offices. Networking services manages the infrastructure that promotes the cooperative and cost effective sharing of resources between the County and it's Cities, Villages, and Townships including email, Internet, land assessment services, video arraignment, and the County-wide public safety radio system. In addition, Networking Services enables regional cooperation among public safety and law enforcement agencies by managing communication for the CLEMIS program including the use of in-car workstations and other wireless devices provided through integration with private network service providers.

TS&N - Server Management Services

Server management services provide the servers and data storage hardware and software core to the delivery of County-wide and department specific business process applications. Server management encompasses the installation and management of server hardware and operating system and the configuration of critical subcomponents such as anti-virus, backup/recovery, and security to support applications such as GIS, human resources, financial, land records, e-government, data warehouse, etc. in addition to the basic office functions of network file sharing and email. Beyond support of applications servers, Server management includes maintenance of other servers that are needed to provide full application functionality including Active Directory, File Transfer Protocol (FTP), Domain Name Services (DNS), and other servers. Server management also includes the management and maintenance of the legacy IBM mainframe hardware and software on which several critical applications continue to be processed.

TS&N - Database Administration

Database administration provides the support for the server based relational database management software (RDBMS) on which applications depend. Database administration installs, maintains, upgrades, and tunes the RDBMS, consults on managing the underlying data storage, designs and performs database backups/restores, and assists in troubleshooting database and application problems. Database administration reviews and recommends methods to assure data integrity and recoverability in complex applications.

TS&N - Workstation Services

Workstation Services provides the support and maintenance of the typical end user devices. Workstation services manages the repair, replacement, and relocation of workstations and printers, and the installation and configuration of workstation hardware, operating system, office applications, anti-virus, anti-spam, print drivers, etc. Workstation Services also provides migration of user profile, data, and configuration information during workstation upgrades and replacement. Workstation services are often provided onsite at County office locations throughout the County. Workstations services personnel are often called upon to perform first line troubleshooting, software conflict resolution, and department software installation in support of the end user.

TS&N - Operations Services

Operations Services provides 24 x 7 staffing and monitoring of the server and network systems, and overnight processing for production systems.

Voice Communications Services $4,093,395 $4,095,339

Voice Communications Services provides telephone services and equipment to all County departments. The County has its own private branch exchange (PBX) system telephone switch allowing for reduced costs for operations, including toll charges.

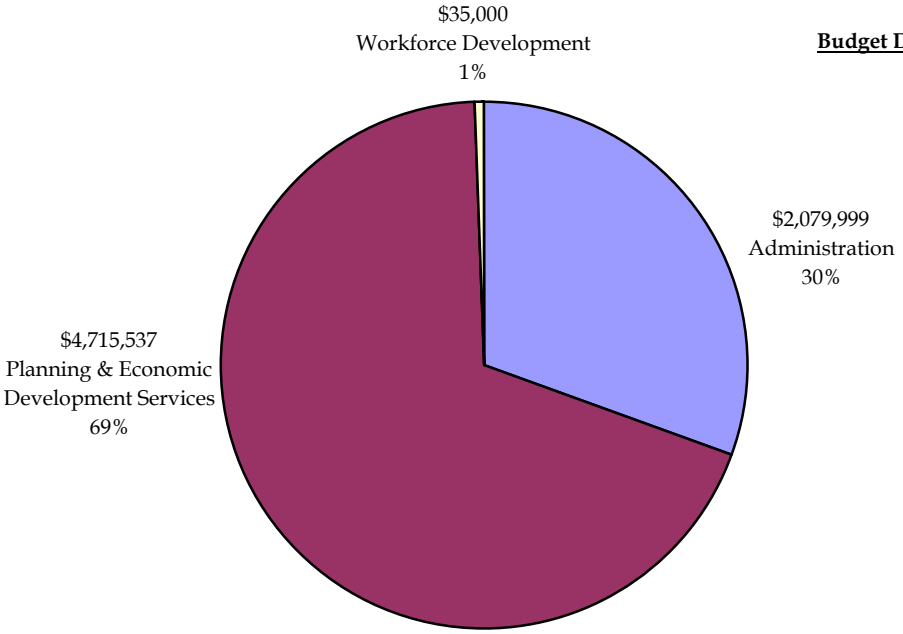
Objectives:

- Connect remote County sites to the campus through the use of an OAKNet in order to save on telephone call charges.
- Evaluate and select vendor(s) that will provide the most cost-effective telephone services for County operations.

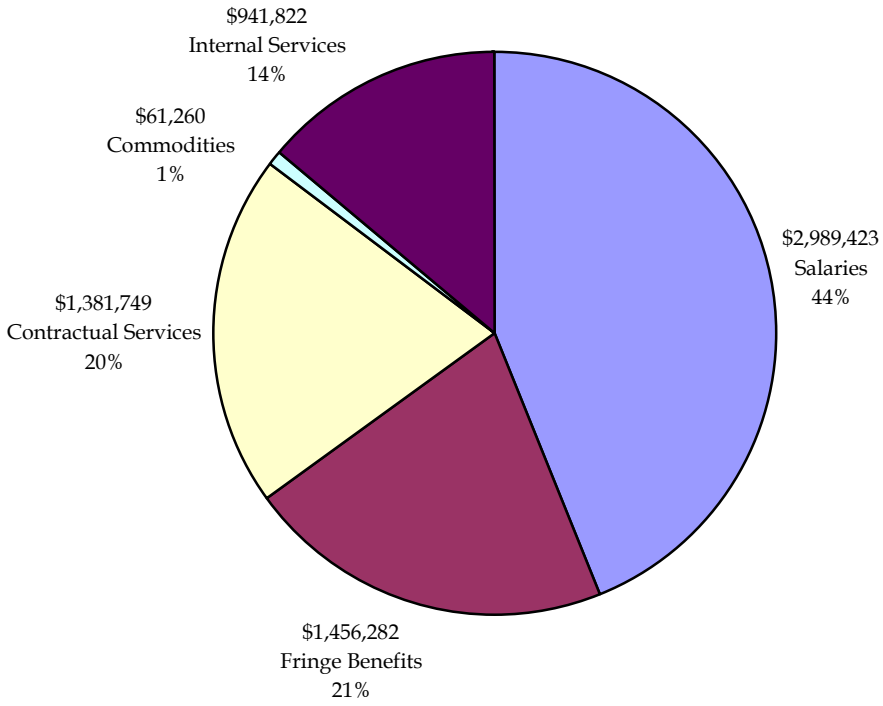
Oakland County has more people than each of these nine states: Alaska, Delaware, District of Colombia, Montana, North Dakota, Rhode Island, South Dakota, Vermont, Wyoming.

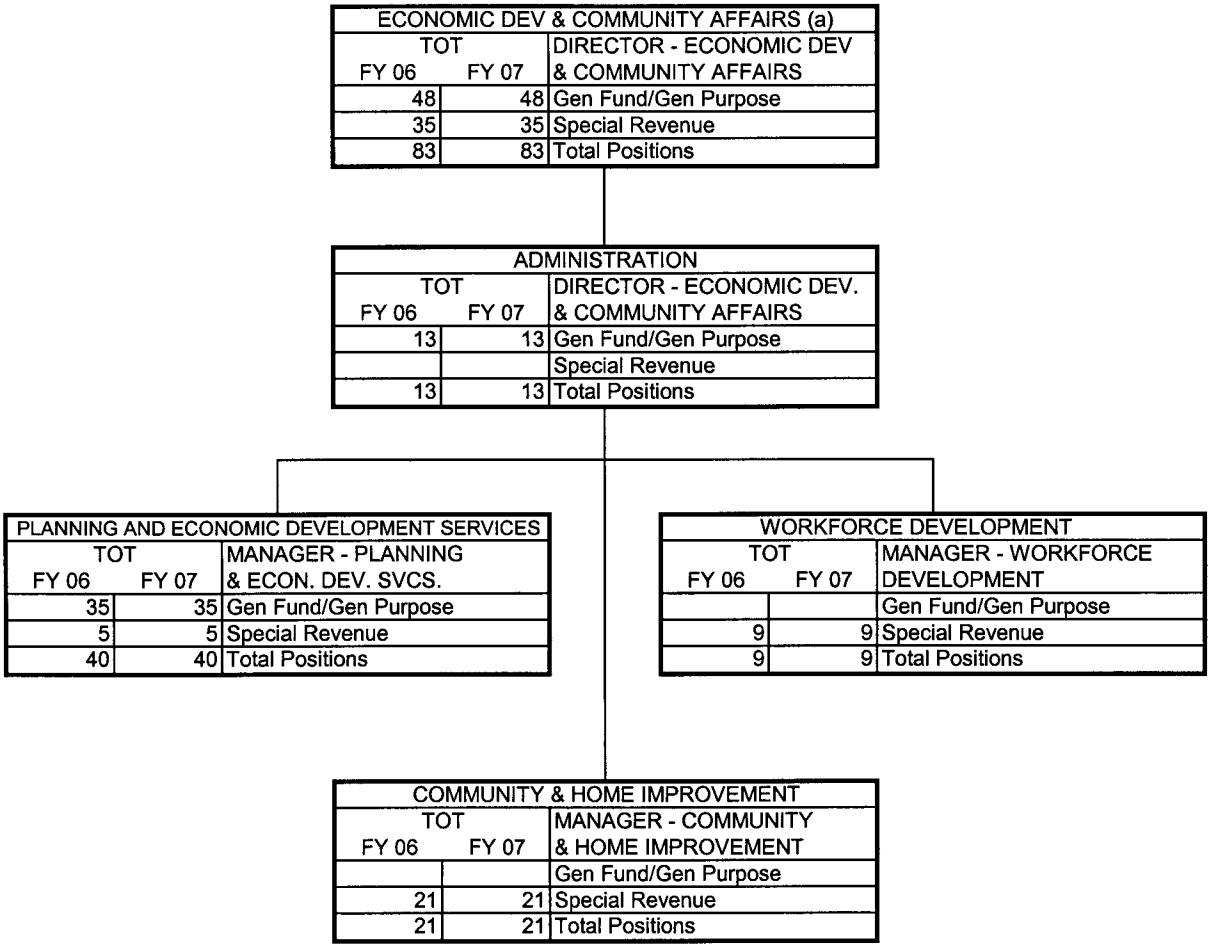
Economic Dev. & Community Affairs
Workforce Development
FY 2006 General Fund/General Purpose

Budget Distribution by Division



Budget Distribution by Expenditures





(a) Department retitled from Community & Economic Development, per Misc. Res. #05029, effective 3/19/05.

Prepared by Human Resources Dept. 10/1/05.

Economic Development and Community Affairs

Department Revenue by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	311,625	313,780
Planning & Economic Development Services	200,000	200,000
Community & Home Imp.	0	0
Workforce Development	0	0
Total Revenue	$511,625	$513,780

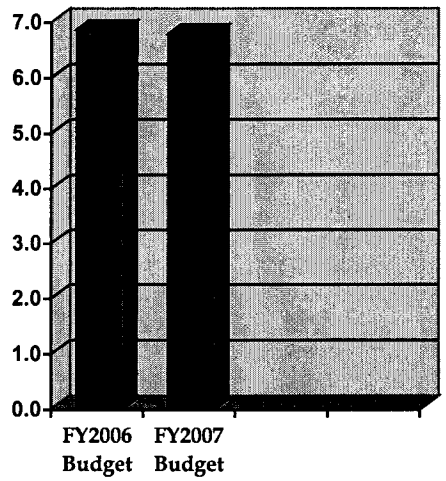
Department Expenditures by Division (GF/GP)

	FY2006 Budget	FY2007 Budget
Administration	2,079,999	2,054,387
Planning & Economic Development Services	4,715,537	4,674,004
Community & Home Imp.	0	0
Workforce Development	35,000	25,620
Total Expenditures	$6,830,536	$6,754,011

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	80	80
Part Time Positions	3	3
Total Positions	83	83

Department Expenditures ($ in millions)



Summary

The Economic Development and Community Affairs Department coordinates personnel activities for compliance of mandated and regulated programs for Community Development grants from the U.S. Department of Housing and Urban Development. This coordination also includes Workforce Development programs that include Workforce Investment Act and Welfare to Work initiatives. The department also oversees economic development within the County through management and administration of the planning and growth coordination of businesses, communities and land conservation.

Current Issues

Oakland County, like the entire State of Michigan, has been hit by a sluggish economy and the downsizing of many of our corporate citizens. The Emerging Sectors Program in PEDS is looking to expand the County's economic base by diversifying our economy with ten fast growing sectors; assisting existing firms with new applications for their technology and identify collaborations for their products worldwide; and facilitating relationships between business and our educational institutions. Our traditional economic development programs will continue to support job retention and creation in Oakland County. The Community and Home Improvement Program, Workforce Development, and Solid Waste Resource Management Program work hand in hand with PEDS in providing support services to residents, our workforce, and our local communities. With the support of the Marketing and Communications Division as well as Automation Alley, this collaboration of divisions strengthens the economy and the individual communities of Oakland County.

Department Goals

- Provide leadership and overall management guidance to the following departments: 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.

Summary of Major Program Changes — FY 2006 — FY 2007

Revenue
Charges for Services revenue budget increase is mostly due to the increase in sale of street maps and atlases, $40,000.

Expenditures
Controllable Personnel reflects a 2% across the board Salary Increase, related Fringe Benefits and increased Retiree Health Care costs. The FY 2006 budget also includes the transfer of a Graphic Artist position from the County Executive Administration Division and the transfer of a Secretary III position to the County Executive Administration Division, a net increase of $6,595.

The Contractual Services and Commodities budgets were decreased due to one-time carry-forward of ($168,950) and encumbrances of ($170,160) from FY 2004 activity to the FY 2005 Amended Budget, resulting in a budget reduction when compared with the FY 2006 budget. Other decreases reflect appropriation realignment of the Waste Resource Management Program of ($32,100) and the NO HAZ Program of ($24,265), as well as Memberships, Dues and Publications of ($25,600). Partially offsetting these reductions are increased budgets for Business Recruitment of $60,400 for trade missions for the Emerging Sectors Program; Professional Services of $23,600 for promotion of the County during the Super Bowl, Drafting Supplies of $6,000 and Marketing & Communications Program operating of $6,235.

Budgets for the internal services category is for current operations and additional allocations will be approved for Information Technology (IT) Development and Maintenance Department Charges based on usage.

Automation Alley

The Automation Alley program consists of an alliance between the 10 county region of SE Michigan, Oakland County and the private sector to build a high-performing, high-tech workforce. Cooperation between more than 500 companies aligned in industry and purpose helps improve operational effectiveness. Joint staffing efforts between companies help attract and retain a highly skilled, high-tech workforce. Concentrations of technology companies also increase the demand for and development of a deep, specialized supplier base. Automation Alley is a catalyst to build and sustain strategic relationships with government, universities that offer access to economic programs, and technology pools. It facilitates performance comparisons among cluster companies making it easier to measure performance and costs. The opportunities for innovation are more visible within a cluster, and its companies are able to innovate with more agility and have a better window on the market with respect to customer needs and business trends. Automation Alley also offers new companies, especially those that supply technology-focused businesses, a lower risk environment in which to grow.

Note: Automation Alley is part of the Administration program and the discussion is included for informational purposes only.

Solid Waste Resource Management — $908,051 — $882,771

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.
- Continue to advance the Oakland County Brownfield Initiative, including creation of a database that is GIS based to assist in decision making.
- Manage/administer the Brownfield Cleanup Revolving Loan grant.

- To continue the North Oakland Household Hazardous Waste (NO HAZ) collection program and encourage non-member communities to participate.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
NO HAZ communities	N/A	15	13	10
Population served	N/A	353,281	33,153	306,627
Collections held	N/A	7	6	2
Participating households	N/A	1,121	1,140	1,437
Pounds of material collected	N/A	94,446	62,107	53,393

Marketing & Communication

The Marketing & Communication program is responsible for all aspects of external and internal communication for the Department of Economic Development & Community Affairs. As such it provides the public face for the many facets of the department and is the direct link between the department and the media, and for communication within the department and the division. It is responsible for creating newsletters, magazines, brochures, marketing materials, press releases, coordinating press conferences, event planning and helping shape the public image for the four divisions under Economic Development & Community Affairs.

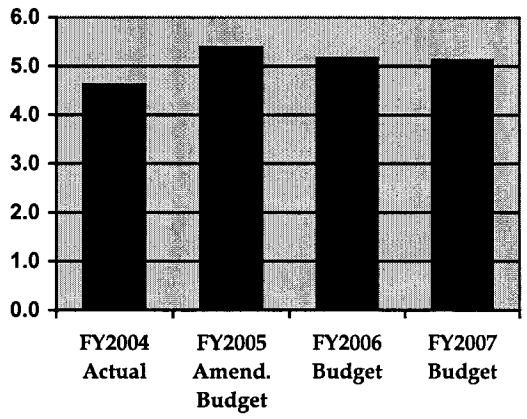
Planning and Economic Development Services

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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Charges for Services	177,860	150,000	200,000	200,000
Other Revenues	756	0	0	0
Transfers In	0	0	0	0
Tot. GF/GP Revenue	$178,616	$150,000	$200,000	$200,000
Other Funds:				
Oak. Enhancement	544,408	437,173	448,376	448,376
Total Revenues	$723,024	$587,173	$648,376	$648,376

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	1,025,402	1,983,529	1,469,312	1,452,399
Comm. Dev. Serv.	871,178	792,849	664,703	664,703
Economic Dev.	1,058,961	1,091,567	1,442,479	1,417,859
Envir. Stewardship	354,422	358,807	372,247	372,247
Financial Services	519,092	551,549	566,070	566,070
Product Dev/Serv.	787,373	607,729	649,102	649,102
Total Prog. Exp.	$4,616,428	$5,386,030	$5,163,913	$5,122,380

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	1,977,789	2,044,723	2,094,571	2,094,571
Fringe Benefits	880,001	966,040	1,016,512	1,016,512
Contractual Services	391,230	1,081,190	822,880	785,260
Commodities	41,281	55,791	45,810	44,210
Internal Services	792,552	801,113	735,764	733,451
Transfers Out	0	0	0	0
Total GF/GP Exp.	$4,082,853	$4,948,857	$4,715,537	$4,674,004
Other Funds:				
Oakland Enhancement	533,575	437,173	448,376	448,376
Total Expenditures	$4,616,428	$5,386,030	$5,163,913	$5,122,380

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	38	38
Part Time Positions	2	2
Total Positions	40	40

Administration $1,469,312 $1,452,399

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
Bid & Breakfast
Annual Consul General Meeting

Community Development Services $664,703 $664,703

The Community Development program prepares and provides land use information to, and zoning and master plan reviews for, Oakland County communities to improve land use coordination and decision-making. Also through the Main Street program maximizes the economic potential and preserves the heritage and sense of place of Oakland County's of historic commercial districts.

Objectives

- Continue to perform mandated zoning and master plan reviews in a timely and professional manner.
- Research and compile County-wide land based data on the natural and built environment.
- Stay knowledgeable at the state and federal level on proposed legislation and provide advice on legislation to the County Administration.
- Increase public awareness of the economic benefits of historic preservation and inventory and map the County's historic and cultural resources.
- Provide commercial revitalization services to Main Street Oakland County communities (Rochester, Royal Oak, Walled Lake, Ferndale, Holly, Lake Orion, Pontiac, Farmington, Ortonville, Oxford, Highland and Keego Harbor).
- Select up to two new communities to enter the Main Street program each year.
- Continue to refine and utilize Main Street redevelopment tracking tool.
- Update Oakland County Master Plan composite GIS database and map.
- Continue to provide staff support to the Administration and DDA-TIF AdHoc review committee in their review of community request to capture County tax dollars.
- Provide ongoing support to the, Orchard Lake Road Advisory group, WA3 and 8 Mile Blvd Association.
- Provide training to local planning commissioners through Basic Training and Citizen Planner Training programs (implements Business Roundtable recommendation).
- Implement the third goal of Wireless Oakland the "*Telecommunication and Technology Planning Toolkit for Local Governments*".
- Provide consultation to developers on redevelopment, financial packaging and development best practices.
- Host the annual Heritage conference on planning and economic development in Oakland County.
- Represent the County Administration on the Federal Aid Task Force and SEMCOG standing committees.
- Continue to obtain sponsorships to supplement county general fund program expenditures.
- Continue to implement recommendations of the Business Roundtable.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Master Plans Reviewed	4	10	8	9
Total Zoning Cases	93	72	96	45
Program Cash Sponsorship Received		(data not available)		$31,330
Local Main Street Program Statistics:				
DDA/TIF Investment	$6.7 Million	$13.8 Million	$13.5 Million	avail. 1/05
Additional Public Investment	$5.7 million	$12.2 million	$2.6 million	avail. 1/05
Private Investment Leveraged	$28.2 Million	$77.3 Million	$81.0 Million	avail. 1/05
New Jobs Created	524	583	238	avail. 1/05
Volunteer Hours	9,240	12,000	15,000	avail. 1/05
New Businesses	100	109	25	avail. 1/05
New or Renovated Space	322,000 sq ft	752,000 sq ft	198,000 sq ft	avail. 1/05
Sponsorships Received	$100,000	$1.4 Million	$1.7 Million	avail. 1/05

Economic Development — $1,442,479 — $1,417,859

The Economic Development Program supports the retention and expansion of existing County businesses and entrepreneurs through a comprehensive range of services and information. Via the Emerging Sectors program, increase Oakland County's economic base by attracting new companies throughout the world.

