



FY 2016 - FY 2018
TRIENNIAL BUDGET & APPROPRIATIONS ACT

AS ADOPTED & AMENDED ON SEPTEMBER 17, 2015

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WELCOME TO OAKLAND COUNTY, MICHIGAN

A WORLD CLASS COMMUNITY

Oakland County, Michigan is synonymous with excellence. Its prosperous communities, natural landscapes, premier entertainment venues, diverse restaurants, quality schools, leading medical facilities and dependable business resources offer an unparalleled quality of life for those who live, work or spend leisure time in Oakland County. Over 1.2 million residents enjoy distinct neighborhoods including rural regions, walkable downtowns and thriving cities. Oakland County's diverse collection of cities, villages and townships offers a broad selection for every budget and lifestyle – from rolling farmland and rural regions to established city neighborhoods with tree-lined streets, parks and nearby schools, and newer developments and housing options. Quality-of-life advantages include 88,000 acres of park land, over 1,400 fresh-water lakes, miles of trails and pathways for hiking, biking and horseback riding. There are a wide variety of shopping experiences ranging from small boutiques to large high-end multi-level malls. Whether you're looking for a place to call home, raise a family, work or spend leisure time, there's a community with your name on it in Oakland County.

“If I had to identify the primary factors responsible for our financial management successes, they would be our committed adherence to long range planning and budgeting practices. It is forward planning coupled with action that separates Oakland County from the other counties in Michigan and the nation.”



*L. Brooks Patterson,
Oakland County Executive*





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



Guiding Principles

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

Vision

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

Oakland County is firmly committed to:

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



The Governmental Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Oakland County, Michigan for its triennial budget for the triennium beginning October 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

COUNTY EXECUTIVE ADMINISTRATION



L. BROOKS PATTERSON
OAKLAND COUNTY EXECUTIVE



GERALD POISSON
CHIEF DEPUTY COUNTY EXECUTIVE



PHIL BERTOLINI
CIO / DEPUTY COUNTY EXECUTIVE



ROBERT DADDOW
DEPUTY COUNTY EXECUTIVE



MALCOLM BROWN
DEPUTY COUNTY EXECUTIVE



MATTHEW GIBB
DEPUTY COUNTY EXECUTIVE



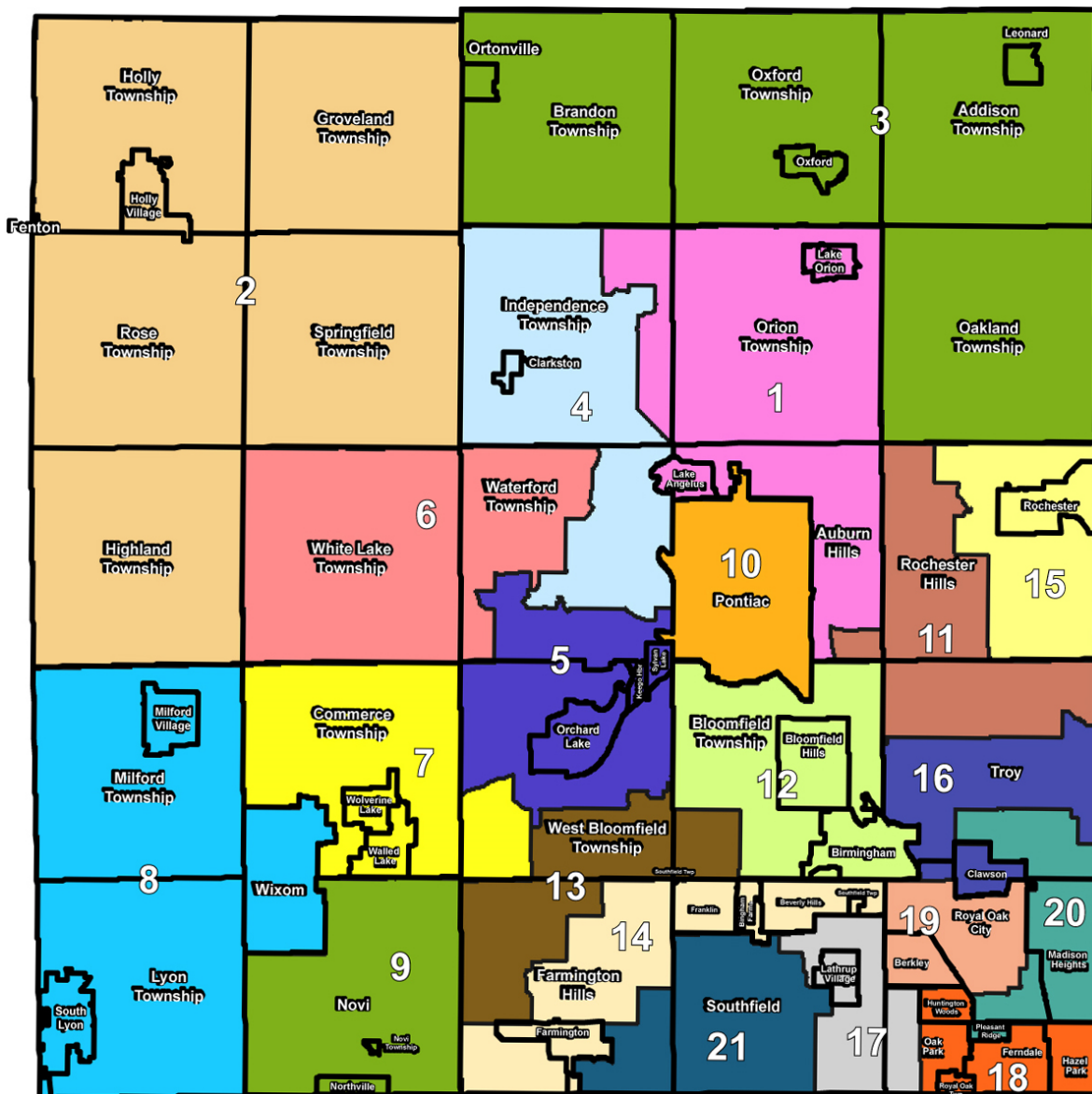
LAURIE VAN PELT
DIRECTOR
MANAGEMENT & BUDGET DEPT



JORDIE KRAMER
DIRECTOR
HUMAN RESOURCES DEPT

Oakland County Board of Commissioners

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



BOARD OF COMMISSIONERS

COMMITTEE CHAIRPERSONS



MICHAEL GINGELL
BOARD CHAIR



JEFF MATIS
BOARD VICE CHAIR



TOM MIDDLETON
FINANCE



CHRISTINE LONG
GENERAL GOVERNMENT



WILLIAM DWYER
PUBLIC SERVICE



MICHAEL SPISZ
HUMAN RESOURCES



PHILLIP J. WEIPERT
PLANNING & BUILDING



INTRODUCTION

FY2016-FY2018 Triennial Budget & Appropriations Act
AS ADOPTED & AMENDED ON SEPTEMBER 17, 2015

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. In 2014 it is estimated that Oakland County's population was 1,237,868. The 2010 U.S. Census reports 1,202,362 persons living in Oakland County.