Objectives

- Aggressively pursue business in 10 Emerging Sectors via comprehensive business recruitment campaign.
- 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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of Successful Investments	16	29	14	20
Jobs Retained and Created	5,686	2,826	2452	4016
Number of Retention Calls	522	435	369	259
Number of Small Businesses Counseled	2,205	2,638	2519	2719
Number of Small Business Workshop Attendees	731	615	576	567
Number of Business Starts (estimated)	419	485	357	354
Number of Start-Up Jobs	462	586	466	434
Successful Investments Value	$215 million	$182 million	$210 million	$279 million
Local Property Taxes Generated	$5.3 million	$4.3 million	$4.5 million	$6.9 million

Environmental Stewardship — $372,247 — $372,247

The Environmental Stewardship program strives to support sustainable economic growth, development, and redevelopment through the preparation and communication of information, plans, visions, and options which promote and facilitate proactive, coordinated, locally-driven conservation of Oakland County's natural environment.

Objectives

- Develop a sustainable Green Infrastructure network 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, Trails, & Natural Areas which would be used as an indicator of progress at the local and county level.
- Continue to obtain public/private sponsorships to supplement county general fund program expenditures.
- Increase public awareness of the economic benefits of environmental protection and inventory and map the county's natural resources.
- Continue to implement quality of life recommendations of the Business Roundtable.
- Develop a public/private mechanism for countywide greenway funding.
- Promote a public/private Ecotourism partnership for Oakland County.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Miles of trails completed (cumulative totals)	41	41	57	72
Acres protected with conservation easements	67	180	720	800
Local Grants dollars received with staff support (MI Natural Resource Trust Fund only)	$2,474,160	$3,750,200	$250,000	$219,000
Program cash sponsorship received			(initiated in 2005)	$5,450
Community participation in Green Infrastructure Plan			(initiated in 2005)	5

Performance Actions

- Printed and distributed Oak Routes trail user map.
- Launched web-based applications for natural resources and trails for local government, workgroups & public use.
- Actively working in 4 of the 5 watersheds in Oakland County (Huron, Clinton, Shiawassee and Rouge).
- Participation with Oakland County Parks on threats & opportunities for the county-wide trail system.
- Received $40,000 grant to assist communities in the Rouge River Corridor.
- Completed environmental needs assessment for the downtown Walled Lake historic lakefront district.
- Provide support to Consumers Energy to locate a major gas pipeline to serve Oakland County customers.
- Roundtable recommendations implemented (Oakland Trail Advisory Council, Natural Area Advisory Group, Green Infrastructure Plan).
- Support local communities in meeting federally mandated Phase II storm water permit requirements.
- Participation with the Department of Natural Resources on state park master plan updates within Oakland County.
- Launched a Green Infrastructure webpage.
- Tracking and promoting natural resource based Best Management Practices (BMP).

Financial Services $566,070 $566,070

The Financial Services program strives to enhance economic activity by providing Oakland County companies fixed asset financing at favorable rates through the U.S. Small Business Administration 504 Loan Programs and tax-exempt industrial development bonds.

Objectives

- Increase the number of businesses obtaining loans and bonds through the two programs
- Reduce the time required to approve loans by having the Business Finance Corporation obtain and maintain their ability to submit packages to the SBA under the Abridged Submission Method.
- Launch new marketing campaign with radio, billboard and print advertisements.

- Streamline approval and closing process

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of BFC Loans	13	11	19	17
Capital Investment	$14,525,800	$14,420,600	$33,325,700	$29,491,600
Number of EDC Loans	1	4	3	3
Capital Investment	$5,000,000	$16,065,000	$50,375,000	$13,440,000
Total Jobs Created	214	163	439	184
Total Jobs Retained	309	317	504	393

Product Development and Services $649,102 $649,102

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	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of One-Stop Shop Customers	5,500	5,372	5,410	5,600
Map Sales (in dollars)	$104,689	$105,574	$134,683	$154,975

New Products
2005 Oakland County Street Map
Custom map creation
Provide ownership information for specialized areas of interest
Community Profiles Book on the Web
County Data Book on the Web
Business Analyst software providing business and community information
Developed e-registration with IT for on-line registration of selected events.

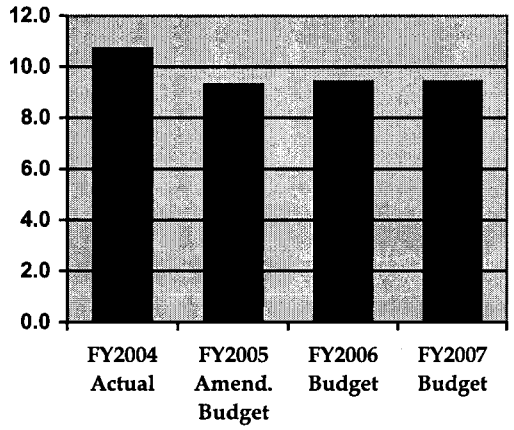
Community and Home Improvement

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, homebuyer down payment assistance, housing counseling and emergency shelters for the homeless.

Division Goals

- Assist communities with planning for future development and building capacity to implement housing and community development projects.
- Assist communities to improve neighborhoods and provide public services to low income persons.
- Aid in the prevention and elimination of slums or blighted community conditions.
- Reduce the number of substandard dwelling units within the county through the improvement of single family owner occupied homes.
- Affirmatively further fair housing and equal opportunity.
- Build nonprofit agency capacity to assist low income homebuyers purchase affordable housing.
- Provide down payment assistance to help low income first time homebuyers purchase a home.
- Provide comprehensive housing counseling to help residents resolve housing related problems.
- Fund emergency shelters to provide shelter and public services to the homeless.

Division Expenditures ($ in millions)



Division Revenue by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose	0	0	0	0
Other Funds				
Housing & Comm. Dev. Grants	10,353,570	9,293,350	9,423,161	9,423,161
Total Revenue	$10,353,570	$9,293,350	$9,423,161	$9,423,161

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Administration	797,222	888,150	681,556	681,556
Community Dev.	4,555,735	2,541,919	2,322,645	2,322,645
Emergency Shelter	140,000	143,282	139,394	139,394
Home Improve.	5,074,106	5,579,825	6,139,392	6,139,392
Housing Couns.	136,680	140,174	140,174	140,174
Total Prog. Exp.	$10,703,743	$9,293,350	$9,423,161	$9,423,161

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Contractual Services	350,173	0	0	0
Total GF/GP Exp.	$350,173	$0	$0	$0
Other Funds				
Housing & Comm. Dev. Grants	10,353,570	9,293,350	9,423,161	9,423,161
Total Expenditures	$10,703,743	$9,293,350	$9,423,161	$9,423,161

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	20	20
Part Time Positions	1	1
Total Positions	21	21

Administration $681,556 $681,556

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.

Community Development $2,322,645 $2,322,645

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 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 income persons.
- Implement capital improvement activities to improve neighborhood conditions for low income persons and eliminate or prevent blighted community conditions.
- Provide a variety of human services that directly benefit low income households or persons.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of low income persons eligible for assistance in the 50 communities	205,221	158,763	158,763	202,187
Percent of expenditures benefiting low income persons (HUD requirement of 70%)	98%	98%	98%	98%

Emergency Shelter $139,394 $139,394

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.

Objective

- Improve the quality of existing emergency shelters providing emergency lodging and services to the homeless by funding shelter operations, maintenance, organizational support and essential services.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Homeless population in Oakland County	5,100	5,000	1,035	1,169
Number of emergency shelters	24	24	24	25
Number of Emergency Shelters receiving assistance	6	6	6	7
Number of homeless receiving shelter and service	2,416	1,857	1,870	1,870

Home Improvement $6,139,392 $6,139,392

The Home Improvement Program provides comprehensive home improvement services to upgrade substandard housing conditions for qualified low income homeowners. Qualified single family owner occupants receive 0% interest deferred or 3% interest installment loans of up to $18,000 for necessary repairs that address health and safety issues. In addition, the program funds Community Housing Development Organizations to develop affordable housing for qualified low income homebuyers.

Objectives

- Upgrade about 200 substandard single family owner- occupied houses for low income homeowners throughout 50 county communities.
- Construct new or rehabilitate existing single family houses affordable to low and moderate income home buyers.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Substandard houses needing improvement	22,539	23,000	23,000	23,000
Applications received for home improvement assistance	378	389	369	369
Applications approved for home improvement assistance	263	207	210	210
Single family homes rehabilitated	269	208	239	239
Homes built and/or rehabilitated by CHDOs and purchased by low income homebuyers	12	7	3	12

Housing Counseling $140,174 $140,174

The Housing Counseling program delivers a full range of housing counseling services, information and assistance to housing consumers to help improve their housing conditions and meet the responsibilities of homeownership and tenancy. Housing counseling includes information regarding first time home buyers, pre-occupancy, rental delinquency and mortgage default assistance, home equity conversion mortgage program, home improvement and rehabilitation resources, displacement and relocation resources, tenant and landlord rights, subsidized housing, fair housing issues and pre-foreclosure assistance.

Objectives

- Provide comprehensive housing counseling services to assist persons with various housing related issues.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Number of clients counseled including: home-owners, mortgagors, homebuyers, renters, potential renters, homeless, landlords, etc.	1,581	1,500	2,982	2,500

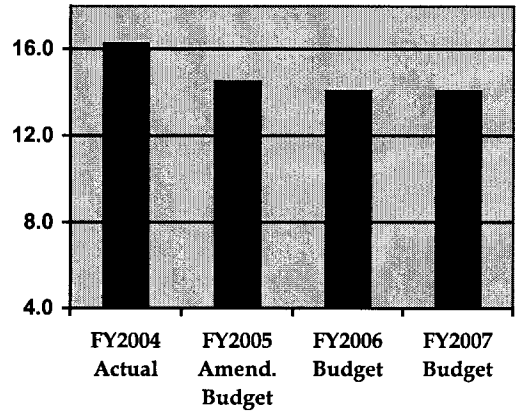
Workforce Development

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 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

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Federal Grants	0	0	0	0
Tot. GF/GP Revenue	$0	$0	$0	$0
Other Fund				
Workforce Dev Grants	16,227,653	14,463,328	14,017,582	14,017,582
Total Revenue	$16,227,653	$14,463,328	$14,017,582	$14,017,582

Program Expenditures

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Program Name				
Contract Adm.	857,250	1,161,804	1,156,829	1,146,965
Empl. Training	15,376,384	13,336,524	12,895,753	12,896,237
Total Prog Exp.	$16,233,634	$14,498,328	$14,052,582	$14,043,202

Division Expenditures by Category

	FY2004 Actual	FY2005 Amend Bdgt	FY2006 Budget	FY2007 Budget
Gen. Fund/Gen. Purpose				
Salaries	1,675	0	23,400	17,020
Fringe Benefits	810	0	11,600	8,600
Contractual Services	3,006	35,000	0	0
Commodities	1	0	0	0
Internal Services	489	0	0	0
Total GF/GP Exp.	$5,981	$35,000	$35,000	$25,620
Other Funds				
Workforce Dev Grants	16,227,653	14,463,328	14,017,582	14,017,582
Total Expenditures	$16,233,634	$14,498,328	$14,052,582	$14,043,202

Staffing

	FY2006 Budget	FY2007 Budget
Full Time Positions	9	9
Part Time Positions	0	0
Total Positions	9	9

Contract Administration $1,156,829 $1,146,965

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 Labor and Economic Growth; 2) procuring and executing contracts with entities who operate programs that are funded through the foregoing grants; 3) monitoring the performance and administrative systems of these program operators; 4) reviewing the applications of program participants to ensure their eligibility; 5) preparing financial and programmatic reports; and 6) providing administrative support to the Workforce Development Board.

Objective

- Insure that sub-contractors providing program services comply with all contract requirements.

Employment Training $12,895,753 $12,896,237

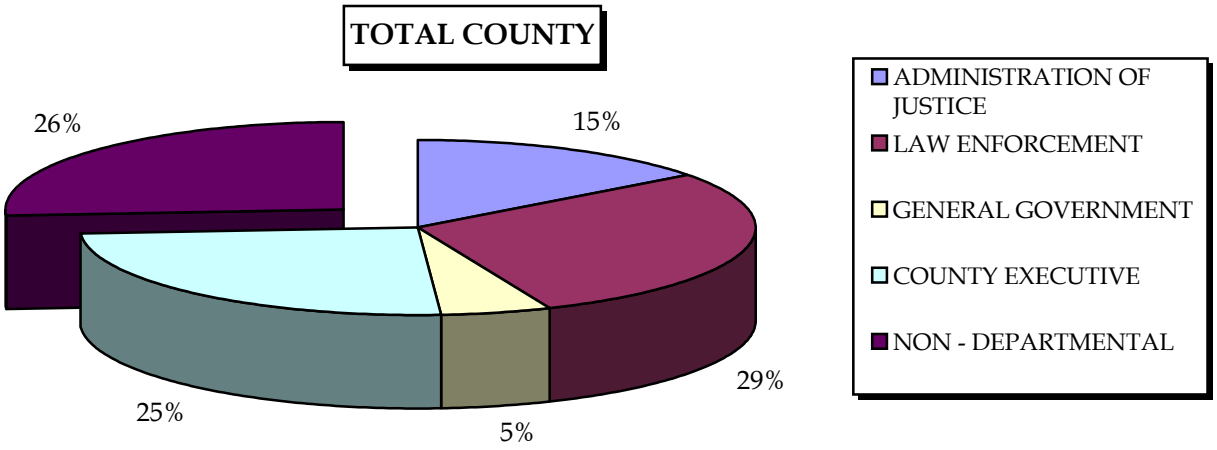
The Employment Training program provides a variety of workforce development services to assist job seekers in locating and qualifying for employment. The program contracts with several entities, including school districts, post-secondary education institutions, and non-profit organizations to provide 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.

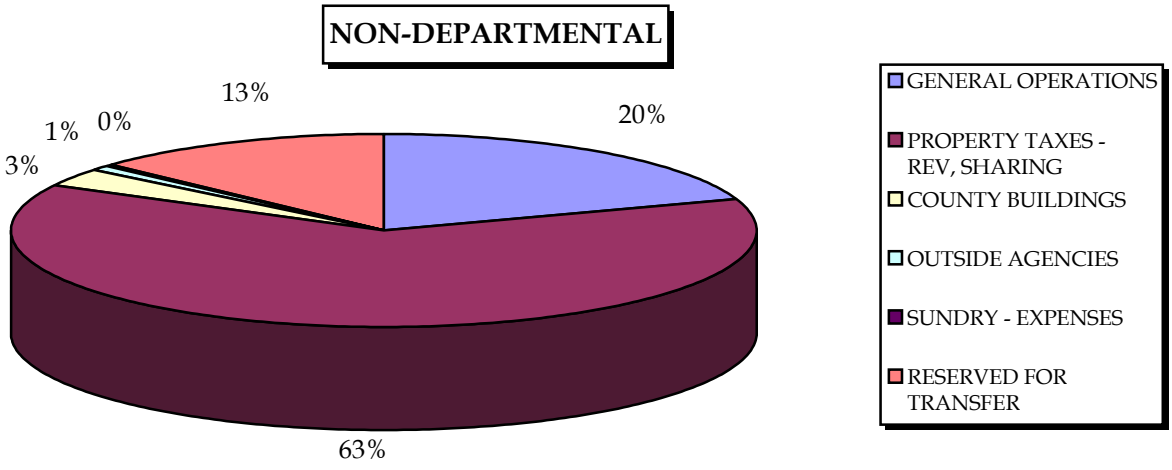
Objectives

- Provide program participants with the requisite skills to qualify for meaningful employment.
- Place program participants in permanent, full-time employment.

Performance Measures	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2005 Actual
Adult Program				
Participants	509	N/A	N/A	353
% Who Entered Employment	96.3%	N/A	N/A	99%
% Employed after Six Months	89.1%	N/A	N/A	94.5%
Average Earnings Increase after Six Months	$1,707	N/A	N/A	$7,215
Youth Program				
Youth Participants, Ages 19-21	62	N/A	N/A	81
% Who Entered Employment	76.5%	N/A	N/A	88.2%
% Employed after Six Months	71.4%	N/A	N/A	95%
Average Earnings Increase after Six Months	$1,858	N/A	N/A	$5,996
Youth Participants, Ages 14-18	441	N/A	N/A	455
% Who Attained a Skill	97.5%	N/A	N/A	96.9%
% Who Attained a Diploma	48.0%	N/A	N/A	92.9%
Dislocated Worker Program				
Participants	379	N/A	N/A	340
% Who Entered Employment	95.8%	N/A	N/A	98.8%
% Employed after Six Months	94.5%	N/A	N/A	94.5%
% of Original Earnings after Six Months	74.7%	N/A	N/A	95.4%

GENERAL FUND/GENERAL PURPOSE BUDGET
NON - DEPARTMENTAL EXPENDITURES





Revenue Budget by Category (GF/GP)

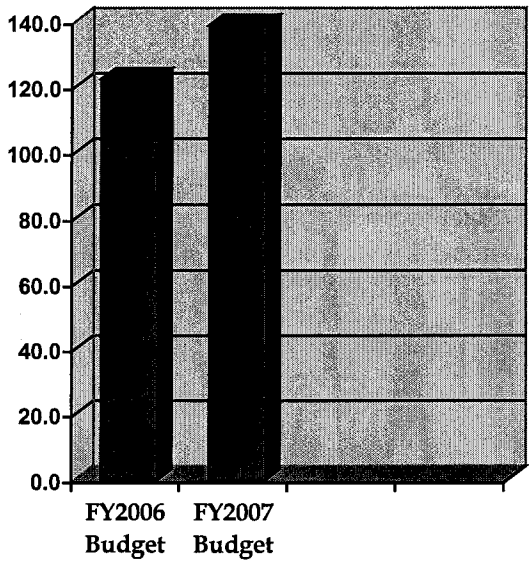
	FY2006 Budget	FY2007 Budget
Taxes	314,648,160	328,258,628
State Grants	9,700,000	9,200,000
Intergovernmental	11,147,210	11,147,210
Charges for Services	10,400,000	10,417,500
Investment Income	2,000,000	2,859,500
Other Revenues	681,515	0
Transfers In *	25,643,000	26,304,700
Total Revenue	$374,218,885	$388,187,538

** Excludes transfers to support General Purpose funds.*

Expenditure Budget by Category (GF/GP)

	FY2006 Budget	FY2007 Budget
General County Oper.	101,474,476	106,227,799
County Buildings	3,800,335	4,524,070
Outside Agencies	759,400	760,400
Sundry	300,000	300,000
Reserved for Transfer	16,139,450	27,137,778
Total Expenditures	$122,473,661	$138,950,047

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
With the State of Michigan's discontinuance of revenue sharing, the FY 2006 budget includes a provision to account for the accelerated collection of property taxes. Transfers In includes $25.6 million from the Revenue Sharing Reserve fund, to be used in lieu of State revenue sharing.

Expenditures
Includes transfers to newly established Revenue Sharing Reserve and Capital Cooperative Initiatives Revolving funds, $77.1 and $7.8 million, respectively.

Other County Operations

- **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. Revised by MR#04370.

Revenue History by Category (GF/GP)

	FY2004 Actual	FY2005 Amended
Taxes	214,235,168	225,410,000
State Grants	10,427,633	9,715,000
Intergovernmental	32,264,770	32,693,400
Charges for Services	11,015,424	10,914,000
Investment Income	1,541,857	1,400,000
Other Revenues	609,603	15,650,291
Transfers In *	4,069,023	3,600,000
Total Revenue	$274,163,478	$299,382,691

** Excludes transfers to support General Purpose funds.*

Expenditure History by Category (GF/GP)

	FY2004 Actual	FY2005 Amended
General County Oper.	83,050,842	32,672,155
County Buildings	3,120,984	3,582,763
Outside Agencies	701,609	751,500
Sundry	1,007,554	300,147
Reserve for Transfer	0	7,904,658
Total Expenditures	$87,880,988	$45,211,223

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

- **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 2007 funding is to cover the governmental fund portion of a possible 2.0% increase effective October 1, 2007.
- **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, Children's Village, and other twenty-four (24) hour, seven (7) day a week operations where children 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.
- **Grant Match:** Funds available for transfer to departments upon acceptance of grants per resolution.
- **Capital Outlay:** This program provides for the purchase of files, furniture and other equipment, not anticipated in Departmental Budgets.
- **Administrative Leave:** Budget for the estimated savings for General Fund/General Purpose employees for authorized leave without pay per M.R.#03043.

Transfers Out

- **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 Courthouse West Wing Expansion.
- **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.
- **Transfer to Revenue Sharing Reserve:** Per Public Act 357 of 2004, the amount of the transfer reflects one-third of the County's millage, which is levied in July 2006 and 2007. The County is authorized to make an annual withdrawal of an amount equal to the FY2004 State revenue sharing payment, until the Revenue Sharing Fund is depleted (estimated 2015).

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.

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 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



2006-2010 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 complex and ever-changing. 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 may be 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 time-table for completion.

The 2006 - 2010 Program is an aggressive one which forecasts 45 projects with preliminary budgets of approximately $443,379,300 over the next five (5) years and beyond. As the program reflects, and it is significant to note, that nearly 88% or approximately $390,370,000 of the projects, are in the Administration of Justice and 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 2006 and FY 2007. 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 Revenue Sharing Reserve dollars to be used to support the CIP. The Revenue Sharing Reserve Fund was established from the July, 2005 tax levy. Per state law, one-third of the current millage rate was levied for County property taxes in July. The Building Fund appropriation is passed through the General Fund from this fund. Revenue Sharing Reserve funds will also be used to fund initiatives benefiting Oakland County residents and certain capital costs.

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
2006 Through 2010

BUILDING PROJECTS

Item No.	Project	Project Total	FY2006	FY2007	FY2008	FY2009	FY2010	Future
1	2006 Roof Replacement Program	$ 580,000	$ 580,000	$ -	$ -	$ -	$ -	$ -
2	Jail Fire Alarm System Upgrade	284,000	284,000	-	-	-	-	-
3	Purchase Property for Future Courthouse	2,700,000	2,700,000	-	-	-	-	-
4	Boot Camp Building Addition	600,000	600,000	-	-	-	-	-
5	Public Works A/C Replacement	429,000	429,000	-	-	-	-	-
6	P W Bldg Addition & Renovation	6,319,000 *	300,000 *	6,019,000 *	-	-	-	-
7	Jail Renovation & Visitation Addition	2,515,000 *	200,000 *	2,315,000 *	-	-	-	-
8	Miscellaneous Remodeling	300,000	300,000	-	-	-	-	On Going
	Future Projects							
9	Future Roofing Replacement Program	625,000	-	300,000	200,000	125,000		On Going
10	High Density Shelving - Phase 1	501,300	-	501,300	-	-	-	-
11	Classroom/Culinary/Storage Bldg Trusty Camp	1,285,000 *	-	1,285,000 *	-	-	-	-
12	Jail Master Control	500,000	-	500,000	-	-	-	-
13	Executive Office Building Renovations	2,467,000	-	2,467,000	-	-	-	-
14	Future Electrical Upgrades	1,200,000	-	300,000	300,000	300,000	300,000	On Going
15	Central Garage Addition	304,000	-	-	304,000	-	-	-
16	Materials Management Addition	1,700,000	-	-	1,700,000	-	-	-
17	North Office Building Renovations	1,536,000	-	-	1,536,000	-	-	-
18	Medium Security Jail	84,780,000 *	-	-	1,000,000 *	83,780,000 *	-	-
19	Oakland Pointe Addition & Renovation	9,575,000 *	-	-	100,000 *	9,475,000 *	-	-
20	52-2 District Courthouse	17,030,000 *	-	-	200,000 *	16,830,000 *	-	-
21	North Health Bldg. Renovations	1,900,000	-	-	-	1,900,000	-	-
22	Grounds Maintenance Facility - East	3,800,000	-	-	-	-	3,800,000	-
23	52-1 District Courthouse	31,650,000 *	-	-	-	-	-	31,650,000 *
24	Jail Intake & Holding Renovation	8,765,000 *	-	-	-	-	-	8,765,000 *
25	Communications Center	11,142,000 *	-	-	-	-	-	11,142,000 *
26	CFC A.C. Refrigerant Replacement Prog.	1,314,000	-	-	-	-	-	1,314,000
27	Courthouse Add & Renovation-Phase 1	144,000,000 *	-	-	-	-	-	144,000,000 *
28	Courthouse Addition - Phase 2	35,300,000 *	-	-	-	-	-	35,300,000 *
29	High Density Shelving - Phase 2	1,078,000	-	-	-	-	-	1,078,000
30	Firing Range Relocation and Expansion	10,000,000 *	-	-	-	-	-	10,000,000 *
31	Crime Lab Addition	9,380,000	-	-	-	-	-	9,380,000
32	North Satellite Office Bldg.	14,500,000 *	-	-	-	-	-	14,500,000 *
	COST OF BUILDING PROJECTS	**408,059,300**	**5,393,000**	**13,687,300**	**5,340,000**	**112,410,000**	**4,100,000**	**267,129,000**

UTILITY, ROADS AND PARKING LOT PROJECTS

Item No.	Project	Project Total	FY2006	FY2007	FY2008	FY2009	FY2010	Future
1	2006 Parking Lot Paving Program	270,000	270,000	-	-	-	-	-
2	Mainland Drain - Phase I	4,312,000 *	250,000 *	4,062,000 *	-	-	-	-
3	Future Service Center Sidewalk Program	820,000	-	100,000	350,000	370,000	-	-
4	Future Parking Lot Paving Program	2,130,000	-	660,000	350,000	560,000	560,000	On Going
5	Service Tunnel Restoration	290,000	-	290,000	-	-	-	-
6	Mainland Drain - Phase II	4,453,000 *	-	100,000 *	4,353,000 *	-	-	-
7	Service Center Road Repair	360,000	-	-	40,000	320,000	-	-
8	Replace Water Main	292,000	-	-	292,000	-	-	-
9	Courthouse Road Relocation	1,450,000	-	-	-	150,000	1,300,000	
10	Primary Electrical System Maintenance	700,000	-	-	700,000	-	-	-
11	County Center Drive East improvements	1,260,000	-	-	100,000	1,160,000	-	-
12	Paint Water Tower	270,000	-	-	270,000	-	-	-
13	Courthouse Parking Deck	19,124,000 *	-	-	-	-	-	19,124,000 *
	COST OF UTILITY PROJECTS	**35,731,000**	**520,000**	**5,212,000**	**6,455,000**	**2,560,000**	**1,860,000**	**19,124,000**
	TOTAL CAPITAL IMPROVEMENT PROJECT COST	**$443,790,300**	**$5,913,000**	**$18,899,300**	**$11,795,000**	**$114,970,000**	**$5,960,000**	**$286,253,000**

NOTE: All project cost estimates are projected to the year indicated in the program or to the midpoint of construction for multiyear projects

OAKLAND COUNTY, MICHIGAN
CAPITAL IMPROVEMENT PROGRAM
2006 Through 2010

Project	Project Total	FY2006	FY2007	FY2008	FY2009	FY2010	Future
FUNDING							
Est. Carry Forward From Building Fund From Previous Year		$ 2,804,235	$ 641,235	$ (1,477,065)	$ (4,619,065)	$ (6,504,065)	$ (9,464,065)
Plus Transfer from General Fund		3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	On-Going
Reimbursement From Bonds / Alternative Funding Sources							
P W Bldg Addition & Renovation	6,319,000 *	300,000 *	6,019,000 *	-	-	-	-
Jail Renovation & Visitation Addition	2,515,000 *	200,000 *	2,315,000 *	-	-	-	-
Classroom/Culinary/Storage Bldg Trusty Camp	1,285,000 *	-	1,285,000 *	-	-	-	-
Medium Security Jail	84,780,000 *	-	-	1,000,000 *	83,780,000 *	-	-
Oakland Pointe Addition & Renovation	9,575,000 *	-	-	100,000 *	9,475,000 *	-	-
52-2 District Courthouse	17,030,000 *	-	-	200,000 *	16,830,000 *	-	-
52-1 District Courthouse	31,650,000 *	-	-	-	-	-	31,650,000 *
Jail Intake & Holding Renovation	8,765,000 *	-	-	-	-	-	8,765,000 *
Communications Center	11,142,000 *	-	-	-	-	-	11,142,000 *
Courthouse Add. & Renovation - Phase 1	144,000,000 *	-	-	-	-	-	144,000,000 *
Courhouse Addition - Phase 2	35,300,000 *	-	-	-	-	-	35,300,000 *
Firing Range Relocation and Expansion	10,000,000 *	-	-	-	-	-	10,000,000 *
North Satellite Office Bldg.	14,500,000 *	-	-	-	-	-	14,500,000 *
Mainland Drain - Phase 1	4,312,000 *	250,000 *	4,062,000 *	-	-	-	-
Mainland Drain - Phase 2	4,453,000 *	-	100,000 *	4,353,000 *	-	-	-
Courthouse Parking Deck	19,124,000 *	-	-	-	-	-	19,124,000 *
Total Reim. from Bonds/Alternative Sources	**$ 404,750,000**	**$ 750,000**	**$ 13,781,000**	**$ 5,653,000**	**$ 110,085,000**	**$ -**	**$ 274,481,000**
TOTAL AVAILABLE FOR CURRENT YEAR		6,554,235	17,422,235	7,175,935	108,465,935	(3,504,065)	265,016,935
MINUS Current Years Projects		5,913,000	18,899,300	11,795,000	114,970,000	5,960,000	286,253,000
CARRY FORWARD AVAILABLE FOR NEXT YEAR		**$ 641,235**	**$ (1,477,065)**	**$ (4,619,065)**	**$ (6,504,065)**	**$ (9,464,065)**	**$ (21,236,065)**

* *Funding Source not identified*

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 committees and approval by the Board of Commissioners.

COUNTY EXECUTIVE - FACILITIES MANAGEMENT
2006-2010 CAPITAL IMPROVEMENT PROGRAM

Project Title: 2006 ROOF REPLACEMENT PROGRAM — Priority Rating: 01 of 32

CIP Type: FACILITIES — Location: SERVICE CENTER

General Description: Remove and replace the 34 year old 16,400 square foot Courthouse tower roof and the 24 year old 13,300 square foot Courthouse West Wing roof.

Objectives and Justification: Maintenance of roofing systems.

Est. Capital Costs:

Item	Description	Estimated Cost
	Courthouse Tower	$285,000
	Courthouse West Wing	200,000
	Landscape Restoration	20,000
	TOTAL ESTIMATED COST	505,000
	Contingency 15%	75,000
	TOTAL ESTIMATE	$580,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [x] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
None		

Proposed Project Schedule

Planning and Design	2004
Construction	2005
Completion	2005

Project Title: JAIL FIRE ALARM SYSTEM UPGRADE — Priority Rating: 02 of 32

CIP Type: FACILITIES — Location: SERVICE CENTER

General Description: Replace 35 year old fire alarm system, remote panels, cabling, annuciations, initiating devices and sensors.

Objectives and Justification: Original Jail system is over 35 years old, unreliable, expensive to maintain due to proprietary equipment and does not self test. New system service contract (mandated) will be reduced due to better availability of replacement parts.

Est. Capital Costs:

Item	Description	Estimated Cost
	Replace control panels & global Annuci	87,000
	Replace Main Jail initiating devices	86,000
	Replace Jail Annex initiating devices	85,000
	Estimated Cost	$258,000
	Contingency (10%)	26,000
	TOTAL ESTIMATED COST	$284,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [x] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2005
Construction	2006
Completion	2006

Project Title: PURCHASE PROPERTY FOR FUTURE COURTHOUSE — Priority Rating: 03 of 32
CIP Type: FACILITIES — Location: NORTHWEST OAKLAND COUNTY

General Description: Purchase approximately 9 acres of property with water and sewer utilities for construction of future 52-2 District Courthouse.

Objectives and Justification: The County has leased 13,128 square feet of space for this Court for the past 20 years. There is no room for expansion and parking is limited. As this Court jurisdictions population continues to grow the demand on the Court will increase.

Est. Capital Costs:

Item	Description	Estimated Cost
	9 acres @ $300,000 per acre	$2,700,000
	TOTAL ESTIMATED COST	$2,700,000

Project Category
- [x] Facilities
- [x] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	-
Construction	-
Completion	-

Project Title: BOOT CAMP BUILDING ADDITION — Priority Rating: 04 of 32
CIP Type: FACILITIES — Location: TRUSTY CAMP, AUBURN HILLS

General Description: Construct 2,500 square foot addition to the Boot Camp "Blue Building" to provide squad room, and office space and renovate interior.

Objectives and Justification: 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.

Est. Capital Costs:

Item	Description	Estimated Cost
	Design	100,000
	Renovation	50,000
	New Contruction	300,000
	Site	50,000
	Other Costs	20,000
	Estimated Cost	520,000
	Contingency15%	80,000
	TOTAL ESTIMATED COST	$600,000

Project Category
- [x] Facilities
- [x] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2005
Construction	2006
Completion	2006

COUNTY EXECUTIVE - FACILITIES MANAGEMENT
2006-2010 CAPITAL IMPROVEMENT PROGRAM

Project Title: PUBLIC WORKS A/C REPLACEMENT — Priority Rating: 05 of 32
CIP Type: FACILITIES — Location: PUBLIC WORKS BLDG

General Description:	Replace 35 year old, 200 ton capacity air conditioning and cooling chiller tower with new 250 ton, 2 stage A/C chiller and cooling tower water cooled centrifugal unit.
Objectives and Justification:	Existing unit has surpassed its life expectancy and increasing maintenace dollars and decreased reliability necessitate replacement.

Est. Capital Costs:

Item	Description	Estimated Cost
	250 Ton Centrifugal	$270,000
	Cooling Tower	20,000
	Equipment	100,000
	Estimated Cost	$390,000
	Contingency 10%	39,,000
	TOTAL ESTIMATED COST	$429,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [x] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2005
Construction	2006
Completion	2006

Project Title: PUBLIC WORKS BLDG. ADDITION AND RENOVATION — Priority Rating: 06 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description:	Project consists of construction of an estimated 9,000 square foot addition to the 30 year old Public Works Building and renovation of 50% existing building area.
Objectives and Justification:	Meet increased space needs of using departments.

Est. Capital Costs:

Item	Description	Estimated Cost
Construction:		
	9,000 S.F. @ 225/S.F.	$2,025,000
	30,000 S.F. @ 80/S.F	2,400,000
	50% of 45 ,000 S.F. @ 15/S.F. = 335,00	600,000
	470,000) Furniture	470,000
	Estimated Cost	5,495,000
	Contingency 15%	824,000
	TOTAL ESTIMATED COST	6,319,000

Project Category

- [x] Facilities
- [x] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[ ]
Other Sources	[x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
Unknown		
(furniture 9,000 S.F.@ 15/S.F. = 135,000 Renovation		

Proposed Project Schedule

Planning and Design	2006
Construction	2006
Completion	2007

COUNTY EXECUTIVE - FACILITIES MANAGEMENT
2006-2010 CAPITAL IMPROVEMENT PROGRAM

Project Title: JAIL RENOVATION & VISITATION ADDITION — Priority Rating: 07 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description: Construct an addition to the existing Public Visitation on the west side of the Jail, and designate it for male and female visitation.

Objectives and Justification: 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.

Est. Capital Costs:

Item	Description	Estimated Cost
	Site Work	$80,000
	Visitation Addition	1,248,000
	Kitchen Receiving Addtion	456,000
	Offices and Trustee Dorm	312,000
	ESTIMATED COST	2,096,000
	Contingency 20%	419,000
	TOTAL ESTIMATED COST	$2,515,000

Project Category

- [x] Facilities
- [x] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2006
Construction	2006
Completion	2007

Project Title: MISCELLANEOUS REMODELING — Priority Rating: 08 of 32
CIP Type: FACILITIES — Location: VARIOUS LOCATIONS

General Description: 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.

Objectives and Justification: Available funding source for unanticipated projects.

Est. Capital Costs:

Item	Description	Estimated Cost
Miscellaneous Projects	Unknown	$300,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
Unknown		

Proposed Project Schedule

Planning and Design	Unknown
Construction	Unknown
Completion	Unknown

Project Title: FUTURE ROOF REPLACEMENT PROGRAM — Priority Rating: 09 of 32
CIP Type: FACILITIES — Location: VARIOUS FACILITIES

General Description:	This program recognizes the need for the scheduled replacement of aged and deteriorating roofs on County facilities.
Objectives and Justification:	Maintenance of roofing systems.

Est. Capital Costs:

Item	Description	Estimated Cost
	2007 Health Center - Pontiac	$300,000
	2008F. Greenan.Sheriff	200,000
	2009 CV Bldg. B,C,D	125,000
	TOTAL ESTIMATED COST	$625,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [x] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	Ongoing
Construction	Ongoing
Completion	Ongoing

Project Title: HIGH DENSITY SHELVING - PHASE 1 — Priority Rating: 10 of 32
CIP Type: FACILITIES — Location: COURTHOUSE COMPLEX

General Description:	The existing Record Retention storage in the Courthouse is projected to be filled to capacity in 2010. This project consists of installing high density shelving in the current Record Retention storage area to more efficiently utilize available space.
Objectives and Justification:	More efficient use of record retention storage space to relieve projected overcrowding of storage capacity.

Est. Capital Costs:

Item	Description	Estimated Cost
	High Density Shelving Installation	$341,500
	Electrical	36,000
	Removal of Existing Shelving	10,000
	Estimated Cost	387,500
	Contingency 15%	58,125
	2005 TOTAL EST. COST	$445,625

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2006
Construction	2008
Completion	2008

Project Title: CLASSROOM/CULINARY/STORAGE BLDG — Priority Rating: 11 of 32
CIP Type: FACILITIES — Location: TRUSTEE CAMP AUBURN HILLS

General Description:	Demolish existing marine building and construct a new classroom/culinary/storage bldg.of approximately 7,500 square feet, to consolidate classroom, culinary arts and storage needs of the Trustee Camp Sheriff Dept. programs.
Objectives and Justification:	Classrooms currently use space assigned to other functions. Existing Culinary Arts building is located in a temporary trailer which is in poor condition. Equipment and clothing is currently stored in inadequate, unheated and leaking containers which causes rot and infestation problems.

Est. Capital Costs:

Item	Description	Estimated Cost
	Design	$80,000
	Demolition	60,000
	Construction	800,000
	Site	150,000
	Other Costs	25,000
	Estimated Costs	1,115,000
	Contingency 15%	170,000

Project Category

- [x] Facilities
- [x] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	☐
Other Sources	☑

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
Unknown		

Proposed Project Schedule

Planning and Design	2005
Construction	2006
Completion	2007

Project Title: JAIL MASTER CONTROL SYSTEM UPGRADE — Priority Rating: 12 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description:	Replace and upgrade 36 year old Jail Master Control Center security systems.
Objectives and Justification:	The Jail Master Control Center is in continous operation and monitors and controls all jail security cameras, doors to and from secured areas and exterior doors to the jail.

Est. Capital Costs:

Item	Description	Estimated Cost
	TOTAL ESTIMATED COST	$500,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [x] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	☑
Other Sources	☐

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2006
Construction	2007
Completion	2007

Project Title: EXECUTIVE OFFICE BUILDING RENOVATION — Priority Rating: 13 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description:	This project assumes the occupants of the E.O.B. move into the purchased Oakland Schools Administration Building. It is anticipated that all Health services located in the Health North Building and Oakland Pointe Office Building be consolidated in E.O.B.
Objectives and Justification:	County office buildings are overcrowded and numerous Health functions are located in several facilities which is inefficient and confusing to the public. Consolidation at one location will improve efficiency and provide one (1) location for the public's use.

Est. Capital Costs:

Item	Description	Estimated Cost
	Design	$197,000
	Skylight Repair	198,000
	Renovation	1,500,000
	Other Costs	250,000
	Estimated Cost	2,145,000
	Contingency 15%	322,000
	GRAND TOTAL ESTIMATE	$2,467,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2006
Construction	2007
Completion	2007

Project Title: FUTURE ELECTRICAL UPGRADES — Priority Rating: 14 of 32
CIP Type: FACILITIES — Location: COUNTY FACILITIES

General Description:	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.
Objectives and Justification:	Maintain reliability of electrical systems and equipment in County facilities.

Est. Capital Costs:

Item	Description	Estimated Cost
	2007	$300,000
	2008	300,000
	2009	300,000
	2010	300,000
	TOTAL ESTIMATED COST	$1,200,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [x] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2006
Construction	2007
Completion	2010

Project Title: CENTRAL GARAGE ADDITION — Priority Rating: 15 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description:	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.
Objectives and Justification:	Additional vehicle service bays and hoists required for expanding number of vehicles.

Est. Capital Costs:

Item	Description	Estimated Cost
	Construction	$218,000
	Engineering	31,000
	Estimated Cost	249,000
	Contingency 15%	38,000
	TOTAL ESTIMATED COST	$287,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
Unknown		

Proposed Project Schedule

Planning and Design	2006
Construction	2007
Completion	2007

Project Title: MATERIALS MANAGEMENT ADDITION — Priority Rating: 16 of 32
CIP Type: FACILITIES — Location: PONTIAC

General Description:	Construct an 11,000 square foot addition to the existing Materials Management Facility at 1155 Oakland Ave.
Objectives and Justification:	Increase capacity to receive, sort, hold and distribute supplies and furniture used by all units of government.

Est. Capital Costs:

Item	Description	Estimated Cost
	Design	$110,000
	Construction	1,160,000
	Site	160,000
	Other Expenses	50,000
	Estimated Cost	$1,480,000
	Contingency 15%	220,000
	TOTAL ESTIMATED COST	$1,700,000

Project Category

- [x] Facilities
- [x] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2007
Construction	2008
Completion	2008

COUNTY EXECUTIVE - FACILITIES MANAGEMENT
2006-2010 CAPITAL IMPROVEMENT PROGRAM

Project Title: NORTH OFFICE BUILDING RENOVATION — Priority Rating: 17 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description: 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.

Objectives and Justification: Relieves crowded conditions of the North Office Building.

Est. Capital Costs:

Item	Description	Estimated Cost
	Design	$66,000
	Renovation	732,000
	Furniture & other costs	145,000
	Estimated Cost	943,000
	Contingency 15%	141,000
	TOTAL ESTIMATED COST	$1,084,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
None		

Proposed Project Schedule

Planning and Design	2008
Construction	2009
Completion	2010

Project Title: MEDIUM SECURITY JAIL — Priority Rating: 18 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description: Construct a new 2 story, 217,000 square foot +/-, 640 +/- bed medium security jail south of the work release on the service center. The proposed facility would provide for both male and female inmates.

Objectives and Justification: Relieve jail overcrowding.