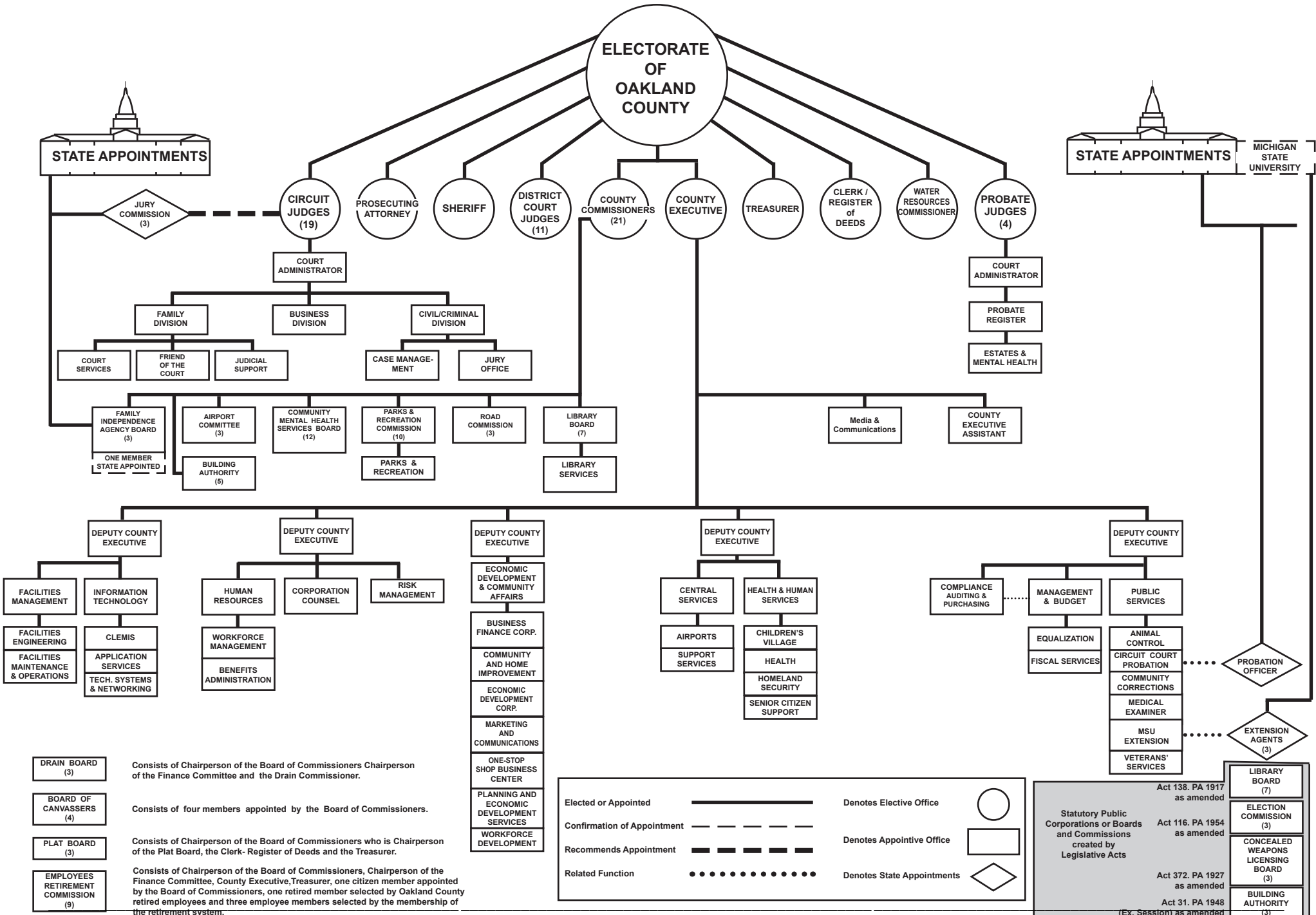
OAKLAND COUNTY GOVERNMENT

In August of 1974, Oakland's citizens voted to create the first unified form of government in the State of Michigan. Less than 60 such governments exist across the nation. The government is headed by an elected County Executive, whose responsibilities are similar to those of a governor or the mayor of a large city. The Oakland County Executive represents the interest of more than one million residents. It is the duty of the County Executive to administer the government on a day to day basis, to propose new programs and revamp existing ones. Under this structure, the Board of Commissioners performs a role similar to a state legislature or city council. Each elected Commissioner serves 57,000 constituents of their respective districts. Commissioners set government policy and act on their own proposals, and those by the County Executive and elected officials. These policies are then implemented by the County Executive and elected officials. The County Executive has the authority to veto acts of the Board, but the veto can be overridden by two-thirds vote of the Board.