Est. Capital Costs:

Item	Description	Estimated Cost
	Infrastructure (roads,utilities)	$3,020,000
	Construction	51,100,000
	Engineering & CM Fees	8,403,000
	Insurances, Permits, Bond	3,488,000
	Furniture	390,000
	Phones/data/sec.	581,000
	Estimated Cost	66,982,000
	Contingency	11,403,000
	TOTAL ESTIMATED COST	$78,385,000

Project Category

- [x] Facilities
- [x] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[ ]
Other Sources	[x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2007
Construction	2008
Completion	2010

COUNTY EXECUTIVE - FACILITIES MANAGEMENT
2006-2010 CAPITAL IMPROVEMENT PROGRAM

Project Title: OAKLAND POINTE ADDITION & RENOVATION — Priority Rating: 19 of 32
CIP Type: FACILITIES — Location: ELIZABETH LAKE ROAD, PONTIAC

General Description: 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.

Objectives and Justification: Long term planning for continued growth of Court functions.

Est. Capital Costs:

Item	Description	Estimated Cost
	Design	$414,000
	Construction	1,983,000
	Renovation	3,300,000
	Other Costs	225,000
	Estimated Cost	5,922,000
	Contingency 15%	888,000
	TOTAL ESTIMATED COST	$6,810,000

Project Category

- [x] Facilities
- [x] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[ ]
Other Sources	[x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2007
Construction	2008
Completion	2009

Project Title: 52-2 DISTRICT COURTHOUSE — Priority Rating: 20 of 32
CIP Type: FACILITIES — Location: NORTHWEST OAKLAND COUNTY

General Description: An additional judge was added to the 52-2 District Court in 2003 to help reduce the caseload per judge. In the long term, the 20 year old, 11,415 square foot 52-2 Courthouse should be replaced since the population and case loads are exploding in this area

Objectives and Justification: To relieve overcrowded conditions and provide additional parking.

Est. Capital Costs:

Item	Description	Estimated Cost
	$225/S.F. Construction 36,000 S.F.	$8,100,000
	Utilities, Site and Parking 150 cars	1,100,000
	Engr & CM Fees @ 24% of Construction	2,200,000
	Furniture	500,000
	Estimated Cost	11,900,000
	Contingency 20%	2,380,000
	TOTAL ESTIMATED COST	$14,280,000

Project Category

- [x] Facilities
- [x] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[ ]
Other Sources	[x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
1. 35,000 S.F.@$12/S.F. (new facility)		$420,000
2. Current annual rent, tax & utility cost		$242,825

Proposed Project Schedule

Planning and Design	2007
Construction	2008
Completion	2009

COUNTY EXECUTIVE - FACILITIES MANAGEMENT
2006-2010 CAPITAL IMPROVEMENT PROGRAM

Project Title: NORTH HEALTH BUILDING RENOVATION — Priority Rating: 21 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description:	This project assumes relocation of the Health Department to the current Executive Office Building.
Objectives and Justification:	Relieves crowded conditions.

Est. Capital Costs:

Item	Description	Estimated Cost
	Design	77,000
	Renovation	858,000
	Furniture and other costs	170,000
	Estimated Cost	1,105,000
	Contingency 15%	165,000
	TOTAL ESTIMATED COST	$1,270,000
	Escalation	$1,774,000
	New Elevator	126,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
None		

Proposed Project Schedule

Planning and Design	2007
Construction	2008
Completion	2009

Project Title: GROUNDS MAINTENANCE FACILITY - EAST — Priority Rating: 22 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description:	Currently 50% of the FM Grounds Unit operates from a former food storage warehouse constructed in 1923. This facility is inefficient for its current use and is in deteriorated structural condition. The facility needs to be replaced.
Objectives and Justification:	Replacement of aged facility.

Est. Capital Costs:

Item	Description	Estimated Cost
	Estimated Cost	
	Contingency	
	TOTAL ESTIMATED COST	$3,800,000

Project Category

- [x] Facilities
- [x] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2008
Construction	2009
Completion	2009

Project Title: 52-1 DISTRICT COURTHOUSE — Priority Rating: 23 of 32
CIP Type: FACILITIES — Location: SOUTHWESTERN OAKLAND COUNTY

General Description: 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.

Objectives and Justification: Plan for future growth of court.

Est. Capital Costs:

Item	Description	Estimated Cost
	Site Work	1,300,000
	Property - 9 acres	5,000,000
	50,000 S.F. @ $225/S.F.	11,250,000
	Furniture	600,000
	Engr & CM Fees @ 24%	3,010,000
	Estimated Cost	21,160,000
	Contingency 20%	4,230,000
	TOTAL ESTIMATED COST	$25,390,000

Project Category
- [x] Facilities
- [ ] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[ ]
Other Sources	[x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
2004 Est. cost @ $16/S.F.		$800,000/yr

Proposed Project Schedule

Planning and Design	2008
Construction	2009
Completion	2010

Project Title: JAIL INTAKE & HOLDING RENOVATION — Priority Rating: 24 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description: Renovate existing intake and trusty dorm area for booking, male holding and detox.

Objectives and Justification: Improve inadequate booking, holding detox facilities and program space originally sized for smaller, facility constructed 30 years ago.

Est. Capital Costs:

Item	Description	Estimated Cost
	Intake & Holding	$6,093,000
	Second Floor infill-Program	2,672,000
	2009 TOTAL ESTIMATED COST	$8,765,000

Project Category
- [x] Facilities
- [x] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[ ]
Other Sources	[x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	Future
Construction	Future
Completion	Future

Project Title: 52-1 DISTRICT COURTHOUSE — Priority Rating: 23 of 32
CIP Type: FACILITIES — Location: SOUTHWESTERN OAKLAND COUNTY

General Description: 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.

Objectives and Justification: Plan for future growth of court.

Est. Capital Costs:

Item	Description	Estimated Cost
	Site Work	1,300,000
	Property - 9 acres	5,000,000
	50,000 S.F. @ $225/S.F.	11,250,000
	Furniture	600,000
	Engr & CM Fees @ 24%	3,010,000
	Estimated Cost	21,160,000
	Contingency 20%	4,230,000
	TOTAL ESTIMATED COST	$25,390,000

Project Category
- [x] Facilities
- [ ] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[ ]
Other Sources	[x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
2004 Est. cost @ $16/S.F.		$800,000/yr

Proposed Project Schedule

Planning and Design	2008
Construction	2009
Completion	2010

Project Title: JAIL INTAKE & HOLDING RENOVATION — Priority Rating: 24 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description: Renovate existing intake and trusty dorm area for booking, male holding and detox.

Objectives and Justification: Improve inadequate booking, holding detox facilities and program space originally sized for smaller, facility constructed 30 years ago.

Est. Capital Costs:

Item	Description	Estimated Cost
	Intake & Holding	$6,093,000
	Second Floor infill-Program	2,672,000
	2009 TOTAL ESTIMATED COST	$8,765,000

Project Category
- [x] Facilities
- [x] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[ ]
Other Sources	[x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	Future
Construction	Future
Completion	Future

COUNTY EXECUTIVE - FACILITIES MANAGEMENT
2006-2010 CAPITAL IMPROVEMENT PROGRAM

Project Title: COMMUNICATIONS CENTER — Priority Rating: 25 of 32
CIP Type: FACILITIES — Location: TO BE DETERMINED

General Description:	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, and RADIO REPAIR operations.
Objectives and Justification:	The existing Sheriff's Dispatch area has limited room for expansion and is in need of upgrading.

Est. Capital Costs:

Item	Description	Estimated Cost
PURCHASE Cost of 35,000 S.F. facility		$5,000,000
	Renovation Construction Costs:	2,426,000
	Site & Radio Tower	920,000
	Furniture & Move	320,000
	Electric Serv, Generator, UP	550,000
	Bond Costs - $200,000 + Design Costs	473,000
	Estimated Cost	9,689,000
	Contingency 15%	1,453,000
	TOTAL ESTIMATED COST	$11,142,000

Project Category

- [x] Facilities
- [x] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source

- Cpt'l. Imp. Prog. [ ]
- Other Sources [x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
35,000 S.F. @ $18/S.F. Maintenance & Operational Expenses		$595,000

Proposed Project Schedule

- Planning and Design: Future
- Construction: Future
- Completion: Future

Project Title: CFC AIR CONDITIONING REFRIGERANT REPLACEMENT PROGR — Priority Rating: 26 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description:	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.
Objectives and Justification:	As a result of world-wide concern for the effects of chlorofluorocarbons (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.

Est. Capital Costs:

Item	Description	Estimated Cost
	Pontiac Health	$165,000
	South Oakland Health	160,000
	Information Technology	550,000
	Medical Care Facility	220,000
	Estimated Cost	1,095,000
	Contingency 20%	219,000
	TOTAL ESTIMATED COST	$1,314,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [x] Maintenance
- [ ] Parking

Project Funding

Source

- Cpt'l. Imp. Prog. [x]
- Other Sources [ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

- Planning and Design: Future
- Construction: Future
- Completion: Future

COUNTY EXECUTIVE - FACILITIES MANAGEMENT
2006-2010 CAPITAL IMPROVEMENT PROGRAM

Project Title: COURTHOUSE ADDITION & RENOVATION - PHASE 1 — Priority Rating: 27 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description: 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.

Objectives and Justification: 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:

Item	Description	Estimated Cost
PRELIMINARY COST	Design & Finance	$7,735,000
	New Construction ESTIMATE - PHASE	52,500,000
	Renovation	30,500,000
	Furniture, Phone and Other Costs	8,000,000
	Site Improvements	2,000,000
	Estimated Cost	100,735,000
	Contingency 15%	15,110,000
	TOTAL ESTIMATED COST	$115,845,000

Project Category

- [x] Facilities
- [x] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[ ]
Other Sources	[x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	Future
Construction	Future
Completion	Future

Project Title: COURTHOUSE ADDITION - PHASE 2 — Priority Rating: 28 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description: 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.

Objectives and Justification: Consolidation of all Circuit Court functions into one facility for improved efficiency.

Est. Capital Costs:

Item	Description	Estimated Cost
	Design	$1,080,000
	Construction	11,345,000
	Site	1,875,000
	Other Costs	4,000,000
	Estimated Cost	18,300,000
	Contingency 15%	2,745,000
	TOTAL ESTIMATED COST	$21,045,000

Project Category

- [x] Facilities
- [x] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[ ]
Other Sources	[x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	Future
Construction	Future
Completion	Future

Project Title: HIGH DENSITY SHELVING - PHASE 2 — Priority Rating: 29 of 32
CIP Type: FACILITIES — Location: ANNEX I & COURTHOUSE W.WING EXTENSION

General Description:	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 materials.
Objectives and Justification:	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.

Est. Capital Costs:

Item	Description	Estimated Cost
	High density mobile storage Annex II	$627,500
	High density mobile storage Law Library	103,200
	Estimated Cost	730,700
	Contingency 20%	146,300
	TOTAL ESTIMATED COST	$877,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [x] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2009
Construction	2010
Completion	2010

Project Title: FIRING RANGE RELOCATION & EXPANSION — Priority Rating: 30 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description:	Construction of a new facility near the new Sheriff's Adminstration Facility. Project is based on Sheriff's Department space program.
Objectives and Justification:	Replace inadequate and noisy range in basement of jail.

Est. Capital Costs:

Item	Description	Estimated Cost
CONCEPTUAL COST ESTIMATE		
	Site Security Improvements	$265,000
	New Construction	9,735,000
	TOTAL ESTIMATED COST	$10,000,000

Project Category

- [x] Facilities
- [x] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[ ]
Other Sources	[x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
Unknown		

Proposed Project Schedule

Planning and Design	2010
Construction	2011
Completion	2011

Project Title: CRIME LABORATORY ADDITION — Priority Rating: 31 of 32
CIP Type: FACILITIES — Location: SERVICE CENTER

General Description:	Construct 13,000 S.F. addition to CMH building at Crime Lab wing.
Objectives and Justification:	Provide expansion space for growth of services including DNA lab.

Est. Capital Costs:

Item	Description	Estimated Cost
	Design	$630,000
	Construction	6,930,000
	Site	330,000
	Other Costs	260,000
	Estimated Cost	8,150,000
	Contingency 15%	1,230,000
	TOTAL ESTIMATED COST	$9,380,000

Project Category

- [x] Facilities
- [x] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
Unknown		

Proposed Project Schedule

Planning and Design	2011
Construction	2012
Completion	2012

Project Title: NORTH SATELLITE OFFICE BUILDING — Priority Rating: 32 of 32
CIP Type: FACILITIES — Location: NORTH CENTRAL OAKLAND COUNTY

General Description:	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 facilities.
Objectives and Justification:	Provide better services to County citizens.

Est. Capital Costs:

Item	Description	Estimated Cost
VERY PRELIMINARY ESTIMATE		
	40,000 S.F. @ 300/S.F.=	14,000,000
	Escalated to 2006	$14,500,000

Project Category

- [ ] Facilities
- [x] New
- [ ] Utilities
- [ ] Alteration
- [ ] Roads
- [ ] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[ ]
Other Sources	[x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
Unknown		

Proposed Project Schedule

Planning and Design	Future
Construction	Future
Completion	Future

COUNTY EXECUTIVE - FACILITIES MANAGEMENT
2006-2010 CAPITAL IMPROVEMENT PROGRAM

Project Title: 2006 PARKING PAVING PROGRAM — Priority Rating: 01 of 13
CIP Type: UTILITES, ROADS, AND PARKING — Location: SERVICE CENTER AND BROWN RD

General Description:	Resurface 1/2 of the 20 year old deteriorating east parking lot at the Public Works Facility. This represents phase I of renovation of the east lot.
Objectives and Justification:	Normal maintenance repair.

Est. Capital Costs:

Item	Description	Estimated Cost
	Engineering	$23,000
	Contruction	199,000
	Other Costs	3,000
	Estimated Cost	225,000
	Contingency	45,000
	TOTAL ESTIMATED COST	$270,000

Project Category

- ☐ Facilities ☐ New
- ☑ Utilities ☐ Alteration
- ☐ Roads ☐ Maintenance
- ☑ Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	☑
Other Sources	☐

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2005
Construction	2006
Completion	2006

Project Title: MAINLAND DRAIN- PHASE I — Priority Rating: 02 of 13
CIP Type: UTILITES, ROADS, AND PARKING — Location: SERVICE CENTER

General Description:	Reroute and enclose various sections of the Mainland Storm Drain beginning at the Public Works Building west of Telegraph Road and reroute to the Pontiac Creek Drain east of Telegraph Rd.
Objectives and Justification:	to relieve storm water flooding conditions during heavy rains from the Public Works Building and intersection at Telegraph Road and County Center Drive North.

Est. Capital Costs:

Item	Description	Estimated Cost
Estimate provided by Oakland County	Drain Commissioner's Office.	
	Design	$250,000
	Construction	3,500,000
	Estimated Cost	3,750,000
	Contingency 15%	562,000
	TOTAL ESTIMATED COST	$4,312,000

Project Category

- ☐ Facilities ☐ New
- ☑ Utilities ☑ Alteration
- ☐ Roads ☑ Maintenance
- ☐ Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	☐
Other Sources	☑

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2006
Construction	2007
Completion	2008

Project Title: FUTURE SERVICE CENTER SIDEWALK PROGRAM — Priority Rating: 03 of 13
CIP Type: UTILITES, ROADS, AND PARKING — Location: SERVICE CENTER

General Description: Provide a network of approximately 3 mile of sidewalk for the Service Center Campus and along Telegraph Road from Oakland Pointe Shopping Center to the railroad overpass crossing Telegraph Road north of the Service Center.

Objectives and Justification: Provide safe means of egress from building to building and on Campus for pedestrian traffic. People are walking on the shoulders or in the roads in some areas of the Service Center.

Est. Capital Costs:

Item	Description	Estimated Cost
Project estimated @ 2006 costs		
	2007 Section 2 & 3	$100,000
	2008 Sections Part 3,6,8	350,000
	2009 Sections 4 & 5	370,000
	TOTAL ESTIMATED COST	$720,000

Project Category

- [x] Facilities
- [ ] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [ ] Maintenance
- [x] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	
Construction	
Completion	

Project Title: FUTURE PARKING LOT PAVING PROGRAM — Priority Rating: 04 of 13
CIP Type: UTILITES, ROADS, AND PARKING — Location: VARIOUS LOCATIONS

General Description: This project addressed the need for routine repair and maintenance of the County's aged and deteriorating parking lots.

Objectives and Justification: Necessary maintenance and repair of parking lots.

Est. Capital Costs:

Item	Description	Estimated Cost
	Year 2007 Public Works (rear)+CV(G.H.	660,000
	Children's Village Courthouse (West),	
	Jail West Drive Year 2008	350,000
	S. Oakland Office Bldg. Year 2009	560,000
	Unknown Year 2009	560,000
	TOTAL ESTIMATED COST	$2,130,000

Project Category

- [ ] Facilities
- [ ] New
- [ ] Utilities
- [x] Alteration
- [ ] Roads
- [x] Maintenance
- [x] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	Future
Construction	Future
Completion	Future

COUNTY EXECUTIVE - FACILITIES MANAGEMENT
2006-2010 CAPITAL IMPROVEMENT PROGRAM

Project Title: SERVICE TUNNEL RESTORATION — Priority Rating: 05 of 13
CIP Type: UTILITES, ROADS, AND PARKING — Location: SERVICE CENTER

General Description:	Restore the 30 year old, 7' diameter, corrigated steel, 100' long utility tunnel which services bldg #38E (new Sheriff's Adminstration bldg/old CMH).
Objectives and Justification:	Restore structural integrity throughout entire length.

Est. Capital Costs:

Item	Description	Estimated Cost
	Design	$5,000
	Restoration	240,000
	Site	5,000
	Estimated Cost	250,000
	Contingency 10%	25,000
	TOTAL ESTIMATED COST	$275,000

Project Category

- [ ] Facilities
- [x] New
- [x] Utilities
- [ ] Alteration
- [ ] Roads
- [x] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[x]
Other Sources	[ ]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2005
Construction	2006
Completion	2006

Project Title: MAINLAND DRAIN- PHASE 2 — Priority Rating: 06 of 13
CIP Type: UTILITES, ROADS, AND PARKING — Location: SERVICE CENTER

General Description:	Reroute and enclose various sections of the Mainland Storm Drain beginning at the Public Works Building west of Telegraph Road and reroute to the Pontiac Creek Drain east of Telegraph Rd.
Objectives and Justification:	to relieve storm water flooding conditions during heavy rains from the Public Works Building and intersection at Telegraph Road and County Center Drive North.

Est. Capital Costs:

Item	Description	Estimated Cost
	Note: cost estimated for 2006 and Desig	$180,000
	escalated to 2008. Construction	3,400,000
	Estimated Cost	3,580,000
	Contingency 15%	537,000
	TOTAL ESTIMATED COST	$4,117,000

Project Category

- [ ] Facilities
- [ ] New
- [x] Utilities
- [x] Alteration
- [ ] Roads
- [x] Maintenance
- [ ] Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	[ ]
Other Sources	[x]

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2007
Construction	2008
Completion	2009

Project Title: SERVICE CENTER ROAD REPAIR — Priority Rating: 07 of 13
CIP Type: UTILITES, 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.

Est. Capital Costs:

Item	Description	Estimated Cost
	Design	$30,000
	Construction	200,000
	Estimated Cost	230,000
	Contingency 20%	46,000
	TOTAL ESTIMATED COST	$276,000
	Escalated @ 4% per year	$350,000

Project Category

- ☐ Facilities ☐ New
- ☐ Utilities ☐ Alteration
- ☑ Roads ☑ Maintenance
- ☐ Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	☑
Other Sources	☐

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2006
Construction	2007
Completion	2007

Project Title: REPLACE WATER MAIN — Priority Rating: 08 of 13
CIP Type: UTILITES, ROADS, AND PARKING — Location: SERVICE CENTER

General Description:	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.
Objectives and Justification:	Maintain reliability of water distribution system on the east side of Telegraph Road.

Est. Capital Costs:

Item	Description	Estimated Cost
	Engineering	$50,000
	Construction	200,000
	Estimated Cost	250,000
	Contingency 10%	25,000
	TOTAL ESTIMATED COST	$275,000

Project Category

- ☐ Facilities ☐ New
- ☑ Utilities ☐ Alteration
- ☐ Roads ☑ Maintenance
- ☐ Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	☑
Other Sources	☐

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
None		

Proposed Project Schedule

Planning and Design	2006
Construction	2006
Completion	2006

Project Title: COURTHOUSE ROAD RELOCATION — Priority Rating: 09 of 13
CIP Type: UTILITES, ROADS, AND PARKING — Location: SERVICE CENTER

General Description:	Project includes the rerouting of the road south of the Courthouse Complex to an area south of the South Parking Lot.
Objectives and Justification:	Project should be completed prior to construction of next Courthouse addition because existing road area will be needed for construction layout area.

Est. Capital Costs:

Item	Description	Estimated Cost
	Design	$80,000
	Construction	750,000
	Lighting	110,000
	Landscaping	60,000
	Estimated Cost	1,000,000
	Contingency 15%	150,000
	TOTAL ESTIMATED COST	$1,150,000

Project Category
- ☐ Facilities ☑ New
- ☐ Utilities ☐ Alteration
- ☑ Roads ☐ Maintenance
- ☑ Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	☑
Other Sources	☐

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
Nominal Increase		

Proposed Project Schedule

Planning and Design	2007
Construction	2007
Completion	2008

Project Title: PRIMARY ELECTRICAL SYSTEM MAINTENANCE — Priority Rating: 10 of 13
CIP Type: UTILITES, ROADS, AND PARKING — Location: SERVICE CENTER

General Description:	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.
Objectives and Justification:	Maintain reliability of County owned primary electrical distribution system on the Service Center.

Est. Capital Costs:

Item	Description	Estimated Cost
PRELIMINARY ESTIMATE	Labor & Materials	$700,000

Project Category
- ☐ Facilities ☐ New
- ☑ Utilities ☐ Alteration
- ☐ Roads ☑ Maintenance
- ☐ Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	☑
Other Sources	☐

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2006
Construction	2007
Completion	2007

COUNTY EXECUTIVE - FACILITIES MANAGEMENT
2006-2010 CAPITAL IMPROVEMENT PROGRAM

Project Title: COUNTY CENTER DRIVE EAST IMPROVEMENTS — Priority Rating: 11 of 13
CIP Type: UTILITES, ROADS, AND PARKING — Location: SERVICE CENTER

General Description:	Add curbs gutters to the roadways at the Pontiac Lake Road intersection entrance to the Service Center, extending north to the Jail. Repave deteriorating four (4) lane road portion of County Center Drive East in from of Law Enforcement Complex.
Objectives and Justification:	Maintenance of road system and to improve storm water drainage control Service Center entrance.

Est. Capital Costs:

Item	Description	Estimated Cost
	Construction	$1,020,000
	Lanscaping	30,000
	Esimtated Cost	1,050,000
	Contingency 20%	210,000
	TOTAL ESTIMATED COST	$1,260,000

Project Category

- ☐ Facilities ☐ New
- ☐ Utilities ☐ Alteration
- ☑ Roads ☑ Maintenance
- ☐ Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	☑
Other Sources	☐

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2007
Construction	2008
Completion	2008

Project Title: PAINT WATER TOWER — Priority Rating: 12 of 13
CIP Type: UTILITES, ROADS, AND PARKING — Location: SERVICE CENTER

General Description:	The water tower, located adjacent to the Information Technology Facility, is in need of painting.
Objectives and Justification:	Rust on the tower is beginning to show.

Est. Capital Costs:

Item	Description	Estimated Cost
	Estimated Cost	
	Contingency	
	TOTAL ESTIMATED COST	$270,000

Project Category

- ☐ Facilities ☐ New
- ☑ Utilities ☐ Alteration
- ☐ Roads ☑ Maintenance
- ☐ Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	☑
Other Sources	☐

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost

Proposed Project Schedule

Planning and Design	2006
Construction	2007
Completion	2007

COUNTY EXECUTIVE - FACILITIES MANAGEMENT
2006-2010 CAPITAL IMPROVEMENT PROGRAM

Project Title: COURTHOUSE PARKING DECK — Priority Rating: 13 of 13
CIP Type: UTILITES, ROADS, AND PARKING — Location: SERVICE CENTER

General Description:	Construct a 980 space parking deck over the Courthouse South Parking Lot.
Objectives and Justification:	Provide for parking demand beyond 2008.

Est. Capital Costs:

Item	Description	Estimated Cost
	Design	$600,000
	Construction	7,350,000
	Other Costs	700,000
	Estimated Cost	8,650,000
	Contingency 15%	1,270,000
	TOTAL ESTIMATED COST	$9,920,000

Project Category

- ☐ Facilities
- ☑ New
- ☐ Utilities
- ☐ Alteration
- ☐ Roads
- ☐ Maintenance
- ☑ Parking

Project Funding

Source	
Cpt'l. Imp. Prog.	☐
Other Sources	☑

Estimated Additional Annual Maintenance and Operating Expense

Item	Description	Estimated Cost
Unknown		

Proposed Project Schedule

Planning and Design	Future
Construction	Future
Completion	Future

FACILITIES MAINTENANCE AND OPERATIONS

SPECIAL PROJECTS BUDGET

FACILITIES MAINTENANCE AND OPERATIONS
FY 2006 SPECIAL PROJECTS

Building	Description	Cost
006 - Friend of the Court	Reconfigure banking and scanning area	$ 25,000
020 - CV "K" Bldg	New kitchen equipment	55,000
025 - Courthouse	Needle glaze the exterior perimeters of all glass to aluminum	115,000
025 - Courts	Replace carpet in chambers and jury room - Judge Nanci Grant	8,000
	Replace carpet in chambers and courtroom - Judge Daniel O'Brien	8,000
033 - Jail	Upgrade gun range operating system	15,000
	New 2-yard compactor with auto cycle	13,000
039 - Animal Control	Install new flooring throughout kennel area	25,000
	Lobby improvement for improved traffic flow	18,000
045 - Medical Care Facility	Replace carpet in the administration offices	5,000
046 - Executive Office Bldg	Remove and replace all caulking around window perimeters, excluding the glass tower	18,000
052 - Service Center	Signage repair and replacement program	20,000
	Curb and sidewalk replacement	30,000
	Emergency evacuation devices (27)	45,000
Total FY 2006 Special Projects		**$ 400,000**

FACILITIES MAINTENANCE & OPERATIONS - FUND #631
FY 2006 MAINTENANCE PROJECTS

Building	Description	Cost
006 - Friend of the Court	HVAC rooftop replacement	$ 25,000
009 - North Office	HVAC control system replacement/upgrade	55,000
	Replace HVAC systems compressors (3 @ $14,000)	42,000
025 - Courthouse	Repair and waterproof foundation perimeter at W. Wing	30,000
028 - Pontiac Health	Replace air handling unit	15,000
033 - Law Enforcement	Jail elevator valve and door upgrades - Phase I	50,000
046 - Executive Office Bldg	Replace elevator valve	15,000
058 - Admin Annex II	Replace heat exchange pumps, new valves and piping.	58,000
209 - Central Heating	Window replacement	110,000
Total FY 2006 Maintenance Projects		$ 400,000

PROPRIETARY FUND CAPITAL BUDGETS

MAILING, CONVENIENCE COPIER & PRINTING FUND CAPITAL BUDGET PLAN
FISCAL YEARS: 2006, 2007, AND 2008

TYPE OF EQUIPMENT	TOTAL ASSET VALUE	DEPRECIATION THROUGH 09/30/2005	NET BOOK VALUE 09/30/2005	CAPITAL ADDITIONS	DEPRECIATION		
					FY 2006	FY2007	FY2008
32" Cutter	$26,285	$7,009	19,276	$0	$2,628	$2,628	$2,628
T-51 T-Head for Toko 4750	10,245	3,672	6,573	0	1,025	1,025	1,025
Folder	40,000	3,333	36,667	0	4,000	4,000	4,000
Inserter	62,753	2,092	60,661	0	6,275	6,275	6,275
Platemaker	6,835	6,835	0	0	0	0	0
Sorter	52,969	52,969	0	0	0	0	0
Color Copier	136,430	136,430	0	0	0	0	0
Printing Press	74,709	74,709	0	0	0	0	0
Printing Press	20,500	20,500	0	0	0	0	0
Printing Press	18,750	18,750	0	0	0	0	0
Pallet Motor Lift	11,631	11,631	0	0	0	0	0
Pallet Motor Lift	10,755	10,755	0	0	0	0	0
Walkie Pallet Truck	5,890	5,890	0	0	0	0	0
Walkie Pallet Truck	5,890	5,890	0	0	0	0	0
Digital Meter Machine				28,000	2,800	2,800	2,800
Digital Meter Machine				11,000	1,100	1,100	1,100
Digital Production Punch				80,000	8,000	8,000	8,000
Shrink Wrap Machine				25,000	2,500	2,500	2,500
TOTAL	**483,642**	**360,465**	**123,177**	**144,000**	**28,328**	**28,328**	**28,328**

MOTOR POOL FUND - PROJECTED DEPRECIATION REPORT
FISCAL YEARS: 2005, 2006, 2007 & 2008

Type of Equipment	Total Asset Value	Depreciation thru 09/30/2004	Net Book Value 09./30/2004	Capital Additions	Depreciation			
					FY2005	FY 2006	FY 2007	FY 2008
Buildings	$ 424,860	$ 424,860	$ -	$ -	$ -	$ -	$ -	$ -
Equipment	52,034	48,090	3,945	-	1,059	1,059	1,059	1,059
Vehicles	10,562,049	5,238,259	5,323,790	25,000	1,863,582	1,869,432	1,869,432	1,863,582
TOTAL	**$ 11,038,944**	**$ 5,711,209**	**$ 5,327,735**	**$ 25,000**	**$ 1,864,641**	**$ 1,870,491**	**$ 1,870,491**	**$ 1,864,641**

2006 CAPITAL REPLACEMENTS

QTY	DESCRIPTION	PRICE	TOTAL
19	Intermediate	$ 18,900	$ 359,100
10	Used	16,500	165,000
1	Fullsize	28,000	28,000
3	Pick Up	19,950	59,850
19	Vans	21,000	399,000
9	SUV	23,750	213,750
3	Patrol Tahoe	28,200	84,600
50	Patrol Vehicles	20,000	1,000,000
			$ 2,309,300

OFFICE EQUIPMENT FUND CAPITAL BUDGET PLAN
FISCAL YEARS: 2005, 2006, 2007 and 2008

Type of Equipment	Total Asset Value	Depreciation thru 09/30/2004	Net Book Value 09/30/2004	Capital Additions	Depreciation			
					FY2005	FY 2006	FY 2007	FY 2008
Audio-Video	$ 252,746	$ 117,056	$ 135,690	$ -	$ 40,875	$ 22,331	$ 20,606	$ 18,880
Cash Registers	53,898	24,658	29,241	54,900	11,270	16,608	14,882	13,157
Dictation	50,448	41,515	8,934	-	6,306	-	-	-
General	1,388,045	1,368,859	19,186	-	83,703	78,949	77,225	75,499
Lab/Medical	1,598,105	1,096,801	501,304	-	95,487	79,757	78,032	76,306
Mailing	287,728	67,651	220,077	-	28,773	15,225	13,499	11,774
Microfilm	126,382	61,512	64,870	-	16,716	-	-	-
Power Files	105,954	52,549	53,405	-	13,607	-	-	-
Printers	50,641	50,641	-	-	-	-	-	-
TOTALS	**$3,913,948**	**$2,881,241**	**$1,032,706**	**$54,900**	**$296,738**	**$212,871**	**$204,244**	**$195,617**

OAKLAND COUNTY MEDICAL CARE FACILITY FUND CAPITAL BUDGET PLAN
FISCAL YEARS: 2005, 2006, 2007 AND 2008

TYPE OF EQUIPMENT	TOTAL ASSET VALUE	DEPRECIATION THROUGH 09/30/2004	NET BOOK VALUE 09/30/2004	CAPITAL ADDITIONS	DEPRECIATION			
					FY 2005	FY 2006	FY 2007	FY 2008
Buildings	$3,004,276	$2,044,108	$960,168	$ -	$76,531	$76,531	$76,531	$76,531
Equipment	65,941	58,718	7,223	-	1,156	1,156	1,156	1,156
Computer Software	12,500	2,917	9,583	31,650	6,193	8,830	8,830	8,830
Land Improvements	13,771	13,771	-	-	-	-	-	-
TOTAL	**$3,096,488**	**$2,119,514**	**$976,974**	**$31,650**	**$83,880**	**$86,517**	**$86,517**	**$86,517**

CAPITAL BUDGET PLAN FOR CLEMIS FUND 635

Asset Category	Cost 03/31/2005	Accumulated Depreciation	Net Book Value 03/31/2005	Capital Additions	Remaining FY 2005	Projected Depreciation FY 2006	FY 2007	FY 2008
Equipment								
Equipment	$228,546	$228,546	$ -	$ -	$ -	$ -	$ -	$ -
E911 Equipment	2,554,100	2,554,100	-	-	-	-	-	-
COPS MORE Equipment	14,692,534	10,425,984	4,266,550	-	1,846,186	846,055	686,055	686,055
TOTAL EQUIPMENT ASSETS	17,475,180	13,208,629	4,266,550	-	1,846,186	846,055	686,055	686,055
CAPITAL PROJECTS IN PROGRESS								
COPS MORE Purchases	3,850,974	-	3,850,974	-	385,097	770,195	770,195	770,195
TOTAL CAPITAL PROJECT ASSETS	3,850,974	-	3,850,974	-	385,097	770,195	770,195	770,195
FUTURE ACQUISTIONS:								
COPS MORE Grant	-	-	-	6,293,709	629,371	1,258,742	1,258,742	1,258,742
Fingerprint	-	-	-	3,000,000	-	-	-	300,000
Jail Management/Mugshot	-	-	-	4,900,000	-	-	-	490,000
Video Arraignment	-	-	-	6,700,000	-	-	-	670,000
Other	-	-	-	425,000	-	-	-	42,500
TOTAL FUTURE ACQUISTIONS	-	-	-	21,318,709	629,371	1,258,742	1,258,742	2,761,242
GRAND TOTAL OF ALL ASSETS	**$21,326,154**	**$13,208,629**	**$8,117,524**	**$21,318,709**	**$2,860,654**	**$2,874,992**	**$2,714,992**	**$4,217,492**

Useful Life of Assets:

Technology Equipment	3 years
Equipment over $50,000 (servers)	5 years
Intangible Assets (infrastructure, software, services for project)	5 years

Notes:

- The Jail Management and Mugshot systems have been combined as a single project as The industry now considers these two functions as one. Booking, which includes mugshots, is now a function of The Jail Management systems under consideration.
- The CLEMIS Advisory Board has yet to take action to determine a funding plan to replace the COPS MORE equipment being deployed. Some of the equipment may require replacement after fiscal year 2005.

CAPITAL BUDGET PLAN FOR FIRE RECORDS MANAGEMENT FUND 531

Asset Category	Cost 03/31/2005	Accumulated Depreciation	Net Book Value 03/31/2005	Remaining FY 2005	Projected Depreciation FY 2006	FY 2007	FY 2008
Equipment > $5,000	$ 108,664	$ 108,664	$ -	$ -	$ -	$ -	$ -
Computer software	409,196	284,749	124,447	40,919	81,839	1,689	-
	$ 517,860	**$ 393,413**	**$ 124,447**	**$ 40,919**	**$ 81,839**	**$ 1,689**	**$ -**

Capital Program

Equipment > $5,000

Useful life of assets:

Technology equipment (over $5,000)	3 years
Equipment over $50,000	5 years
Intangible assets (infrastructure, software, etc.)	5 years

CAPITAL BUDGET PLAN FOR INFORMATION TECHNOLOGY FUND 636

Asset Category	Cost at 12/31/04	Accumulated Depreciation	Net Book Val at 12/31/04	Capital Additions	Remaining FY 2005	Projected Depreciation FY 2006	FY 2007	FY 2008
CIP								
CIP (Gigabit)	$ 676,670	$ -	$ 676,670	$ -	$ 112,778	$ 225,556	$ 225,556	$ 112,780
CIP (People Soft)	1,875,825	-	1,875,825	-	-	375,165	375,165	375,165
Subtotal CIP	2,552,495	-	2,552,495	-	112,778	600,721	600,721	487,945
Equipment								
Acorn II	4,686,302	4,285,493	400,809	-	233,513	159,738	7,558	-
Office Automation	2,757,584	2,557,742	199,842	-	86,449	113,393	-	-
Mainframe	4,649,757	4,262,757	387,000	-	129,000	172,000	86,000	-
CLEMIS	5,713	5,713	-	-	-	-	-	-
Mugshot	104,610	104,610	-	-	-	-	-	-
Lan Based Imaging	628,142	621,455	6,687	-	2,007	2,675	2,005	-
Acorn I	511,094	511,094	-	-	-	-	-	-
WAN/OakNet	2,987,170	2,987,170	-	-	-	-	-	-
GIS	68,019	61,030	6,989	-	6,989	-	-	-
Thin Client PH I	268,373	22,364	246,009	-	33,547	44,729	44,729	44,729
Subtotal Assets	16,666,764	15,419,428	1,247,336	-	491,505	492,535	140,292	44,729
Intangible Assets								
HRFIS	7,293,478	7,293,478	-	-	-	-	-	-
Data Warehouse	521,247	492,262	28,985	-	17,391	11,594	-	-
Y2K Services	1,950,704	1,950,704	-	-	-	-	-	-
Computer Assoc	4,067,961	3,092,353	975,608	-	349,433	300,313	170,226	107,000
Oracle	655,456	611,759	43,697	-	43,697	-	-	-
Oracle 9i	448,386	209,247	239,139	-	67,258	89,677	82,204	-
Interwoven	250,100	166,733	83,367	-	37,515	45,852	-	-
ELVIS	1,578,578	1,577,525	1,053	-	1,053	-	-	-
Road Centerline	189,280	160,888	28,392	-	28,392	-	-	-
Digital Orth Photos	636,308	636,308	-	-	-	-	-	-
Digital Orth Framework	1,272,615	413,600	859,015	-	95,446	127,262	127,262	127,262
OakNet Fiber	2,935,603	456,649	2,478,954	-	146,780	195,707	195,707	195,707
OakNet Eng Installs	1,000,000	650,000	350,000	-	150,000	200,000	-	-
OakNet Proj Mgmt	345,000	224,250	120,750	-	51,750	69,000	-	-
Websphere	82,661	56,485	26,176	-	12,399	13,777	-	-
Thin Client PH I	186,396	23,299	163,097	-	23,300	31,066	31,066	31,066
Subtotal for Intangibles	23,413,773	18,015,540	5,398,233	-	1,024,414	1,084,248	606,465	461,035
Future Acquistions: approved BOC- equipment replacment								
Thin Client Phase II				1,003,759	83,647	167,293	167,293	167,293
Data Protection Equipment (Ext Disk Unit & Servers)				36,000	6,000	12,000	12,000	6,000
Mainframe Replacement (IBM Printer)				72,000	7,200	14,400	14,400	14,400
GIS Plotter & IT Admin Printer				16,000	2,667	5,333	5,333	2,667
BSA Upgrade (TS Connector & Tape Backup)				72,000	12,000	24,000	24,000	12,000
File Server Upgrade				55,000	9,167	18,333	18,333	9,167
GIS Server Upgrade (Ext Disk Unit & Server)				96,000	16,000	32,000	32,000	16,000
Help Desk Server Upgrade				59,000	9,833	19,667	19,667	9,833
Informatica Server Upgrade				27,000	4,500	9,000	9,000	4,500
Intel Server Upgrade				110,000	18,333	36,667	36,667	18,333
Conference Rm Projector Upgrade				30,000	5,000	10,000	10,000	5,000
CLEMIS Community Crimewatch server & misc equip				91,350	15,225	30,450	30,450	15,225
BSA Tax Receivable Migration				1,081,581	108,158	216,316	216,316	216,316
Workstation/Hardware Upgrade				496,550	82,758	165,517	165,517	82,758
Subtotal Future Acquistions apprvd BOC				3,246,240	380,488	760,976	760,976	579,492
Future Acquisitions: Funds paid by Project - offset by contributions								
People Soft Phase I (excludes CIP - Efinancial Software)				4,950,034	495,003	990,007	990,007	990,007
People Soft Phase II				6,474,928	-	1,294,986	1,294,986	1,294,986
Subtotal Future Acquisitions - Project Funded				11,424,962	495,003	2,284,993	2,284,993	2,284,993
Future Acquisitions: Fund source TBD								
Technology Upgrade				780,000	-	260,000	260,000	260,000
People Soft Phase III				4,000,000	-	-	800,000	800,000
Subtotal Future Acquisitions: Fund Source TBD				4,000,000	-	260,000	1,060,000	1,060,000
GRAND TOTAL OF ALL ASSETS	**$ 42,633,032**	**$ 33,434,968**	**$ 9,198,064**	**$ 18,671,202**	**$ 2,504,188**	**$ 5,483,473**	**$ 5,453,447**	**$ 4,918,194**

Notes:

Subject to change upon determination of on-going technology needs

Useful Life of Assets:

Technology Equipment	3 yrs	Digital Ortho Photos (1/3 proj)	3 yrs
Equipment over $50,000 (servers)	5 yrs	Digital Ortho Framework (2/3 proj)	10 yrs
Intangible Assets (proj services, software)	5 yrs	Thin Client	6 yrs
Fiber (OakNet)	15 yrs		

CAPITAL BUDGET PLAN FOR RADIO COMMUNICATIONS FUND 660

Asset Category	Cost 03/31/2005	Accumulated Depreciation	Net Book Value 03/31/2005	Remaining FY 2005	Projected Depreciation FY 2006	FY 2007	FY 2008
Equipment: radios	$ 4,547,707	$ 4,547,707	$ -	$ -	$ -	$ -	$ -
Equipment: sites, towers	6,603,339	5,710,533	892,806	892,806	229,067	229,067	229,067
Capital projects in progress	17,953,494	-	17,953,494	-	3,770,933	3,770,933	3,770,933
	$ 29,104,540	**$ 10,258,240**	**$ 18,846,300**	**$ 892,806**	**$ 4,000,000**	**$ 4,000,000**	**$ 4,000,000**
Capital Program							
Radios, mobile units, central electronics bank, consoles, control stations, etc.				$ 21,101,000	$ 100,000	$ -	$ -
Towers and related equipment				2,815,506	-	-	-
Network upgrades				263,000	-	-	-
Other				82,000	200,000	-	-
				$ 24,261,506	**$ 300,000**	**$ -**	**$ -**

Useful life of assets:

Technology equipment (over $5,000)	3 years
Equipment over $50,000	5 years
Intangible assets (infrastructure, software, etc.)	5 years
806MHz/821MHz radio system	10 years

Notes:
The capital expenditures have been derived from a memorandum dated May 26, 2004 and subsequent updates sent to the Public Services, Finance and Radio Oversight Committees covering the status of the Radio Project.