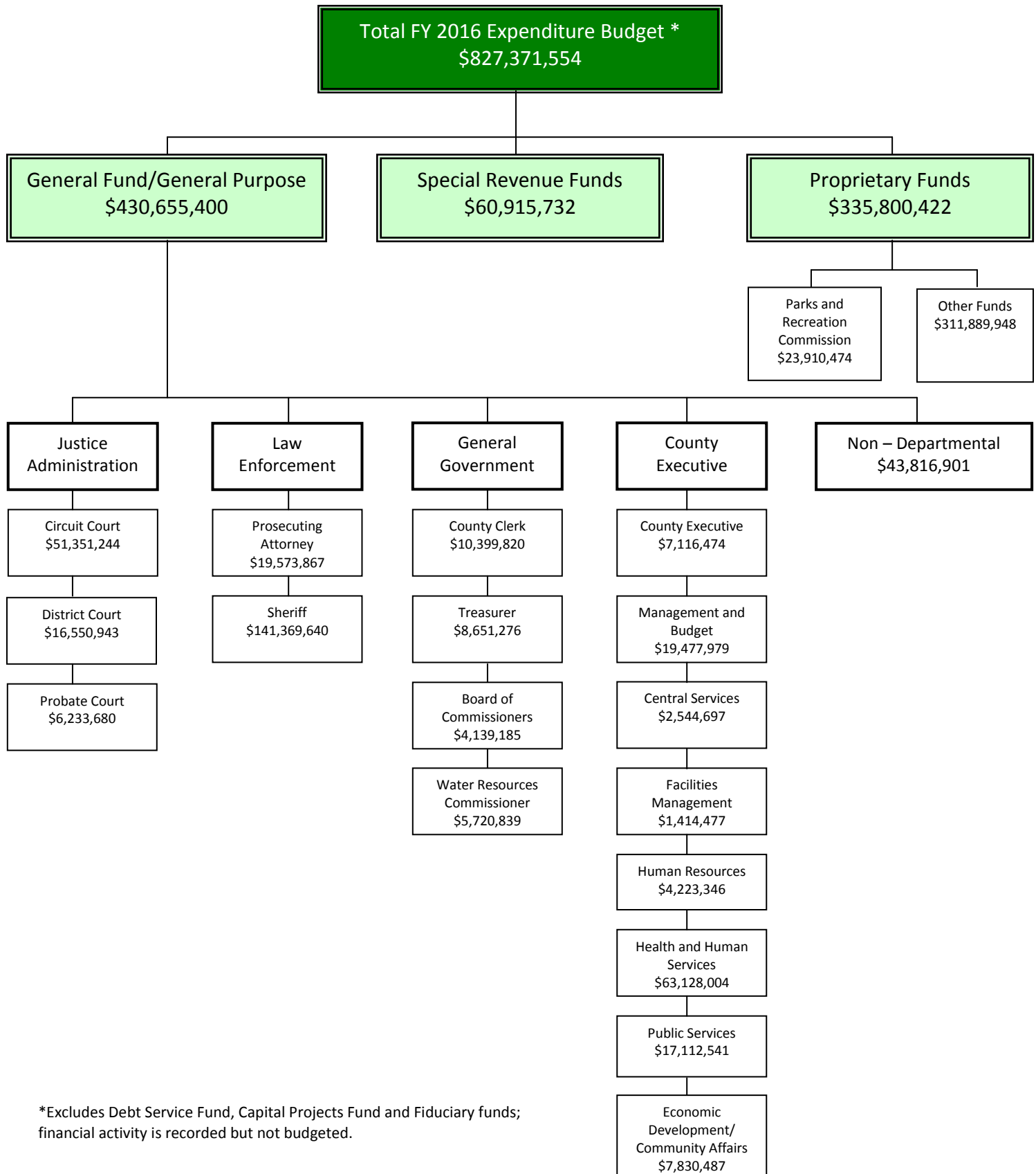
The third branch of government, the Judiciary, was not changed by the implementation of the executive form of government. Similarly, the remaining five offices headed by countywide elected officials remained unchanged. These are the Prosecutor, Sheriff, Clerk-Register of Deeds, Treasurer, and the Water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



OAKLAND COUNTY GOVERNMENT ORGANIZATIONAL CHART



Financial Organizational Chart

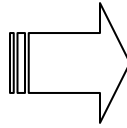


*Excludes Debt Service Fund, Capital Projects Fund and Fiduciary funds; financial activity is recorded but not budgeted.

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

Introduction

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

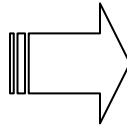


Transmittal Letter and Budget Message provide an introduction to the budget and outlines assumptions used in the development of the budget, goals for the upcoming fiscal years, program enhancements, and any challenges for the upcoming budget periods.

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

Financial Overview

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



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

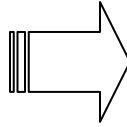
The revenue and expenditure section gives a detailed history of sources and uses at the fund and program level. Revenue sources are identified and accompanied by a discussion of their use, assumptions used in forecasting, and anticipated trend.

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

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

Department Program Budgets

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

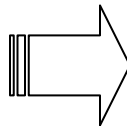


Each program budget section includes a mission or description of the department programs offered. Also included is the following information:

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

Capital Improvement Program (CIP)

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

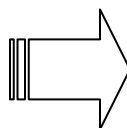


This section describes the ten-year capital improvement plan which is developed to meet future facility and utility needs.

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

Appendix

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



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



Board of Commissioners – Transmittal Letter

November 10, 2015

To the Citizens of Oakland County, Michigan:

On behalf of the Oakland County Board of Commissioners, I am pleased to present to you the Fiscal Year 2016-17-18 Triennial Budget and General Appropriations Act, adopted September 17, 2015.

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

It seems as if you can't pick up a newspaper without reading about governments mired in deficits, constantly in crisis management and cutting back on vital services. Oakland County government is on a different path thanks to the foresight of County Executive L. Brooks Patterson in long term partnership with a fiscally responsible Board of Commissioners. This budget builds on that firm foundation.

Over the past decade, Oakland County has weathered unprecedented challenges caused by a severe economic downturn. While revenues plummeted and demands for government services increased, your County government was able to continue providing excellent services and avoided laying-off employees. Strong long term planning and effective management decisions were central to accomplishing this difficult task. Asking the taxpayers for more was not an option. As the economy improves and property values return, it is critical that we maintain these practices in anticipation of challenges that may be ahead.

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

The poor condition of roads throughout the state and county is a serious concern to all of us. While the primary responsibility for road funding and road maintenance lies outside the jurisdiction of county government, we have stood willing to be a partner to improve conditions for residents and motorists. The Tri-Party Road Improvement Program has proven to be a wise avenue to maximize the investment of county funds in road infrastructure. Under the terms of this program, Oakland County has provided a 1/3 match for road projects, in partnership with the Road Commission of Oakland County and local governments. Projects are determined by local governments, not from the top down. The County investment is leveraged for triple the spending on road infrastructure. Over the past five years, Oakland County has invested over \$10 million in the Tri-Party program, ensuring over \$30 million has been spent on improving Oakland County roadways. Recognizing the especially poor conditions and potholes during this past winter, the Board approved a one-time additional expenditure of \$2 million dollars to replace outdated trucks and equipment for the Road Commission. This assistance freed up resources the Road Commission had committed to trucks to allow for immediate repairs to deteriorating roads. The Board has also tentatively approved tripling the amount of available county match dollars in the Tri-Party program for 2016. While Oakland County is not responsible for the poor road conditions, the Executive and Board stand willing to be a part of the solution.

The County is undertaking significant investment in capital improvements to improve services and operations while providing a substantial return on investment for taxpayers. Improvements to facilities and the adoption of operational changes have resulted in the County meeting Executive Patterson's goal of reducing overall energy in county buildings by 15%. This accomplishment is already saving county taxpayers millions while improving the environment – a real win-win. To ensure the safety conditions for our

employees and customers, the Sheriff and our staff recently undertook a comprehensive security audit of all county facilities. As a result of that study, the Board has authorized significant investments in security equipment and additional law enforcement staffing. Within the next year, we will be breaking ground on a new Animal Shelter and Pet Adoption Center. Replacing the outdated existing facility promises to improve conditions for the animals in our care, encourage greater pet adoption and save money over the long haul.

The Board of Commissioners continues to strongly support Executive Patterson's programs to promote economic growth and diversify business investment. We understand that new private sector jobs and investment is the best way to acquire needed revenue to fund programs. The Great Recession has been a long and difficult road for our region but Oakland County's future is looking bright. New, good paying jobs and median incomes are on the rise. Home sales are moving up and foreclosures have dropped dramatically.