CAPITAL BUDGET PLAN FOR TELEPHONE COMMUNICATIONS FUND 675

Asset Category	Cost 03/31/2005	Accumulated Depreciation	Net Book Value 03/31/2005	Remaining FY 2005	Projected Depreciation FY 2006	FY 2007	FY 2008
Equipment > $5,000	$ 3,484,666	$ 1,826,252	$ 1,658,414	$ 126,091	$ 246,248	$ 246,248	$ 246,248
Software	947,284	221,032	726,252	31,576	63,152	63,152	63,152
	$ 4,431,950	**$ 2,047,284**	**$ 2,384,665**	**$ 157,667**	**$ 309,400**	**$ 309,400**	**$ 309,400**
Capital Program							
Equipment & Software > $5,000				**$ -**	**$ -**	**$ 335,200**	**$ -**

Useful life of assets:

Technology equipment (over $5,000)	3 years
Equipment over $50,000	5 years
Intangible assets such as software	3 - 15 years
SL-100	10 years
PBX Cable, Fiber, & Installations	15 years

MICROGRAPHICS FUND CAPITAL BUDGET PLAN
FISCAL YEARS: 2006, 2007 AND 2008

TYPE OF EQUIPMENT	TOTAL ASSET VALUE	DEPRECIATION THROUGH 09/30/2005	NET BOOK VALUE 09/30/2005	CAPITAL ADDITIONS	DEPRECIATION FY 2006	DEPRECIATION FY 2007	DEPRECIATION FY2008
Microfilm Machine	$18,400	$18,400	$0	$0	$0	$0	$0
Duplicator	18,750	18,750	0	0	0	0	0
Microfilm Machine	18,525	18,525	0	0	0	0	0
Camera	19,400	19,400	0	0	0	0	0
Kodak Imagelink Microimager	26,218	18,479	7,739	0	3,317	3,317	1,105
Processor/Replenisher System	19,805	16,174	3,631	0	1,981	1,650	0
Kodak Prostaer Archive Processor	22,458	12,726	9,732	0	2,246	2,246	2,246
Imagelink Printer	8,984	8,984	0	0	0	0	0
Imagelink Printer	8,984	8,984	0	0	0	0	0
Triumph 6550 Cutter	7,227	6,143	1,084	0	1,084	0	0
Photo Copier	9,860	9,860	0	0	0	0	0
Reader	13,425	13,425	0	0	0	0	0
Reader	13,425	13,425	0	0	0	0	0
Imagelink Printer	10,507	10,507	0	0	0	0	0
Imagelink Printer	10,507	10,507	0	0	0	0	0
Imagelink Printer	10,507	10,507	0	0	0	0	0
Imagelink Digital Workstation	21,665	19,498	2,167	0	2,167	0	0
Imagelink Digital Workstation	21,665	19,498	2,167	0	2,167	0	0
Imagelink Digital Workstation	21,665	19,498	2,167	0	2,167	0	0
Kodak Imaglink Microimager 30A	50,117	6,265	43,852	0	5,012	5,012	5,012
Kodak Imagelink Microimager 30/A	22,840	10,849	11,991	0	2,284	2,284	2,284
Kodak Imagelink Microimager 70	38,198	18,144	20,054	0	3,820	3,820	3,820
Kodak Imagelink Microimager 70	38,197	18,144	20,053	0	3,820	3,820	3,820
Film Cabinet	12,000	3,400	8,600	0	1,200	1,200	1,200
TOTAL	**463,329**	**330,092**	**133,237**	**0**	**31,265**	**23,349**	**19,487**

CAPITAL BUDGET PLAN FOR DRAIN EQUIPMENT FUND 639

ASSET CATEGORY	TOTAL ASSETS	DEPRECIATION THRU 09/30/04	BOOK VALUE 09/30/04	CAPITAL ADDITIONS	DEPRECIATION 2005	2006	2007	2008
CAPITAL PROJECTS IN PROGRESS	$1,487,789	$ -	$1,487,789		$ -	$ 74,389	$148,779	$148,779
CONSTRUCTION WORK IN PROGRESS	488,541	-	488,541		29,707	44,215	44,215	44,215
BUILDINGS	371,407	94,916	276,491		13,810	13,810	13,810	13,810
EQUIPMENT	1,851,736	1,530,245	321,491		91,855	71,442	45,927	40,186
COMPUTER SOFTWARE	426,167	396,730	29,437		19,237	5,100	5,100	-
VEHICLES	3,085,845	2,291,013	794,832		326,326	326,326	142,180	-
LAND	130,000	-	130,000		-	-	-	-
TOTAL ASSETS	7,841,485	4,312,904	3,528,581		480,935	535,282	400,011	246,990
CAPITAL ACQUISITION								
- Drain Record Conversion Project				1,357,465	135,747	135,747	135,747	135,747
- Specialty Vehicles - Tanker Truck				132,000	13,200	13,200	13,200	13,200
- Miscellaneous Equipment (Lachat)				47,565	9,513	9,513	9,513	9,513
- Building - New Sewer/Drain Maintenance (Phase I) Building				678,535	-	22,618	22,618	22,618
- Specialty Vehicles - Jet Truck				157,747	-	15,775	15,775	15,775
- Specialty Vehicles - Mini Excavator, Skid Loader				65,000	-	6,500	6,500	6,500
- Miscellaneous Equipment (Trailer, Box for Dump Truck)				9,000	-	1,800	1,800	1,800
- Specialty Vehicles - Vactor				369,530	-	-	36,953	36,953
- Specialty Vehicles - Dump Truck				60,000	-	-	6,000	6,000
- Specialty Vehicles - TV Van				150,000	-	-	-	15,000
- Specialty Vehicles - 2 Dump Trucks				115,363	-	-	-	11,536
- Miscellaneous Equipment (Mowing Equipment, Autoclave)				14,500	-	-	-	2,900
- Specialty Vehicles - 2 Dump Trucks				110,812	-	-	-	-
- Miscellaneous Equipment (Mowing Equip., Muf. Furnace, Drying Oven)				19,500	-	-	-	-
- Specialty Vehicles - Jet Truck				177,444	-	-	-	-
- Miscellaneous Equipment (Mowing Equip., Atomic Absorption Unit)				35,000	-	-	-	-
- Specialty Vehicles - 2 Vactor Trucks				815,353	-	-	-	-
TOTAL CAPITAL ACQUISITION	-	-	-	4,314,814	158,460	205,152	248,105	277,541
GRAND TOTAL	**$7,841,485**	**$ 4,312,904**	**$3,528,581**	**$4,314,814**	**$639,395**	**$740,434**	**$648,116**	**$524,531**

NOTES:

Capitalization Threshold = $5,000

Useful Life of Assets:

Vehicles	4 years
Specialty Vehicles (Vactor Trucks, Sewer Jet Trucks, TV Vans, etc)	Varies - 5 to 10 years
Maintenance Equipment	5 years
Technology Systems (GIS, SCADA)	10 years
Buildings	40 years
Land	Not depreciated

2004 Specialty Vehicles
1 at $90,000, 1 at $6,500, 1 at $17,000 = $113,500

PARKS & RECREATION CAPITAL BUDGETS

Oakland County Parks and Recreation Commission
2006 Capital Improvement Budget and 4 - Year Forecast

Summary

	Adopted 2006 Capital Budget	Four Year Forecast (In Dollars)			
		2007	2008	2009	2010
Administration (Future Projects)	$7,524,329.00	$300,000	$300,000	$300,000	$300,000
Addison Oaks	4,172,500.00	467,000	10,000	350,000	5,385,000
Glen Oaks	195,000.00	30,000	75,000	0	0
Groveland Oaks	222,753.11	150,000	100,000	100,000	5,500,000
Independence Oaks	396,876.95	170,000	50,000	4,000,000	0
Lyon Oaks	423,749.74	50,000	2,220,000	1,000,000	1,175,000
Orion Oaks	269,500.00	50,000	2,750,000	0	0
Red Oaks	324,625.00	50,000	0	0	0
Rose Oaks	40,000.00	45,000	0	100,000	1,000,000
Springfield Oaks	2,273,523.14	911,510	0	0	0
Waterford Oaks	399,000.00	630,000	2,215,000	40,000	300,000
White Lake Oaks	3,838,077.00	0	0	0	0
Contingency	3,543,517.06	0	0	0	0
Capital Improvement Budget Total	**$23,623,451.00**	**$2,853,510**	**$7,720,000**	**$5,890,000**	**$13,660,000**

Where the Funds Come From For Adopted 2006 Capital Budget:

Unrestricted Net Assets, 9/30/04		$17,803,843
2005 Revised Operating Revenue	$22,051,015	
2005 Revised Operating Expense	(20,759,747)	1,291,268
2005 Revised Operating Depreciation		3,394,065
2005 Operating Equipment (Revised Budget)		(401,000)
2006 Operating Equipment (Budget)		(369,800)
Bonds, Lyon Oaks:		
2005 Debt Retirement - Principal Only	(450,000)	
2006 Debt Retirement - Principal Only	(475,000)	(925,000)
Grants :		
Land Acquisition-Highlland	1,440,000	
Relocate Ellis Barn, A.C.-Springfield Oaks	600,000	
Design & Construct River Trail-Independence Oaks	219,000	2,259,000
Donations:		
Relocate Ellis Barn, A.C.-Springfield Oaks (Balance)	107,975	
Pole Barns, A.C.-Springfield Oaks	162,000	
Equestrian Center, A.C.-Springfield Oaks	106,100	
Septic System Construction A.C.-Springfield Oaks	190,000	
Shelter, North Beach-Independence Oaks	5,000	571,075
Adopted 2006 Capital Improvement Program Budget		**$23,623,451**

Oakland County Parks and Recreation Commission
2006 Capital Improvement Budget and Four-Year Forecast

Administration

	Project	Adopted 2006 Capital Budget	Four-Year Forecast (In Dollars) 2007	2008	2009	2010
1	Future Acquisition & Improvements (A)	3,924,329.00	300,000	300,000	300,000	300,000
2	Land Acquistion, Highland (B)	3,600,000.00	0	0	0	0
	Total	$7,524,329.00	$300,000	$300,000	$300,000	$300,000

(A) Future Roofing and Asphalting Projects Allocation of $250,000 included.
(B) Subject to State Grant $1,440,000/O.C. P.& R. Funds $2,160,000

FY 2006 Operating Budget's Revenue, Expense and Depreciation Figures will be included in the "Source of Funds" for FY 2007 CIP Budget (similar to the tax levy and tax revenue time table.)

Addison Oaks

	Project	Adopted 2006 Capital Budget	Four-Year Forecast (In Dollars) 2007	2008	2009	2010
35	Water Play Feature, Spray Pad	285,000.00	0	0	0	0
38	Golf Course	0.00	0	0	0	5,000,000
41	Pole Barn	0.00	50,000	0	0	0
42	Conference Center Drive Improvement	0.00	150,000	0	0	0
47	Pool Building	0.00	0	10,000	0	0
49	Boathouse, Buel Lake	35,000.00	0	0	0	0
54	Camping - Modern, Phase IV	0.00	0	0	350,000	0
64	Retaining Wall	0.00	20,000	0	0	0
66	Cabins (2) Phase III	0.00	60,000	0	0	0
68	Storage Facility Expansion, C.C.	0.00	100,000	0	0	0
69	Land Acquisition, Sullivan	3,587,500.00	0	0	0	0
73	Pavilion, Campground Recreation	110,000.00	0	0	0	0
74	Asphalt Disc Golf Paths	0.00	7,000	0	0	0
79	Asphalt Staging Area Road	0.00	0	0	0	0
80	Parking Lot, Equestrian	30,000.00	0	0	0	0
81	Fence Sullivan Property	125,000.00	0	0	0	0
82	Asphalt Camping Trails	0.00	80,000	0	0	0
83	Camping, Equestrian Group Area	0.00	0	0	0	385,000
	Total	$4,172,500.00	$467,000	$10,000	$350,000	$5,385,000

Oakland County Parks and Recreation Commission
2006 Capital Improvement Budget and Four-Year Forecast

Glen Oaks

	Project	Adopted 2006 Capital Budget	Four-Year Forecast (In Dollars) 2007	2008	2009	2010
12	Drainage Improvements	0.00	30,000	0	0	0
31	Storage Building Addition	110,000.00	0	0	0	0
36	Refreshment Center	0.00	0	75,000	0	0
38	Asphalt Maintenance Lot	20,000.00	0	0	0	0
44	Curb Parking Lot, II	25,000.00	0	0	0	0
45	Pond Retaining Wall	40,000.00	0	0	0	0
	Total	$195,000.00	$30,000	$75,000	$0	$0

Groveland Oaks

	Project	Adopted 2006 Capital Budget	Four-Year Forecast (In Dollars) 2007	2008	2009	2010
20	Beach Improvement	0.00	0	100,000	0	0
23	Court Game	0.00	50,000	0	0	0
38	Golf Course (A)	0.00	0	0	0	5,500,000
47	Asphalt Maint. Lot & Roads	0.00	100,000	0	0	0
49	Cabins (2) Phase III	53,758.40	0	0	0	0
50	Storage Building, Equipment Rental	15,000.00	0	0	0	0
51	Adventure Golf	10,007.71	0	0	0	0
52	Bark Park	25,000.00	0	0	0	0
53	Driving Range	0.00	0	0	100,000	0
54	Asphalt Walkways	3,987.00	0	0	0	0
55	Island Concrete Walkways	40,000.00	0	0	0	0
56	Asphalt Walkways, Phase II	75,000.00	0	0	0	0
	Total	$222,753.11	$150,000	$100,000	$100,000	$5,500,000

(A) Subject to appropriate funding.

Oakland County Parks and Recreation Commission
2006 Capital Improvement Budget and Four-Year Forecast

Independence Oaks

	Project	Adopted 2006 Capital Budget	Four-Year Forecast (In Dollars) 2007	2008	2009	2010
19	Fence SW Property	0.00	0	50,000	0	0
40	Nature Interpretive Pond	0.00	20,000	0	0	0
42	Land Acquisition Upper Bushman Lake	0.00	0	0	4,000,000	0
61	Parking Lot, Beach Cove	0.00	150,000	0	0	0
77	Design River Trail	15,376.95	0	0	0	0
78	Construct River Trail (A)	365,000.00	0	0	0	0
79	Twin Chinmeys Seat Walls	1,500.00	0	0	0	0
80	Shelter, North Beach (B)	15,000.00	0	0	0	0
	Total	$396,876.95	$170,000	$50,000	$4,000,000	$0

(A) State Grant $219,000/O.C.P.&R.. funds $146,000
(B) Donations $5,000/O.C P.&R. funds $10,000

Lyon Oaks

	Project	Adopted 2006 Capital Budget	Four-Year Forecast (In Dollars) 2007	2008	2009	2010
14	Day Use Development, Phase III	0.00	0	0	0	1,000,000
15	Nature Center Building, D.U.	0.00	0	0	1,000,000	0
49	Contact Station, D.U.	0.00	0	20,000	0	0
61	Enlarge Tee Areas, G.C.	0.00	0	0	0	0
69	Additional Nine Hole Golf Design, G.C.	24,767.56	0	0	0	0
70	Connect 3 Shelters, Woods Edge, D.U.	10,000.00	0	0	0	0
71	Additional Nine Hole Golf Construction, (	0.00	0	2,200,000	0	0
72	Asphalt Walkways, D.U.	75,126.18	0	0	0	0
73	Trail Development, Phase II, D.U.	100,000.00	0	0	0	0
74	Storage Building, G.C.	100,000.00	0	0	0	0
75	Land Acquisition, US Real	0.00	0	0	0	0
76	North Rec. Field Phase II-Cricket, D.U.	28,856.00	0	0	0	0
77	Entrance Road Renovation	40,000.00	0	0	0	0
78	Disc Golf	10,000.00	0	0	0	0
79	Fence, US Real Property, D.U.	35,000.00	0	0	0	0
80	Parking Lot, Century Dr., D.U.	0.00	30,000	0	0	0
81	Cricket Field Lighting	0.00	0	0	0	175,000
82	Rookery Restoration	0.00	20,000	0	0	0
	Total	$423,749.74	$50,000	$2,220,000	$1,000,000	$1,175,000

Oakland County Parks and Recreation Commission
2006 Capital Improvement Budget and Four-Year Forecast

Orion Oaks

	Project	Adopted 2006 Capital Budget	Four-Year Forecast (In Dollars) 2007	2008	2009	2010
4	Day Use Area Design	0.00	50,000	0	0	0
5	Shelter Restroom, East	120,000.00	0	0	0	0
19	Fence, Maintenance Area	10,000.00	0	0	0	0
20	Gravel Dr. & Parking Lot, Maint. Area	14,500.00	0	0	0	0
21	Gravel Parking Lot, Bark Park.	125,000.00	0	0	0	0
22	Day Use Area Construction	0.00	0	2,750,000	0	0
	Total	$269,500.00	$50,000	$2,750,000	$0	$0

Red Oaks

	Project	Adopted 2006 Capital Budget	Four-Year Forecast (In Dollars) 2007	2008	2009	2010
66	Bark Park	25,000.00	0	0	0	0
68	Relocate Building Entrance, W.P.	0.00	50,000	0	0	0
70	Protective Fence	49,625.00	0	0	0	0
71	Parking Lot Expansion, W.P.	250,000.00	0	0	0	0
	Total	$324,625.00	$50,000	$0	$0	$0

Rose Oaks

	Project	Adopted 2006 Capital Budget	Four-Year Forecast (In Dollars) 2007	2008	2009	2010
2	Entrance Sign	0.00	10,000	0	0	0
3	Day Use Area Design	0.00	0	0	100,000	
7	Trail Development	0.00	10,000	0	0	0
10	Docks	0.00	25,000	0	0	0
11	Master Plan	40,000.00	0	0	0	0
12	Day Use Area Construction	0.00	0	0	0	1,000,000
	Total	$40,000.00	$45,000	$0	$100,000	$1,000,000

Oakland County Parks and Recreation Commission
2006 Capital Improvement Budget and Four-Year Forecast

Springfield Oaks Golf Course

	Project	Adopted 2006 Capital Budget	Four-Year Forecast (In Dollars) 2007	2008	2009	2010
33	Walk-in Kitchen Cooler	0.00	20,000	0	0	0
50	Relocate Davis House	0.00	40,000	0	0	0
53	Cart Path Extensions	20,000.00	0	0	0	0
	Golf Course Total	**$20,000.00**	**$60,000.00**	**$0.00**	**$0.00**	**$0.00**

Springfield Oaks Activity Center

	Project	Adopted 2006 Capital Budget	Four-Year Forecast (In Dollars) 2007	2008	2009	2010
39	Site Development, Ellis Barn, A.C.	61,547.15	0	0	0	0
40	Relocate Ellis Barn, A.C. (A)	813,000.00	0	0	0	0
43	Pump Station	4,682.50	0	0	0	0
46	Outside Electrical Upgrade, A.C.	35,000.00	0	0	0	0
47	Restroom/Shower Addition, A.C. Pavillio	25,000.00	0	0	0	0
48	Septic System Design, A.C.	10,000.00	0	0	0	0
49	Equestrian Center , A.C. (B)	843,600.00	826,510	0	0	0
51	(2) Pole Barns from Maple Grange, A.C.	161,324.00	0	0	0	0
52	Restroom/Shower Addition, A.C. Pole Ba	25,000.00	0	0	0	0
54	Land Acquisition, Lucas, A.C.	6,369.49	0	0	0	0
55	Septic System Construction, A.C. (D)	190,000.00	0	0	0	0
56	Fence, Lucas Property, A.C.	20,000.00	0	0	0	0
57	Community Service Garden Sitework (E)	58,000.00	0	0	0	0
58	Bark Park	0.00	25,000	0	0	0
	Activity Center Total	**2,253,523.14**	**851,510**	**0**	**0**	**0**
	Springfield Oaks Total	**$2,273,523.14**	**$911,510**	**$0**	**$0**	**$0**

(A) State ISTEA Grant $600,000/RBI Donation $75,000/Springfield Township Donation $20,000/Friends of Ellis Barn $3,000/Ellis Family $20,000/O.C.P.&R. Funds $146,057

(B) 4-H Fair Board $106,100/O.C.P.&R. Funds $737,500 = $843,600 in FY2006. 4-H Fair Board $139,300/O.C.P.&R. $687,210 = $826,510 in FY2007. Subject to zoning ordinance change by Springfield Township to allow RV storage.

(C) Maple Grange LLC. Pole Barns Donation $122,000/4-H Fair Board, Relocation Cost Donation $40,000

(D) 4-H Fair Board $190,000

(E) Various Donations possibilities are being researched.