The Emerging Sectors program is a wise investment in our future. Our staff is working diligently to attract and retain investment from the 11 fastest growing economic leading edge fields. It is critical we diversify our economy to build a strong foundation to weather the new economic challenges that may come our way. Together, we are building a strong future for Oakland County in the growing knowledge based economy.

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

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

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

Our employees sacrificed from their paychecks to help keep the budget in balance through recent lean times. During Fiscal Years 2010 and 2011 employees had a 4% general salary decrease phased in. While many were disappointed in this reduction, most employees understood that shared sacrifice by all would avoid job losses by many. This is a great example of the team atmosphere that is common throughout our county staff. The Executive recommended a general salary increase of 3% be approved for Fiscal Year 2016 and 2% is budgeted for Fiscal Year 2017. The Board of Commissioners concurred in the Executive's recommendation and those increases are included in this budget plan. We thank our employees for their sacrifices, their teamwork and excellence.

This document itself sets Oakland County apart from other governments. We believe in planning and balanced budgets. Oakland County was the first county government to adopt a three year rolling budget plan in 2009. This is a tool that gives decision makers a view of the big picture impact of their decisions. Funds are being set aside now for anticipated costs down the road. This long term budget process has allowed Oakland County to avoid a bad habit that plagues so many governmental and private entities – the practice of unnecessary spending at the end of a budget year to avoid budget reductions in the following year. As a result, as the books are balanced at the end of the fiscal year, the County regularly has outperformed budget forecasts ending with a significant



Board of Commissioners – Transmittal Letter

favorability. Working together to develop a long term vision for the county, we are able to achieve the stability that is a key component to our financial well-being.

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

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

On behalf of the Oakland County Board of Commissioners, I am proud to submit to you the FY 2016/17/18 Adopted Budget.

Respectfully submitted,

A handwritten signature in blue ink, reading "Thomas F. Middleton".

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

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

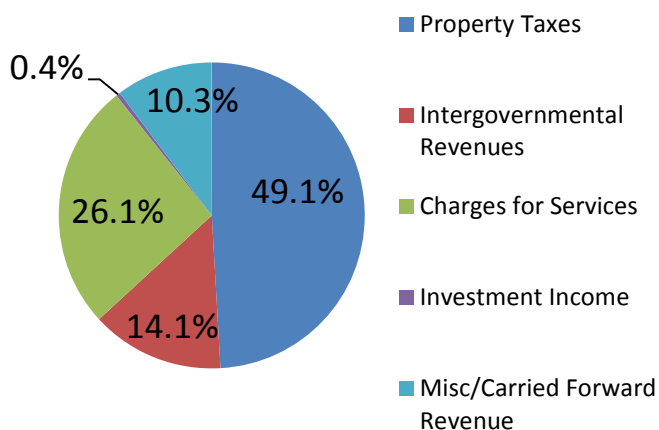
Revenues by Category, 2016 Adopted Budget General Fund/General Purpose Only

REVENUES	FY 2016	% of Total
Property Taxes	\$211,428,975	49.1%
Intergovernmental Revenues	\$60,594,574	14.1%
Charges for Services	\$112,558,074	26.1%
Investment Income	\$1,904,900	0.4%
Misc/Carried Forward Revenue	\$44,168,877	10.3%
Total Revenue	\$430,655,400	100.0%

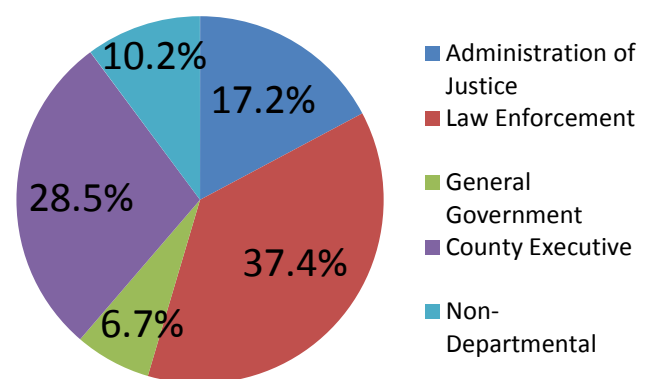
Expenditures by Category, 2016 Adopted Budget General Fund/General Purpose Only

Functional Area	FY 2016 Adopted Budget	% of Total
Administration of Justice	\$74,135,867	17.2%
Law Enforcement	\$160,943,507	37.4%
General Government	\$28,911,120	6.7%
County Executive	\$122,848,005	28.5%
Non-Departmental	\$43,816,901	10.2%
Total Expenditures	\$430,655,400	100.0%

Revenues by Category, 2016 Adopted Budget General Fund/General Purpose Only



Expenditures by Category, 2016 Adopted Budget General Fund/ General Purpose Only



**OAKLAND COUNTY, MICHIGAN
COUNTY EXECUTIVE BUDGET MESSAGE
FISCAL YEARS 2016, 2017, AND 2018 TRIENNIAL
OPERATING AND CAPITAL BUDGETS**

To the Board of Commissioners and Citizens of Oakland County:

I am pleased to present the Fiscal Year 2015-2018 Triennial Budget Recommendation for your review and approval. Promulgated in accordance with the Unified Form of County Government Act, 1973 P.A. 139, and the Uniform Budgeting and Accounting Act for Local Units of Government, 1968 P.A. 2, as amended, the General Fund/General Purpose Estimated Revenue and Appropriations are balanced at \$428,870,550 for Fiscal Year 2016, \$437,176,790 for Fiscal Year 2017, and \$441,810,251 for Fiscal Year 2018. The total budget for all funds amounts to \$825,067,610 for Fiscal Year 2016, \$832,055,480 for Fiscal Year 2017, and \$835,466,673 for Fiscal Year 2018.

For several decades, Oakland County was one of the few governments in America to operate on a biennial budget. Six years ago we expanded our biennial planning efforts and established a triennial approach, adopting a three-year line item budget. Continuing that effort, this budget recommendation presents a balanced triennial budget for FY 2016 through FY 2018. If I had to identify the primary factors responsible for our financial management successes, they would be our committed adherence to long range planning and budgeting practices. It is forward planning coupled with action that separates Oakland County from the other counties in Michigan and the nation. Our forward planning coupled with action is why we are recognized by Moody's Investors Service and Standard & Poor's as the very best at maintaining fiscal stability, even in turbulent economic times.

INTRODUCTION

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

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

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

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

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

Oakland County is proud to be one of the 31 units of Michigan government, out of more than 1,800 governmental units, that have been accorded the Award for Distinguished Budget Presentation by the GFOA. Currently, Oakland County is the only government in the United States recognized on GFOA's web site as an award-winning triennial budget. We can all be proud that in 1984, when the GFOA award program was first initiated, Oakland County was the first governmental unit in Michigan, and only the 11th in the nation, to achieve this distinction. Even more impressive, Oakland County has received the Distinguished Budget Presentation Award for every multi-year budget submitted since that time, 30 years' recognition of excellence. Oakland County's continuing commitment to budgeting excellence is further demonstrated by the County's support of the GFOA national program for improved budget development practices as evidenced by the involvement of the Department of Management & Budget staff as Budget Review Panel members.

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

Oakland County's budget is unique in comparison with other government budgets because it is a "rolling" Triennial Budget. Upon adoption of the detailed line-item budget for the next three fiscal years, the Triennial Budget is considered a "rolling" budget – when the budget is amended (with quarterly forecast and also by individual resolutions), the detailed amendment reflects the impact by line item for both the remainder of the current fiscal year and the subsequent two fiscal years. This process ensures that the budget remains current for all three years. Ultimately, during next year's budget process, the budget as amended for the two subsequent years (e.g. FY 2017 and FY 2018 for this Recommended Triennial Budget) will simply "roll" forward and the third year will be added (e.g. FY 2019).

In addition to the Distinguished Budget Presentation Award, Oakland County has also received the GFOA Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) and the GFOA Popular Annual Financial Reporting Award. This is truly an outstanding achievement as Oakland County is one of only seven units of government in the entire state to receive all three awards. All three Oakland County GFOA award-winning reports can be viewed on the internet at http://www.oakgov.com/mgtbud/fiscal/Pages/info_pub/.

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

FINANCIAL OUTLOOK

OAKLAND COUNTY'S ECONOMY

Overview

Incorporated in 1820, Oakland County covers an area of approximately 910 square miles. Out of 83 counties in Michigan, it has the second largest population with an estimated 1.24 million residents. The County's reputation as a world class community is due not only to its renowned business environment, but is also due to many attributes that contribute to an excellent quality of life.

Oakland County has been recognized as one of the most prosperous counties in the nation. Approximately 54% of the County's residents have a college degree, 44% having attained a bachelor's degree, with twice the number of master's and doctorate degrees as compared to the national average. In comparing Oakland County with 35 other prosperous counties of similar population throughout the nation, economists rank Oakland County ninth overall based on selected indicators of prosperity which include:

number of residents with higher education, lower occurrence of child poverty, income levels, and number of professional and managerial jobs.

A home, place of business, lifestyle . . . whatever you're seeking, chances are you'll find it in one of Oakland County's many distinctive communities, a diverse mix of urban and rural communities with many scenic natural settings as well as thriving downtowns. Oakland County has the perfect fit for every income, lifestyle, and taste. Quality-of-life advantages include 88,000 acres of park land, over 1,400 fresh-water lakes and the headwaters of five major rivers, 76 public and private golf courses, as well as miles of trails and pathways for hiking, biking and horseback riding. There are a wide variety of shopping experiences ranging from small boutiques along quaint village main streets to large high-end multi-level malls. Multiple institutions of higher-learning and cultural entertainment venues are abundant. Whether you're looking for a place to call home, raise a family, work or spend leisure time, there's a community with your name on it in Oakland County.

Economic Recovery Continues in Oakland County

Oakland County's future is bright. Employment is up, housing starts and prices are up, and the entrepreneurial spirit is alive and well. Oakland County has been in an economic recovery for five years now after the Great Recession, having turned the corner towards positive job growth in the first quarter of 2010. Prior to this recent period of recovery, however, the prior decade was painfully challenging for the entire state of Michigan. It was one of the longest and most severe economic recessions in our state's history. Michigan lost over 760,000 jobs during that decade, the most job losses of any state in the nation. Oakland County, likewise, lost more than 166,000 jobs - over half of those losses occurred during the two-year period of 2008 and 2009.

The prolonged Michigan economic downturn eventually resulted in our state having the highest annual unemployment rate in the nation from 2006 through 2009. The history of annual unemployment rates from 2007 through 2014 for the United States, Michigan, and Oakland County are provided in Chart 1, located within the appendix to this budget message. As can be seen in that chart, unemployment peaked in 2009 when the annual rate was 13.0% for Oakland County, 13.3% for Michigan, and 9.3% nationally. Since then, the unemployment rate has been continually decreasing (improving) with the 2014 annual unemployment rate being 6.8% for Oakland County, 7.3% for Michigan, and 6.2% nationally. Proportionately, since the peak of unemployment in 2009, Oakland County's labor market is recovering faster when compared with the state and nation - the County's most recent unemployment rate of 4.1% in April 2015 is below both Michigan's rate of 5.4% and the national average of 5.4%.

Oakland County's per capita personal income (PCI) is the highest of any county in Michigan and higher than the national average. Oakland County's PCI was \$57,035 in 2013. In comparison, Michigan's average PCI in 2013 was \$39,055 and the national average PCI was \$44,765. Since the economic recovery began, the County's PCI increased 16.8% as of 2013 compared to its low point of 2009 when Oakland County's PCI fell to \$48,832. During that same time period (2009-2013), Michigan's average PCI increased 14.2% from \$34,190 and the national average increased 13.7% from \$39,379.

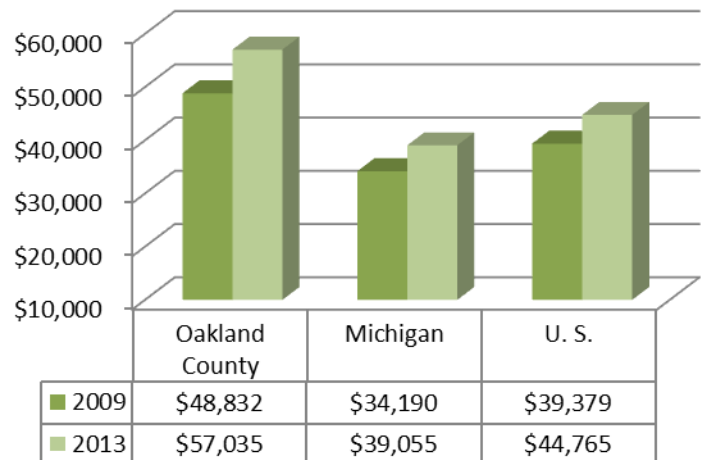
In 2011 during the initial phase of economic recovery, Oakland County experienced our second best year for job growth since 1994. The 23,412 new jobs created in the County during that turn-around year constituted almost one-third of all new jobs created in Michigan in 2011. The job growth continued in 2012 with 24,865 new jobs added in that year, once again more than double the initial projections. After the initial recovery burst in 2011-2012 when almost 50,000 new jobs were added, job growth continues at a moderate pace with nearly 30,000 jobs added during the two years of 2013-2014.

As illustrated in Chart 2 located within the appendix to this budget message, economists George A. Fulton and Donald R. Grimes from the University of Michigan are projecting that about 49,000 new jobs will be added in Oakland County over the next three-year period from 2015 through 2017. This job growth is anticipated to occur across the higher-education sector and lower-education service industries as well as the blue-collar industries.