Oakland County Parks and Recreation Commission
2006 Capital Improvement Budget and Four-Year Forecast

Waterford Oaks

	Project	Adopted 2006 Capital Budget	Four-Year Forecast (In Dollars) 2007	2008	2009	2010
35	Picnic Shelter, Rabbit Run, Tob. C.	0.00	0	75,000	0	0
36	Parking Lot Improvement, A.C.	60,000.00	0	0	0	0
39	Play Lot, Toboggan Complex	0.00	30,000	0	0	0
45	Art Sculpture, Admin.	20,000.00	0	0	0	0
56	Toboggan Tower Renovation (w/lift)	0.00	165,000	0	0	0
58	Adventure River, W.P.	0.00	0	2,000,000	0	0
59	Picnic Shleter, WP	14,000.00	0	0	0	0
66	Asphalt Trail System, Phase II	0.00	100,000	0	0	0
67	Storage Building, Tech. Support	0.00	0	0	40,000	0
68	Picnic Shelter, Sled Hill	0.00	35,000	0	0	0
69	Tennis Courts	0.00	0	0	0	300,000
70	Skate Park, BMX	0.00	300,000	0	0	0
71	Parking Lot Expansion, W.P.	0.00	0	100,000	0	0
72	Rec. Office Building Addition Design	20,000.00	0	0	0	0
73	Rec. Office Building Addition	275,000.00	0	0	0	0
74	Material Storage Bins	10,000.00	0	0	0	0
75	Picnic Shelter, Parkview	0.00	0	40,000	0	0
	Total	**$399,000.00**	**$630,000**	**$2,215,000**	**$40,000**	**$300,000**

White Lake Oaks

	Project	Adopted 2006 Capital Budget	Four-Year Forecast (In Dollars) 2007	2008	2009	2010
12	Clubhouse	3,423,077.00	0	0	0	0
41	Clubhouse Sitework, Parking & Cart Pat	305,000.00	0	0	0	0
42	Clubhouse Landscaping	110,000.00	0	0	0	0
43	Cart Part Extension	0.00	0	0	0	0
	Total	**$3,838,077.00**	**$0**	**$0**	**$0**	**$0**

Education in Oakland County





Oakland County is home to several of Michigan's institutions of higher learning including Oakland University,

BOND AND INTEREST REDEMPTION FUNDS



L. Brooks Patterson, County Executive

OAKLAND COUNTY, MICHIGAN

FY 2006 - 2007 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 2006 through 2007. 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
-Airport T-Hangar

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
FY 2006/FY2007
BIENNIAL BUDGET
BOND AND INTEREST REDEMPTION FUNDS

Lyon Oaks Park #307000	FY 2003 Actual	FY 2004 Actual	FY 2005 Est. Actual	FY 2006 Adopted Budget	FY 2007 Adopted Budget
Fund Balance - October 1	$ 5	$ 5	$ 5	$ 5	$ 5
Revenue:					
Transfers In	$ 572,100	$ 580,306	$ 562,869	$ 569,888	$ 575,875
Interest Income	-	-	-	-	-
Total Revenue	$ 572,100	$ 580,306	$ 562,869	$ 569,888	$ 575,875
Expenditures:					
Principal Payments	$ 425,000	$ 450,000	$ 450,000	$ 475,000	$ 500,000
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	146,800	130,006	112,569	94,588	75,575
Paying Agent Fees	300	300	300	300	300
Total Expenditures	$ 572,100	$ 580,306	$ 562,869	$ 569,888	$ 575,875
Incr/(Decr) Fund Balance	$ -	$ -	$ -	$ -	$ -
Fund Balance - September 30	$ 5	$ 5	$ 5	$ 5	$ 5

Bldg. Auth. Refunding 2004 (Computer Center) #348000	FY 2003 Actual	FY 2004 Actual	FY 2005 Est. Actual	FY 2006 Adopted Budget	FY 2007 Adopted Budget
Fund Balance - October 1	$ -	$ -	$ 2,291	$ 5	$ 5
Revenue:					
Transfers In	$ -	$ 33,110	$ 81,620	$ 83,206	$ 1,082,463
Interest Income	-	2,286	-	-	-
Total Revenue	$ -	$ 35,396	$ 81,620	$ 83,206	$ 1,082,463
Expenditures:					
Principal Payments	$ -	$ 25,000	$ 35,000	$ 35,000	$ 1,035,000
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	-	8,068	47,906	47,206	46,463
Paying Agent Fees	-	37	1,000	1,000	1,000
Total Expenditures	$ -	$ 33,105	$ 83,906	$ 83,206	$ 1,082,463
Incr/(Decr) Fund Balance	$ -	$ 2,291	$ (2,286)	$ -	$ -
Fund Balance - September 30	$ -	$ 2,291	$ 5	$ 5	$ 5

West Wing Extension 1998 Refunding #347000	FY 2003 Actual	FY 2004 Actual	FY 2005 Est. Actual	FY 2006 Adopted Budget	FY 2007 Adopted Budget
Fund Balance - October 1	$ 5	$ 5	$ 5	$ 5	$ 5
Revenue:					
Transfers In	$ 1,445,606	$ 1,445,981	$ 1,439,388	$ 1,481,044	$ 1,463,763
Interest Income	-	-	-	-	-
Total Revenue	$ 1,445,606	$ 1,445,981	$ 1,439,388	$ 1,481,044	$ 1,463,763
Expenditures:					
Principal Payments	$ 1,020,000	$ 1,065,000	$ 1,105,000	$ 1,195,000	$ 1,230,000
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	425,306	380,681	334,088	285,744	233,463
Paying Agent Fees	300	300	300	300	300
Total Expenditures	$ 1,445,606	$ 1,445,981	$ 1,439,388	$ 1,481,044	$ 1,463,763
Incr/(Decr) Fund Balance	$ -	$ -	$ -	$ -	$ -
Fund Balance - September 30	$ 5	$ 5	$ 5	$ 5	$ 5

OAKLAND COUNTY
FY 2006/FY2007
BIENNIAL BUDGET
BOND AND INTEREST REDEMPTION FUNDS

Work Release Facility #311000	FY 2003 Actual	FY 2004 Actual	FY 2005 Est. Actual	FY 2006 Adopted Budget	FY 2007 Adopted Budget
Fund Balance - October 1	$ 5	$ 5	$ 5	$ 5	$ 5
Revenue:					
Transfers In	$ 1,921,137	$ 1,915,200	$ 1,909,050	$ 1,899,050	$ 1,887,150
Interest Income	-	-	-	-	-
Total Revenue	$ 1,921,137	$ 1,915,200	$ 1,909,050	$ 1,899,050	$ 1,887,150
Expenditures:					
Principal Payments	$ 825,000	$ 850,000	$ 875,000	$ 900,000	$ 925,000
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	1,095,862	1,064,925	1,033,050	998,050	961,150
Paying Agent Fees	275	275	1,000	1,000	1,000
Total Expenditures	$ 1,921,137	$ 1,915,200	$ 1,909,050	$ 1,899,050	$ 1,887,150
Incr/(Decr) Fund Balance	$ -	$ -	$ -	$ -	$ -
Fund Balance - September 30	$ 5	$ 5	$ 5	$ 5	$ 5

Rochester (52-3) District Court #316523	FY 2003 Actual	FY 2004 Actual	FY 2005 Est. Actual	FY 2006 Adopted Budget	FY 2007 Adopted Budget
Fund Balance - October 1	$ 5	$ 5	$ 5	$ 5	$ 5
Revenue:					
Transfers In	$ 1,362,025	$ 1,372,025	$ 1,380,563	$ 1,386,063	$ 1,389,125
Interest Income	-	-	-	-	-
Total Revenue	$ 1,362,025	$ 1,372,025	$ 1,380,563	$ 1,386,063	$ 1,389,125
Expenditures:					
Principal Payments	$ 600,000	$ 625,000	$ 650,000	$ 675,000	$ 700,000
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	761,750	746,750	729,563	710,063	688,125
Paying Agent Fees	275	275	1,000	1,000	1,000
Total Expenditures	$ 1,362,025	$ 1,372,025	$ 1,380,563	$ 1,386,063	$ 1,389,125
Incr/(Decr) Fund Balance	$ -	$ -	$ -	$ -	$ -
Fund Balance - September 30	$ 5	$ 5	$ 5	$ 5	$ 5

Rochester Hills Sheriff Substation #316100	FY 2003 Actual	FY 2004 Actual	FY 2005 Est. Actual	FY 2006 Adopted Budget	FY 2007 Adopted Budget
Fund Balance - October 1	$ -	$ -	$ -	$ -	$ -
Revenue:					
Transfers from Municipalities	$ 400,436	$ 377,613	$ 398,088	$ 392,088	$ 386,088
Interest Income	-	-	-	-	-
Total Revenue	$ 400,436	$ 377,613	$ 398,088	$ 392,088	$ 386,088
Expenditures:					
Principal Payments	$ 175,000	$ 175,000	$ 200,000	$ 200,000	$ 200,000
Payment to Bond Escrow Agent	-		-		-
Interest Payments	224,886	202,338	197,088	191,088	185,088
Paying Agent Fees	550	275	1,000	1,000	1,000
Total Expenditures	$ 400,436	$ 377,613	$ 398,088	$ 392,088	$ 386,088
Incr/(Decr) Fund Balance	$ -	$ -	$ -	$ -	$ -
Fund Balance - September 30	$ -	$ -	$ -	$ -	$ -

OAKLAND COUNTY
FY 2006/FY2007
BIENNIAL BUDGET
BOND AND INTEREST REDEMPTION FUNDS

New Office Building Renovation #315000 (Series 2003 & 2004A)	FY 2003 Actual	FY 2004 Actual	FY 2005 Est. Actual	FY 2006 Adopted Budget	FY 2007 Adopted Budget
Fund Balance - October 1	$ -	$ -	$ 5	$ 5	$ 5
Revenue:					
Transfers In	$ 169,011	$ 565,455	$ 1,659,824	$ 2,062,165	$ 2,090,351
Interest Income	-	-	-	-	-
Total Revenue	$ 169,011	$ 565,455	$ 1,659,824	$ 2,062,165	$ 2,090,351
Expenditures:					
Principal Payments	$ -	$ 275,000	$ 975,000	$ 1,000,000	$ 1,050,000
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	169,011	289,733	682,824	1,060,165	1,038,351
Paying Agent Fees	-	722	2,000	2,000	2,000
Total Expenditures	$ 169,011	$ 565,455	$ 1,659,824	$ 2,062,165	$ 2,090,351
Incr/(Decr) Fund Balance	$ -	$ 5	$ -	$ -	$ -
Fund Balance - September 30	$ -	$ 5	$ 5	$ 5	$ 5

Airport T-Hangar #317000	FY 2003 Actual	FY 2004 Actual	FY 2005 Est. Actual	FY 2006 Adopted Budget	FY 2007 Adopted Budget
Fund Balance - October 1	$ -	$ -	$ -	$ 5	$ 5
Revenue:			504,604	484,103	484,403
Interest Income	-	-	162	-	-
Total Revenue	$ -	$ -	$ 504,766	$ 484,103	$ 484,403
Expenditures:					
Principal Payments	$ -	$ -	$ 230,000	$ 235,000	$ 240,000
Payment to Bond Escrow Agent	-	-	-	-	-
Interest Payments	-	-	273,761	248,103	243,403
Paying Agent Fees	-	-	1,000	1,000	1,000
Total Expenditures	$ -	$ -	$ 504,761	$ 484,103	$ 484,403
Incr/(Decr) Fund Balance	$ -	$ -	$ 5	$ -	$ -
Fund Balance - September 30	$ -	$ -	$ 5	$ 5	$ 5

COUNTY SHARE OF INDEBTEDNESS



L. Brooks Patterson, County Executive

FY 2006 - 2007 BIENNIAL BUDGET

COUNTY SHARE OF INDEBTEDNESS
CURRENT PAYMENTS

The following schedule provides a summary of overlapping debt obligations for the budget period, including annual principal and interest payments for 2006 and 2007. 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 County has the authority to issue up to $7.35 billion in debt (10% percent of its State Equalized Value); however, the actual outstanding debt is $326.6 million, or 4.45% of the permissible amount.

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 2005, the General Fund Balance was used to pay for cost saving technology enhancements such as implementation of the Peoplesoft Financial and Supply Chain System, expansion of the COMSTAT website to enhance community policing efforts, and improvements to the Community Corrections database. Renovations to the Sheriff's Dispatch Center were also paid for from the General Fund Balance. 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 of government 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.

2006-2007 BIENNIAL BUDGET
COUNTY SHARE OF CURRENT INDEBTEDNESS PAYMENTS
PERIOD ENDING: September 30, 2005

DEBT TYPE	YEAR 2006			YEAR 2007		
	Principal	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
LAKE LEVEL BONDS-LIMITED TAX						
Watkins Lake Level, Series 2004	50,000.00	15,140.00	65,140.00	50,000.00	14,002.50	64,002.50
Total	**-**	**15,140.00**	**65,140.00**	**50,000.00**	**14,002.50**	**64,002.50**
DRAINS BONDS - LIMITED TAX						
Acacia Park CSO-Series 1998 C	1,505.00	616.30	2,121.30	1,505.00	556.10	2,061.10
Korzon	2,764.80	2,870.55	5,635.35	3,456.00	2,704.67	6,160.67
George Kuhn Series 2000B	3,434.63	4,614.80	8,049.43	3,816.25	4,442.59	8,258.84
George Kuhn Series 2002A	5,342.75	7,032.39	5,342.75	5,342.75	6,805.33	12,148.08
McIntyre	822.90	406.78	1,229.68	886.20	363.41	1,249.61
Robert Reid	93,800.00	7,058.45	100,858.45	93,800.00	2,345.00	96,145.00
Wolf	28,408.00	11,842.64	40,250.64	29,680.00	10,600.85	40,280.85
Total	**136,078.08**	**34,441.91**	**163,487.60**	**138,486.20**	**27,817.95**	**166,304.15**
REFUNDING DRAIN BONDS - LIMITED TAX						
Acacia Park CSO D.D. Ref., Series 2003	9,481.50	2,412.51	11,894.01	10,083.50	2,289.26	12,372.76
B'ham CSO D. D., Ser. 1999 Ref.	638.00	440.68	1,078.68	638.00	411.01	1,049.01
B'ham CSO D.D. Ref., Ser. 2001	1,624.00	952.71	2,576.71	1,696.50	887.75	2,584.25
Blfd. Twp. CSO D.D. Ref., Ser. 2005	34,920.00	8,668.89	43,588.89	33,756.00	7,810.44	41,566.44
Blfd. Vill. CSO D.D. Ref., Ser. 2001-F	80,648.75	52,339.75	132,988.50	80,648.75	49,113.32	129,762.07
Blfd. Vill. CSO D.D. Ref., Ser. 2001-E	27,473.75	14,716.62	42,190.37	26,587.50	13,727.57	40,315.07
Caddell Drain. Dist. Ref., Ser. 2003	12,281.94	3,312.22	15,594.16	11,909.76	3,066.58	14,976.34
Crake Drain. Dist. Ref., Ser. 2003	10,217.00	1,529.09	11,746.09	9,916.50	1,320.55	11,237.05
Ireland Drain. Dist., Ser. 1997 Ref.	3,699.00	875.67	4,574.67	3,836.00	695.75	4,531.75
Lueders D. D., Ser. 1999 Ref.	8,352.00	2,588.86	10,940.86	9,396.00	2,173.87	11,569.87
Minnow Pond D.D. Ref., Ser. 2001	16,324.12	4,988.89	21,313.01	18,952.58	4,261.30	23,213.88
Pebble Creek D.D. Ref., Ser. 2003	17,015.00	2,702.06	19,717.06	16,600.00	2,361.97	18,961.97
Robert A. Reid D.D. Ref., Ser. 2005	13,132.00	49,593.00	62,725.00	13,132.00	49,199.04	62,331.04
Total	**235,807.06**	**145,120.95**	**380,928.01**	**237,153.09**	**137,318.41**	**374,471.50**
DELINQUENT TAX NOTES - LIMITED TAXABLE						
Delinquent Tax Notes, Series 2005	25,000,000.00	487,500.00	25,487,500.00			-
Total	**25,000,000.00**	**487,500.00**	**25,487,500.00**	**0.00**	**0.00**	**0.00**
MICHIGAN BOND AUTHORITY DRAIN BONDS						
Birmingham CSO D.D., Series 1994P	623.50	151.09	774.59	638.00	138.62	776.62
Blfd. Vill. CSO D.D., Series 1994Q	26,587.50	6,434.17	33,021.67	26,587.50	5,902.42	32,489.92
George Kuhn, Series 2000C	11,783.53	5,990.29	17,773.82	12,095.68	5,691.80	17,787.48
George Kuhn, Series 2001H	50,374.50	29,511.06	79,885.56	51,595.70	28,236.43	79,832.13
Total	**89,369.03**	**42,086.61**	**131,455.64**	**90,916.88**	**39,969.27**	**130,886.15**
BUILDING AUTHORITY BONDS - LIMITED TAX						
Lyon Oaks, Series 1998	475,000.00	94,587.50	569,587.50	500,000.00	75,575.00	575,575.00
Oakland Int'l Airport T-Hangar, Series 2004	235,000.00	248,102.50	483,102.50	240,000.00	243,402.50	483,402.50
Oakland Schools Renovation, Series 2003	275,000.00	278,732.50	553,732.50	300,000.00	273,232.50	573,232.50
Office Building Renovation, Series 2004	725,000.00	781,431.26	1,506,431.26	750,000.00	765,118.76	1,515,118.76
Rochester District Court, Series 2002	675,000.00	710,062.50	1,385,062.50	700,000.00	688,125.00	1,388,125.00
Work Release Facility, Series 2002	900,000.00	998,050.00	1,898,050.00	925,000.00	961,150.00	1,886,150.00
Total	**3,285,000.00**	**3,110,966.26**	**6,395,966.26**	**3,415,000.00**	**3,006,603.76**	**6,421,603.76**
REFUNDING BUILDING AUTHORITY BONDS - LIMITED TAX						
Computer Center Ref., Series 2004	35,000.00	46,834.38	81,834.38	1,035,000.00	34,818.75	1,069,818.75
West Wing Ref., Series 1998	1,195,000.00	285,743.75	1,480,743.75	1,230,000.00	233,462.50	1,463,462.50
Total	**1,230,000.00**	**332,578.13**	**1,562,578.13**	**2,265,000.00**	**268,281.25**	**2,533,281.25**
Grand Total	**4,976,254.17**	**4,167,833.86**	**34,187,055.64**	**6,196,556.17**	**3,493,993.14**	**9,690,549.31**

Statutory Limit - 10% of Current State Equalized Value	**$ 7,345,918,835.90**
Less: Outstanding Debt Credit (9-30-05)	**326,648,722.00**
Available Balance	**$ 7,019,270,113.90**

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
attend the annual funfest.

GENERAL APPROPRIATIONS ACT

COUNTY OF OAKLAND
FISCAL YEAR 2006 BUDGET
GENERAL APPROPRIATIONS ACT

MISCELLANEOUS RESOLUTION #05225
BY: Finance Committee, Chuck Moss, Chairperson
IN RE: FISCAL YEAR 2006 GENERAL APPROPRIATIONS ACT
To the Oakland County Board of Commissioners
Chairperson, Ladies and Gentlemen:

WHEREAS in accordance with the provisions of Public Act 139 of 1973, the Unified Form of County Government Act, and Public Act 621 of 1978 (as amended by P.A. 493 of 2000), the Uniform Budgeting and Accounting Act for Local Government, it is the responsibility of the Oakland County Board of Commissioners to establish and adopt the annual County Budget and work program; and

WHEREAS the Finance Committee received budget requests from all County Departments, and has reviewed in detail the County Executive's Fiscal Year 2006 Budget Recommendation; and

WHEREAS the Finance Committee, after due deliberation, has formulated a Recommended General Appropriations Act balancing total appropriations with available resources at $730,365,982 for Fiscal Year 2006, a summary of which was included in the Notice of Public Hearing published in newspapers of general circulation; and

WHEREAS the further intent of this resolution is to maintain a budgetary system for the County of Oakland on the same basis of accounting (generally accepted accounting principles) as the actual financial information is maintained; to define the powers and duties of the County's officers in relation to that system; to designate the Chief Administrative Officer and Fiscal Officer; and to provide that the Board of Commissioners and committees thereof, as well as the Fiscal Officer, shall be furnished with information by the departments, boards, commissions and offices relating to their financial needs, revenues and expenditures/expenses, and general affairs; to prescribe a disbursement procedure, to provide for an allotment system; and to provide remedies for refusal or neglect to comply with the requirements of this resolution; and

WHEREAS the Circuit Court Mediation Fund (Miscellaneous Resolution #90177) is used to cover the total cost of Attorney Mediators, with the balance to be used for enhancement of Court operations as requested by the Court and approved by the Board of Commissioners; and

WHEREAS the Board of Commissioners supports the concept of cultural diversity training for Oakland County employees and requires all supervisory, division manager and director level employees to attend cultural diversity training and

WHEREAS in order to maintain the long-term financial stability of Oakland County, and its communities, a Capital & Cooperative Initiatives Revolving Fund (CCIRF) should be established with funding from the Revenue Sharing Reserve fund, to support various initiatives as outlined in this resolution.

NOW THEREFORE BE IT RESOLVED the Oakland County Board of Commissioners does hereby adopt and amend the Fiscal Year 2006 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 $718,000 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 $506,824) and the Sheriff's Department (5/17 or $211,176).

BE IT FURTHER RESOLVED that funds from the Civil Mediation Account (10100-240201) be utilized to cover the total costs incurred in Fiscal Year 2006 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" (Miscellaneous Resolution #89276) which requires Board approval of repayment terms at an interest rate no less than the prevailing six-month Treasury Bill rate and that such rates shall be computed and compounded quarterly.

BE IT FURTHER RESOLVED that $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 a Capital & Cooperative Initiatives Revolving Fund (CCIRF) be established with the following policy guidelines:

1) The fund is budgeted as a special revenue fund, deriving its funding from a transfer from the Revenue Sharing Reserve Fund (established pursuant to P.A. 357 of 2004).

2) Interest earned for investments of CCIRF monies will remain in the CCIRF.