The Oakland County Economic Outlook Report prepared by Fulton and Grimes can be viewed on the internet at www.oakgov.com/advantageoakland/media-center/Documents/tp_EconOutlookFinalReportJune2015.pdf Some of the other highlights from that report regarding the economic outlook for Oakland County include:

- U.S. light vehicle sales are expected to increase from 16.4 million in 2014 to 17.5 million vehicles in 2017. Market share is also projected to increase for the three auto manufacturers in the Detroit area (General Motors, Ford, and Fiat Chrysler), from 44.3% or 7.3 million units in 2014 to 44.9% or 7.8 million units in 2017, a cumulative gain of 500,000 units for Detroit Three sales.
- Over the next few years, Oakland County's annual unemployment rate is forecasted to continue its steady decline with the rate projected to be 4.3% in 2017, which is below the projected national average rate of 4.6% in 2017.
- It is expected that the job growth from mid-2009 through 2017 will replenish about 87% of the jobs that were lost from early 2000 through mid-2009.
- The U.S. Gross Domestic Product (GDP) is forecasted to grow by 2.9% in 2015, 3.2% in 2016 and 2.9% in 2017 which should have a positive impact on consumer spending and residential construction activity.
- The inflation rate for the Detroit metropolitan area is forecasted to be negative in 2015 at -.6% and then increasing to 1.9% in 2016 and 2.1% in 2017.

Per Capita Personal Income



Note: the most recent data currently from the U.S. Bureau of Economic Analysis for local PCI is available for years 2013 and prior, subject to adjustments by the Bureau.

Oakland County Efforts to Diversify the Region's Economy

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

Oakland County's two primary forward-looking economic development programs are the **Emerging Sectors** and **Medical Main Street** initiatives. Our researchers endeavor to identify those areas that promise to be at the core of the 21st Century's thriving economic growth.

Oakland County's Emerging Sectors initiative is proving to be an unqualified success according to recent data. Since the inception of Emerging Sectors in 2004, there have been 337 successful Emerging Sector endeavors with new investments of \$3.05 billion and creating 35,106 new jobs. The best part: the vast majority of those jobs are in the high-wage category. The top emerging sectors include:

- Advanced Electronics • Advanced Materials • Aerospace • Alternative Energy
- Communications & Information Technology • Defense & Homeland Security • Film & Digital Media
- Medical Main Street/Health Care • Robotics • Finance, Insurance & Real Estate

After launching Emerging Sectors in 2004, it didn't take long to realize that health care and life sciences were the largest components of Oakland County's economy, and rapidly expanding. According to figures provided by the Anderson Economic Group in Lansing, over 100,000 individuals are employed in health care, life science research, and medical device manufacturing in Oakland County. To put that in perspective, Oakland County's health care and life science companies and organizations employ more individuals than the Mayo and Cleveland Clinic regions combined.

Of Oakland County's 10 largest employers, half are hospitals/health systems. It is clear from these numbers that Oakland County has become a destination for world-class health care, which is exactly what the Medical Main Street initiative is all about. Medical Main Street was launched in 2008 and brings together a unique alliance of world-class hospitals, universities, medical device and biopharmaceutical companies as well as some of the country's top medical professionals. These diverse sectors have joined to create a global center of innovation in health care, research and development, education and commercialization in the life sciences industry. Since the launch of Medical Main Street, nearly 50 companies have invested close to \$1 billion to create or retain 8,000 jobs.

Automation Alley is another award-winning economic development initiative which was envisioned by the Oakland County administration in 1997 as part of the effort to preserve and grow our economic base. Automation Alley officially launched in 1999 with 44 members located in Oakland County. Since its inception, Automation Alley has evolved to become Michigan's largest technology business association and has expanded to include all of Southeast Michigan in focus and membership. Automation Alley helps businesses in retaining and attracting the skilled workforce required by the region's technology companies. Since its beginning, Automation Alley has grown to include nearly 1,000 businesses, educational institutions, government entities, and nonprofit organizations within an eight county region. Its headquarters are located in the City of Troy, an Oakland County community. By the end of 2014, Automation Alley reached the half-billion dollar mark in export sales and completed its 23rd trade mission since its inception 15 years ago. Another critical milestone was attained in January 2015 - Automation Alley, a non-profit agency, is now financially independent from Oakland County government and no longer requires in-kind County staff support for its operations. For more information, visit their website at automationalley.com.

Oakland County's Small Business Center, in partnership with the Michigan Small Business & Technology Development Center (MI-SBTDC), provides entrepreneurs with access to Michigan's most comprehensive small business assistance network. Annually, over 2,000 start-up and small businesses utilize the Small Business Center. Through workshops and one-on-one consulting appointments, services offered through the Small Business Center include assistance with: development of feasibility studies, monthly cash flow projections, finding appropriately-sized financing resources, refining business and marketing plans, and defining failsafe business processes.

The Small Business Center provides assistance to start-up companies and also assists established second-stage businesses to get to the "next level." The Small Business Center offers "WALK IN THURSDAYS" where any start-up business or individual can just come in without an appointment and talk to one of our trained consultants. See what services our Small Business Center has to offer at advantageoakland.com/StartABusiness.

Oakland County also promotes various networking opportunities for businesses to connect with each other. Two such opportunities include the Oakland Business Connect and "tech248" initiatives. Oakland Business Connect is powered by the Michigan Economic Development Corporation's Pure Michigan Business connect program. It provides a local business-to-business network which can be used to find new opportunities with other local businesses. Tech248 is targeted to assist the 2,000 technology companies in Oakland

County in the following areas: recruiting talent, connectivity with the local communities and other technology companies, branding, business counseling, site location assistance, public and private funding opportunities, and access to local technology business incubators. Additional information about all of the different services that Oakland County provides in support of its business community is available at www.advantageoakland.com.

Oakland County also provides economic development and planning assistance to its local communities. One key program that is offered is Main Street Oakland County (MSOC). This program benefits many of the downtown areas in Oakland County with a philosophy focused on historic preservation and an emphasis on sense of place. Currently, 11 communities participate in the MSOC program. Since its inception in 2001 through 2014, MSOC communities have generated nearly \$700 million of investment with 940 businesses established, and creating almost 7,000 new jobs.

There are two words that have really become the stock and trade of Oakland County's economic development efforts: innovation and diversification. The County's economic development initiatives are bound together by the common denominator of high-tech, high-quality, and high-paying jobs. These jobs naturally fit with Oakland County demographics of highly skilled, educated professionals.

Oakland County's Tax Base

Oakland County's tax base experienced a significant reduction during the Great Recession as a result of the impaired real estate market. This was a severe problem nationally, causing record-setting numbers of property foreclosures and declining property values. In comparison with the rest of the country, the real estate market began an earlier downward trend in southeast Michigan because of the magnitude of job losses in the region which occurred during the four-year period from 2006 through 2009.

Oakland County's centralized land record system, maintained on behalf of its cities, villages and townships, allowed County managers to recognize the negative impact on Oakland County's tax base caused by declining property values well before almost any other governmental entity in Michigan. In 2006, we realized that the trend, if it continued, would create downward pressure on the real estate market, particularly in the residential segment. Recognizing that foreclosures are one of the leading indicators of changes in the housing market, the County began closely monitoring foreclosure rates on a monthly basis at that time, and we continue to do so. Such data is very important to monitor since property tax, which is based on property values, is the single largest revenue source for the County's General Fund/General Purpose budget.

As can be seen in Chart 3 located within the appendix section of the budget message, there was a significant seven-year spike in the number of property foreclosures in Oakland County beginning in 2006 and continuing through 2012. Over 52,000 Sheriff deeds were issued for property foreclosures during that seven-year period, with more than 42,000 or 81% of those foreclosures occurring during the five-year peak period of 2007-2011. A chain of events started with the increase in foreclosed properties in 2006.

The foreclosures created a large inventory of homes for sale - an increase in supply. The situation became worse with the sudden decrease in the demand for real estate due to rising unemployment. It became difficult for employed potential homebuyers to obtain mortgage loans after the credit freeze following the panic caused by the 2008 financial market crash and, consequentially, tighter mortgage regulations. With the supply of homes on the market vastly exceeding demand, there was a dramatic drop in real estate values.

As real estate values fell and as distressed property sales increasingly dominated the already-weak housing market, it became difficult for homebuyers to obtain a sufficiently valued home appraisal to satisfy the lender, putting further downward pressure on the market.

With the increased number of foreclosures during 2007-2011 and the resulting domino effect in the real estate market, total assessed property values in Oakland County started trending downward in 2008 (see chart 4 in the appendix). In Michigan, assessed value approximates 50% of market value.

It is important to note that values for governmental assessing purposes lag real estate sales by up to two years, meaning that the real estate market value decline began before being recognized in 2008 for assessment purposes. Based on the published Equalization reports, total county-wide assessed property value fell from a high point of \$77.3 billion in 2007 to \$50.8 billion in 2012, a total decline of 34.3% during that period; taxable value fell during that same period from \$64.7 billion in 2007 to \$49.2 billion, a decline of 24.0%.

After five years of continued declines, property assessments finally stabilized in 2013 when assessed value increased county-wide by a modest 1.16% with no change in taxable value. Since then, assessed value has increased significantly by 7.11% in 2014 and 10.39% in 2015. The increase in 2015 assessed value is the largest increase since 1999, signaling a robust recovery. Taxable value is increasing at a more modest pace, however, as a result of constitutional tax increase limitations. Taxable value increased in 2014 and 2015 by 1.65% and 3.69% respectively. More good news is that Sheriff deed foreclosures continue to decline and are currently estimated to be 1,500 in 2015, the lowest level in the ten-year period dating back to 2005.

The approximate market value of property within Oakland County is \$121.6 billion, the highest value of all 83 counties in Michigan and over 15% of the state's total property value. The majority of Oakland County's taxable value is within the residential class of property at 75.3% of the total property tax base. From 2013 to 2014, the average price for a home in Oakland County increased by 7.0% from \$193,508 to \$207,110.

Maintaining a low operating millage continues to demonstrate to residents and businesses that Oakland County is an attractive place to live or locate a business. The property tax "returned" to the County's taxpayers since 1998, as a result of millage reductions, totals approximately \$71.8 million over the past 18 years due to the county's low millage rate being less than the maximum authorized rate allowed to be charged. (See chart 5 in the appendix for historical taxable values and millage rates.)

From 1996 through 1998, the County Executive recommended and the Board of Commissioners approved three consecutive millage rate reductions, cumulatively reducing the millage rate from 4.48 mills down to 4.19 mills over that three-year period. Oakland County's millage rate for general operations remained at 4.19 mills from 1998 through 2014 and was maintained at that low rate despite the budget challenges brought on by the Great Recession. Most recently, a .10 mills reduction was approved by the Board of Commissioners for the 2015 tax levy, bringing the County's millage rate down to 4.09 mills for general operations, the third lowest tax rate of the State's 83 counties. The County Executive's Recommended Budget presented herewith includes an additional .05 mills reduction for 2016 which will bring the millage rate down further, to 4.04 mills. Based on current property valuations, the annual savings to the taxpayers will be approximately \$7.8 million cumulatively as a result of the combined tax reductions recently approved for 2015 and planned for 2016.

The County's current millage rate of 4.09 mills for 2015 is .1268 mills less than the maximum authorized rate of 4.2168 as allowed by the State Constitution. The 2015 maximum authorized rate reflects a .0072 mills roll-back reduction as required by the combined impact of the Headlee Constitutional Tax Limitation Amendment of 1978 and the Proposal A Property Tax Limitation Amendment of 1994. While the tax limitation calculations may seem complex, the simple explanation is that the annual tax increase is capped on property when there has been no change in ownership, with the increase being limited to the rate of inflation or a maximum of 5%. Until this year, the maximum authorized millage rate had not changed for the past 10 years, primarily as a result of suppressed and/or decreasing property values. The maximum authorized rate remained at 4.2240 from 2005 through 2014.

The rate of change in the Consumer Price Index (CPI) has a significant impact on the Headlee roll-back calculation: a lower change in CPI results in a larger roll-back; a higher change in CPI results in a lower roll-back. The roll-back for next year's maximum authorized rate for the July 2016 levy will be based on the change in CPI from October 2014 through September 2015, currently projected to be somewhere near a very low 0.2% based on CPI trending data through April 2015. Such a low change in CPI will result in a greater roll-back of the maximum authorized millage rate in 2016, however, the 4.04 mills being recommended for the 2016 tax levy is expected to remain well below the maximum authorized rate.

The County Executive's office will continue to monitor the variables that impact the Headlee roll-back calculation in order to foresee the potential constraint on the millage rate for the future. The plan is to continue the County's past practice of maintaining a millage

rate which remains below the maximum authorized rate. Forward projections and advance planning with respect to the millage rate is even more crucial now that all counties in Michigan must levy and collect property taxes in arrears as a result of the passage of Michigan Public Act 357 of 2004.

As a result of that law change, Oakland County is required to levy its property taxes in July for its fiscal year which began on October 1 of the preceding year, nine months into the fiscal year. This requirement for counties to collect property taxes in arrears adds greater uncertainty for budgetary planning, since property taxes and the millage roll-back must be estimated approximately 18 months prior to the levy date for timely adoption of the annual General Appropriations Act in September of each year which also provides authorization of the millage rate for the tax bills that will be issued subsequently in July of the following year.