3) No direct expenditures will be made from CCIRF, rather funds will be transferred from CCIRF, to various county funds to provide the following:

   a) Support the County's capital improvement projects;

   b) Support of initiatives that impact the services provided to Oakland County residents through the County government and the various cities, villages, and townships within the County.

4) Use of CCIRF funds which are appropriated through the biennial budget process, shall comply with the standing rules of the Board of Commissioners and will be released upon the approval of the Fiscal Officer and reported to the Finance Committee.

5) Use of CCIRF Funds, not appropriated during the biennial budget process, will be limited to one-time expenditures and require approval of a majority vote of the Board of Commissioners.

6) Should the amount appropriated from CCIRF, in any one fiscal year not be transferred, the Fiscal Officer, with Board of Commissioner approval may make a transfer to the County's

Voluntary Employee Benefit Association (VEBA) in an amount not up to, but not exceeding the annual appropriation.

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 Personnel Property so as to generate $246,640,551 to support the FY 2006 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, or amended budget, for the current fiscal year,

   (b) An estimate of the expenditure amounts required to conduct, the government of Oakland County, including its budgetary centers,

   (c) Revenue data for the most recently completed fiscal year and estimated revenues, or amended budget, for the current fiscal year,

   (d) An estimate of revenues, by source, to be raised or received by Oakland County in the ensuing fiscal years,

   (e) The amount of surplus or deficit from prior fiscal years, together with an estimate of the amount of surplus or deficit expected in the current fiscal year,

   (f) An estimate of the amount needed for deficiency, contingent or emergency purposes and the amounts needed to pay and discharge the principal and interest of the debt of Oakland County due in the ensuing fiscal years,

   (g) The amount of proposed capital outlay expenditures, except those financed by enterprise, capital projects, or internal service funds, including the estimated total costs and proposed method of financing of each capital construction project and the projected additional annual operating cost and the method of financing the operating costs of each capital construction project for three (3) years beyond the fiscal year covered by the budget,

   (h) An informational summary of projected revenues and expenditures/expenses of any capital projects, internal service, and enterprise funds,

   (i) A comparison of the revenue and expenditure amounts in the recommended budget

to the most recently approved budget-adopted by the Board of Commissioners with appropriate explanation of the variances,

(j) Any other data relating to fiscal conditions that the Fiscal Officer or the Board of Commissioners or committees thereof consider to be useful in evaluating the financial needs of the County.

9. Not less than ninety (90) days before the next succeeding fiscal year, the County Executive shall transmit the recommended budget to the County Board of Commissioners. The recommended budget shall be accompanied by:

(a) A proposed general appropriations measure, consistent with the budget, which shall set forth the anticipated revenue and requested expenditure/expense authority in such form and in such detail deemed appropriate by the Board of Commissioners or committees thereof. No appropriations measure shall be submitted to the Board of Commissioners in which estimated total expenditures/expenses, including an accrued deficit, exceed estimated total revenues, including an available surplus.

(b) A budget message which shall explain the reasons for increases or decreases in budgeted items compared with the current fiscal year, the policy of the County Executive as it relates to important budgetary items, and any other information that the County Executive determines to be useful to the Board of Commissioners in its consideration of proposed appropriations.

(c) A comparison of the recommended budget to the most recently approved current year budget, together with an analysis and explanation of the variances therefrom, such variances being divided to show the portion attributable to the current year budget amendments and the portion resulting from the recommended budget.

10. The County Board of Commissioners, or any committee thereof, may direct the County Executive and/or other elected officials to submit any additional information it deems relevant in its consideration of the budget and proposed appropriations measure. The Board of Commissioners or the committees thereof may conduct budgetary reviews with the Fiscal Officer, and/or County departments and divisions or agencies, etc., for the purpose of clarification or justification of proposed budgetary items.

11. The County Board of Commissioners may revise, alter, or substitute for the proposed general appropriations measure in any way, except that it may not change it in a way that would cause total appropriations, including an accrued deficit, to exceed total estimated revenues, including an unappropriated surplus. An accrued deficit shall be the first item to be resolved in the general appropriations measure.

12. The County Board of Commissioners shall fix the time and place of a public hearing to be held on the budget and proposed appropriations measure. The Clerk/Register shall then have published, in a

newspaper of general circulation within the County of Oakland, notice of the hearing and an indication of the place at which the budget and proposed appropriations measure may be inspected by the public. This notice must be published at least seven days before the date of the hearing.

13. No later than September 30, the Board of Commissioners shall pass a general appropriations measure providing the authority to make expenditures and incur obligations on behalf of the County of Oakland. The supporting budgetary data to the general appropriations measure shall include at least the following:

(a) Expenditure data for the most recently completed fiscal year,

(b) The expenditures budget as originally adopted by the Board of Commissioners for the current fiscal year,

(c) The amended current year appropriations,

(d) An estimate of the expenditure amounts required to conduct, the government of Oakland County, including its budgetary centers,

(e) Revenue data for the most recently completed fiscal year and estimated revenues, or amended budget, for the current fiscal year,

(f) Budgeted revenue estimates as originally adopted by the Board of Commissioners for the current fiscal year,

(g) The amended current year Budgeted revenues,

(h) An estimate of revenues, by source, to be raised or received by Oakland County in the ensuing fiscal year,

(i) The amount of surplus or deficit from prior fiscal years, together with an estimate of the amount of surplus or deficit expected in the current fiscal year,

(j) An estimate of the amount needed for deficiency, contingent on emergency purposes, and the amounts needed to pay and to discharge the principal and interest of the debt of Oakland County due in the ensuing fiscal year,

(k) The amount of proposed capital outlay expenditures, except those financed by enterprise, capital project, or internal service funds, including the estimated total costs and proposed method of financing of each capital construction project and the projected additional annual operating cost and the method of financing the operating costs of each capital construction project for three (3) years beyond the fiscal year covered by the budget,

(l) An informational summary of projected revenues and expenditures/expenses of capital projects, internal service, and enterprise funds,

(m) Any other data relating to fiscal conditions that the Board of Commissioners considers to be useful in considering the financial needs of the County,

(n) Printed copies of the Board of Commissioners Adopted Budget, Financial Plan or

any facsimile thereof shall contain all of the above data unless otherwise approved by the Board of Commissioners,

14. The Board of Commissioners may authorize transfers between appropriation items by the County Executive or Fiscal Officer within limits stated in the appropriations measure. In no case, however, may such limits exceed those provided for in paragraph #22 of this resolution.

15. A deviation from the original general appropriations measure shall not be made without first amending the general appropriations measure through action by the Board of Commissioners, except within those limits provided for in paragraph #16 of this resolution.

16. Appropriations accumulated at the following three summary levels of expenditure within each County Department will be deemed maximum authorization to incur expenditures: Personnel Expenditures, Operating Expenditures, and Internal Support Expenditures . The County Executive or the Fiscal Officer shall exercise supervision and control of all budgeted expenditures within these limits, holding expenditures below individual line-item appropriations or allowing overruns in individual line-items providing that at no time shall the net expenditures exceed the total appropriation for Personnel and Operating Expenses, respectively, for each department as originally authorized or amended by the Board of Commissioners. 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 Human Resources Department.

    (d) Transfers may be made from salary and fringe benefit savings, resulting from use of Merit System Administrative Leave without Pay provisions, from departmental budgets to a non-departmental Administrative Leave account. Quarterly reports identifying such transfers and detailing the status of the non-departmental

Administrative Leave account shall be provided to the appropriate Board committees.

(e) Fringe benefit rates shall be established annually in the budget process to charge all General Fund/General Purpose, Special Revenue and Proprietary funds for actual employer fringe benefit costs. Such rates shall be sufficient to meet all fringe benefit costs including sick leave and annual leave accumulations, tuition reimbursement, employee training, retirees' medical and retirement administration. All funds collected for Retirement, Tuition Reimbursement, Social Security (FICA), Medical for active and retired employees, Disability, Dental, Optical, and Life and Accident Insurance shall be transferred to the Employee Fringe Benefit Fund as established by Miscellaneous Resolution #81-312. Sufficient funds shall be maintained in the Employee Fringe Benefit Fund liability account for sick leave and annual leave to cover the accumulated liability at an amount equal to 50% of the sick leave accumulation and 100% of the annual leave accumulation, including applicable Social Security (FICA) taxes thereon. All funds collected by Workers' Compensation and Unemployment Compensation shall be transferred to the Fringe Benefit Fund as established by Miscellaneous Resolution #81-012 and modified by Miscellaneous Resolution #96-024.

(f) The transfer of funds to the Capital Improvement Fund and Building Fund shall not be made prior to September 30, without approval from the Finance Committee of the Board of Commissioners.

(g) Transfers (advances) may be made as necessary from the Drain Revolving Fund to Drain Construction Funds and Drain Maintenance Funds as short term advances for costs incurred such as preliminary engineering fees and ongoing maintenance costs. Costs incurred by Drain Maintenance Funds and Drain Construction Funds will be repaid by the Drain Fund through assessments. Specific requests will be reviewed and approved by the Fiscal Officer.

(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 and appropriations carried forward 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 Miscellaneous Resolution #93-156, will be incorporated as an integral part of the ensuing year's Second Quarter Financial Forecast for the purposes of determining their continuation for the remainder of the year. The recommended year-end budget amendment shall be supported with a statement of revenues and expenditures and operating surplus or deficit which shall contain the following data: (1) budget as adopted; (2) budget amendments; (3) budget as adjusted; (4) revenues and expenditures, operating surplus or deficit; (5) accrued revenue and expenditures; (6) transfers; (7) total revenues and expenditures and transfers, operating surplus or deficit, including accruals and transfers; (8) encumbrances; (9) appropriations carried forward; (10) total revenues and appropriations utilized, operating surplus or deficit, including encumbrances and appropriations carried forward; (11) balance of revenues not collected, unencumbered appropriation balance, operating surplus or deficit; (12) detail of adjustments to designated and undesignated fund balance, detail of adjustment to reserves and/or any other utilization of surplus; (13) final surplus or deficit or undesignated fund balance carried forward to the subsequent year's budget.

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.

Chairperson, on behalf of the Finance Committee, I move the adoption of the foregoing resolution which embodies the Fiscal Year 2006 General Appropriations Act as detailed in the Fiscal Year 2006 Budget document, including subsequent amendments.

FINANCE COMMITTEE

Chuck Moss, Chairperson

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. See **STATE EQUALIZED VALUE** and **TAXABLE VALUE.**

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.

BALANCED BUDGET. The budget is said to be balanced when the total revenue budget equals the total expenditure budget. Total revenue may include revenue, other financing sources and transfers in from other funds. The budget may be balanced by using prior year funding, when funds are designated in the fund balance for that purpose.

BASIC FINANCIAL STATEMENTS. Those financial statements, including notes thereto, which are necessary for a fair presentation of the financial position and results of operations of an entity in conformity with GAAP.

BOND. A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

BONDED DEBT. That portion of indebtedness represented by outstanding bonds.

BUDGET. A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifiers, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. Budget does not include any of the following:

1. A fund for which the County acts as trustee or agent.
2. An intragovernmental service fund.
3. An enterprise fund.
4. A public improvement or building and site fund.
5. A special assessment fund.

BUDGET DOCUMENT. The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

BUDGET MESSAGE. A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message contains an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.

BUDGETARY ACCOUNTS. Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

BUDGETARY COMPARISONS. Governmental GAAP financial reports must include comparisons of approved budgeted amounts with actual results of operations. Such reports should be subjected to an independent audit, so that all parties involved in the annual operating budget legal appropriation process are provided with assurances that government monies are spent in accordance with the mutually agreed-upon budgetary plan.

BUDGETARY CONTROL. The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL BUDGET. A plan of proposed capital outlays and the means of financing them. See **CAPITAL PROGRAM.**

CAPITAL OUTLAYS. Expenditures which result in the acquisition of or addition to fixed assets.

CAPITAL PROGRAM. A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING PROGRAM. A voluntary program administered by GFOA to encourage governments to publish efficiently organized and easily readable CAFRs and to provide peer recognition and technical assistance to the finance officers preparing them.

CHIEF ADMINISTRATIVE OFFICER. The elected County Executive.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR). The official annual report of a government. It includes a Management Discussion and Analysis (MD&A), basic financial statements, notes to the basic financial statements and financial statements for each individual fund prepared in conformity with GAAP and organized into a financial reporting pyramid. It

also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed statistical section.

CONTROL ACCOUNT. An account in the general ledger where the aggregate of debit and credit postings to a number of identical or related accounts (called subsidiary accounts) are recorded. For example, Taxes Receivable is a control account supported by the aggregate of individual balances in individual property taxpayer's subsidiary accounts. See **GENERAL LEDGER** and **SUBSIDIARY ACCOUNT.**

COST. (1) The amount of money or other consideration exchanged for property or services. Costs may be incurred even before money is paid; that is, as soon as the liability is incurred. Ultimately, however, money or other consideration must be given in exchange. Again, the cost of some property or service may, in turn, become a part of the cost of another property or service. For example, the cost of part or all of the materials purchased at a certain time will be reflected in the cost of articles made from such materials or in the cost of those services in the rendering of which the materials were used. (2) Expense.

CURRENT ASSETS. Those assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used up or converted into cash within one year. Some examples are cash, temporary investments, and taxes receivable which will be collected within one year.

CURRENT LIABILITIES. Liabilities which are payable within one year.

CURRENT RESOURCES. Resources to which recourse can be had to meet current obligations and expenditures. Examples are current assets, estimated revenues or a particular period not yet realized, transfers from other funds authorized but not received, and in the case of certain funds, bonds authorized and unissued.

CURRENT TAXES. Taxes levied and becoming due within one year.

CVT. Cities, Villages and Townships.

DDA (DOWNTOWN DEVELOPMENT AUTHORITY). Amount expected to be lost from County property tax collection due to exemptions granted by local communities for redevelopment of deteriorated industrial areas. It is anticipated that by granting these exemptions and redevelopment of these areas, it will encourage economic development, create jobs and increase property tax valuation in future years.

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.

GAAP. See **GENERALLY ACCEPTED ACCOUNTING PRINCIPLES.**

GAAS. See **GENERALLY ACCEPTED AUDITING STANDARDS.**

GENERAL APPROPRIATIONS ACT. The budget as adopted by the Board of Commissioners.

GENERAL FUND. The fund used to account for all financial resources except those required to be accounted for in another fund.

GENERAL LONG-TERM DEBT. Long-term debt (other than special assessment bonds) expected to be repaid from governmental funds. See **LONG-TERM DEBT.**

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP). 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.

GFOA. Government Finance Officers Association of the United States and Canada. Association of public finance professionals that plays a major role in the development and promotion of GAAP for state and local governments and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946. It also publishes *Government Accounting, Auditing, and Financial Reporting*, commonly known as the "Blue Book".

GOVERNMENTAL ACCOUNTING. The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governments.

GOVERNMENTAL FUNDS. Funds generally used to account for tax supported activities. Governmental fund types are as follows: the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.

GRANTS. Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

INCOME. A term used in proprietary fund type accounting to represent (1) revenues or (2) the excess of revenues over expenses.

INTERFUND ACCOUNTS. Accounts in which transfers between funds are reflected.

INTERFUND LOANS. Loans made by one fund to another.

INTERGOVERNMENTAL REVENUES. Revenues from other governments in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

INTERNAL AUDIT. An independent appraisal activity within an organization for the review of operations as a service to management. It is a managerial control which functions by measuring and evaluating the effectiveness of other controls.

INTERNAL CONTROL. A plan of organization under which employees' duties are so arranged and records and procedures so designed as to make it possible to exercise effective, accounting control over assets, liabilities, revenues, and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations. Thus, for example, an employee handling cash would not post the accounts receivable records. Moreover, under such a system, the procedures to be followed are definitely laid down and require proper authorizations by designated officials for all actions to be taken.

INTERNAL SERVICE FUND. A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

INVENTORY. A detailed list showing quantities, descriptions, and values of property and frequently, units of measure and unit prices.

INVESTMENTS. Securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in governmental operation.

JUDGEMENT. An amount to be paid or collected by a government s the result of a court decision, including a condemnation award in payment for private property taken for public use.

LEGAL OPINION. (1) The opinion of an official authorized to render it, such as an attorney general or city attorney as to legality. (2) In the case of governmental bonds, the opinion of a specialized bond attorney as to the legality of a bond issue.

LEVY. (Verb) To impose taxes, special assessments, or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

LIABILITIES. Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

LONG-TERM DEBT. Debt with a maturity of more than one year after the date of issuance.

MISCELLANEOUS RESOLUTION (M.R.). Official approval by the Oakland County Board of Commissioners.

MODIFIED ACCRUAL BASIS. The accrual basis of accounting adapted to the governmental fund type. Spending Measurement Focus. Under it, revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period." Expenditures are recognized when the related fund liability is incurred except for: (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes of the financial statements; (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and (5) principal interest on long-term debt which are generally recognized when due. All governmental funds and Expendable Trust Funds are accounted for using the modified accrual basis of accounting.

MUNICIPAL. In its broadest sense, and adjective which denotes the state and all subordinate units of government. In a more restricted sense, an adjective which denotes a city or village as opposed to other local governments.

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.

PROPRIETARY FUNDS. Funds that focus on the determination of operating income, changes in net assets, (or cost recovery), financial position, and cash flows. Proprietary fund types are as follows: enterprise funds and internal service funds.

PURCHASE ORDER. A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

REIMBURSEMENTS. (1) Repayments of amounts remitted on behalf of another party. (2) Interfund transactions which constitute reimbursements of a fund for expenditures or expenses initially made from it which are properly applicable to another fund - e.g., an expenditure properly chargeable to a Special Revenue Fund was initially made from the General Fund, which is subsequently reimbursed. They are recorded as expenditures or expenses (as appropriate) in the reimbursing fund and as reductions of the expenditure or expense in the fund that is reimbursed.

RESERVE. (1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

RESERVE FOR ENCUMBRANCES. An account used to segregate a portion of fund balance for expenditure upon vendor performance.

RESOLUTION. An order of a legislative body which requires less legal formality than an ordinance or statute. It is a method by which the annual operating budget is enacted into law by the legislative body.

RESTRICTED ASSETS. Monies or other resources, the use of which is restricted by legal or contractual requirements. In governmental accounting, special treatments are applied to restricted assets arising out of revenue bond indentures in Enterprise Funds.

RETIREMENT ALLOWANCES. Amounts paid to government employees who have retired from active service or to their survivors.

REVENUE BONDS. Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the Enterprise Fund's property.

REVENUES. An addition to the assets of a fund which does not increase a liability, does not represent the recovery of an expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or a decrease in assets, and does not represent a contribution of fund capital in enterprise or in intra-governmental service funds.

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 for which they were originally issued. See **REVENUE BONDS.**

SEV. See **STATE EQUALIZED VALUE.**

SHARED REVENUES. Revenues levied by one government but shared on a predetermined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

SINGLE AUDIT. Expanded financial and compliance audits which are to include standardized program compliance audit elements. Single audits are expected eventually to eliminate the need for separate program compliance audits of individual federally assisted programs.

SPECIAL ASSESSMENT. A compulsory levy made against certain properties to defray part of all of the cost of a specific improvement or service deemed to primarily benefit those properties.

SPECIAL ASSESSMENT BONDS. Bonds payable from the proceeds of special assessments. If the bonds are payable only from the collections of special assessments, they are known as special assessment bonds. If, in addition to the assessments, the full faith and credit of the government are pledged, they are known as general obligation special assessment bonds.

SPECIAL ASSESSMENT ROLL. The official list showing the amount of special assessments levied against each property presumed to be benefited by an improvement or service.

SPECIAL REVENUE FUND. A fund used to account for the financing of public improvements or services deemed to benefit primarily the properties against which special assessments are levied.

STANDARD COST. The predetermined cost of performing an operation or producing a product when labor, materials, and equipment are utilized efficiently under reasonable and normal conditions. Normal conditions exist when there is an absence of special or extraordinary factors affecting the quality or quantity of the work performed, or the time or method of performing it.

STATE EQUALIZED VALUE (SEV). The State Equalized Value for a property represents 50% of its estimated market value. May also be referred to as Assessed Value (AV).

STATE TAXABLE VALUE (STV). May also be referred as Taxable Value (TV). Value of property at which tax is calculated. The State Taxable Value may be less than the State Equalized Value due to limitations by state ballot initiatives such as Headlee and Proposal A.

STATEMENT OF CHANGES IN 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 make against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

TIFA (TAX INCREMENT FINANCING AUTHORITY). Amount expected to be lost from County property tax collection due to exemptions granted by local communities for redevelopment of deteriorated industrial areas. It is anticipated that by granting these exemptions and redevelopment of these areas, it will encourage economic development, create jobs and increase property tax valuation in future years.

TRADITIONAL BUDGET. A term sometimes applied to the budget of a government wherein expenditures are based entirely or primarily on objects of expenditure. See **PROGRAM BUDGET** and **PERFORMANCE BUDGET.**

TRIAL BALANCE. A list of the balances of the accounts in a ledger kept by double entry, with the debit and credit balances shown in separate columns. If the totals of the debit and credit columns are equal of 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.

TV. See STATE **TAXABLE VALUE.**

UNQUALIFIED OPINION. An auditor's opinion which states that the basic financial statements of a specified entity are fairly presented in conformity with GAAP applies on a basis consistent with the prior year.

WORK ORDER. A written order authorizing and directing the performance of a certain task and issued to the person who is to direct the work. Among the items of information shown on the order are the nature and location of the job, specifications of the work to be performed, and a job number which is referred to in reporting the amount of labor, materials, and equipment used.