(For more detailed information regarding property tax valuations, current and past Equalization reports and a pamphlet entitled “A Guide to Your Property Values” can be obtained at: http://www.oakgov.com/mgtbud/equal/Pages/info_pub/info_pub.aspx.)

THE FINANCIAL CONDITION OF OAKLAND COUNTY GOVERNMENT

Oakland County’s policies and practices are designed for long-term sustainability and to ensure its continuing ability to provide quality services despite economic or budgetary challenges. Oakland County government’s strong financial position is primarily a reflection of its adherence to policies and practices that result in strong long-term financial planning, low debt obligations, and maintaining responsible fund balance amounts in conformance with GFOA Recommended Practices. Beyond the financial information provided with this budget, a wealth of detailed source documents regarding Oakland County’s financial condition is available on a recently developed Investor Relations web site which can be viewed at <http://www.oakgov.com/investors/Pages/default.aspx>. The Investor Relations web site exemplifies the County’s support of enhanced transparency and provides a “one-stop shop” for information regarding Oakland County’s financial position, including financial planning and budgeting, financial reporting and outstanding obligations such as bonds, notes, certificates of participation, and employee benefits.

Low Outstanding Debt

Under Michigan law, the maximum amount of bonded debt that could have been issued by Oakland County in 2014 was \$5.5 billion or 10% of its State Equalized Value. The County was approximately \$4.8 billion below this authorized debt limit as of September 30, 2014. Operating under the fiscally conservative policies of the County Executive, County Treasurer, and Board of Commissioners, Oakland County had outstanding debt of \$737.9 million as of the close of Fiscal Year 2014 or 13.4% of the permissible level. Of the total amount of outstanding debt, \$489.7 million is long-term debt attributed to the County as the primary governmental unit. In addition to the County’s primary debt, the County pledged its full faith and credit as secondary obligor in the amount of \$235.6 million for long-term Drainage District component unit debt. Short-term debt includes \$12.6 million in tax notes outstanding as of September 30, 2014, issued to secure delinquent tax receivable accounts from governments within Oakland County. That debt is repaid from the interest and penalties associated with those delinquent taxes.

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-term capital assets or to fund long-term liabilities such as the retirees’ healthcare obligation. Any decision to issue debt, as opposed to using current resources or fund balance, is made only after it is determined to be fiscally advantageous to do so.

The largest single outstanding debt obligation is \$350.0 million issued to fund accrued health care liabilities for retired employees. The outstanding \$350.0 million was issued in September 2013 as refunding bonds to be repaid over 13 years, the proceeds of which were used to refund \$422.1 million of outstanding debt originally issued in 2007 as 20-year debt and was called after 7 years in April 2014. Supplementing the \$350.0 million refunding bond proceeds, the remaining \$72.1 million required to call the 2007 series debt was provided from available net investment assets. The net effect of the refunding is a cumulative total savings of \$171.1 million over the remaining 13-year period as a result of reduced interest expense and the reduction in the outstanding debt principal amount.

As a result of Oakland County's long-term funding practices and debt financing strategy, the traditional retiree health care plan (which was closed to new employees in 2006) is fully funded with assets valued at 121% of accrued liabilities as reported in the actuarial report dated September 30, 2014.

The next largest debt obligation consists of \$267.2 million as of September 30, 2014, for multiple bond issues to finance water, sewer, lake level, and drainage district projects. That debt will be repaid from special assessments or user fees levied or charged by the local communities against the users of those systems.

Approximately \$74.3 million of outstanding pledged debt consists of Building Authority debt to build and equip various public buildings which are then leased to the County. Some of the building projects are financed through the Building Authority on behalf of other governmental entities located within Oakland County, which the County then subleases to those entities. The local communities which utilize the Building Authority in this manner obtain a more favorable interest rate on the debt issued to finance their projects as a result of the County's AAA bond rating. Building Authority debt is repaid from the lease proceeds. The Building Authority holds title to funded properties until such time as the bonds are fully repaid by the other governmental entities.

Long-term Financial Planning to Sustain a Healthy Fund Balance

Much of Oakland County's financial success has resulted from its focus on long-term financial planning with an emphasis on thoughtful strategic management vs. crisis management. For nearly three decades, the County has gone beyond the requirement of adopting an annual budget by operating under a two-year "rolling budget." Six years ago, the effort was expanded to a three-year line item budget. This practice requires continuous financial planning that looks at least three fiscal years into the future. That continuous, forward-looking focus enables the County to anticipate problems and to take appropriate action well in advance of major budgetary fluctuations.

The County also maintains a strong position control 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 resources are available to pay employees and vendors throughout the year, particularly in the General Fund.

The General Fund is the principal fund used to record the operations of typical government functions. The fund's primary source of revenue is the property tax. For the fiscal year ended on September 30, 2014, the total fund balance in Oakland County's General Fund was \$254.0 million, of which approximately \$28.7 million is non-spendable or restricted, \$222.0 million is assigned for specific purposes, and \$2.3 million is unassigned. The total fund balance amount in the General Fund represents approximately 60.1% of the General Fund/General Purpose (GF/GP) Adopted Budget for Fiscal Year 2015. This level of fund balance exceeds the minimum amount of two months' operating reserves (approximately 17%) recommended as a best practice by the Government Finance Officers Association (GFOA). As planned, after reaching this peak point in fund balance, surplus savings which were generated over the past six years as a result of accelerated budget reductions will be used during the current and subsequent three fiscal years (from current FY 2015 through FY 2018). The long-term financial plan is to maintain a sustainable long-term General Fund equity target of about \$89 million (20% of FY 2018 GF/GP expenditures). This will be discussed in detail subsequently within this budget message.

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

Upon recommendation of my Administration and with the support of the County Treasurer, in 2001 the Board of Commissioners adopted the DTRF Fiscal Responsibility Plan. The purpose of the Fiscal Responsibility Plan is to guide the prudent use of surplus fund balance in the DTRF without jeopardizing the fund's primary mission of providing a timely, stable revenue stream to the local taxing units. At the close of Fiscal Year 2014, the total DTRF fund balance reported was \$205.5 million.

The foremost rule of the Fiscal Responsibility Plan is that the DTRF must maintain a sufficient corpus in the fund to guarantee timely payment of outstanding notes and acquisition of delinquent property tax receivables from governmental units. This year the DTRF acquired approximately \$70.0 million of unpaid 2014 delinquent property taxes from the local taxing jurisdictions.

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

In FY 2006 the equity position of the DTRF increased above the long-term target amount of \$200 million, in part because of a growth in penalties and interest over the prior several years from increased property tax delinquencies resulting from the problems in the real estate and employment markets. DTRF equity peaked at \$229.4 million by the end of FY 2009. The retention of available surplus equity above the target amount without specific plans for its use would be inappropriate if, alternatively, severe cuts to essential programs would otherwise be required. Thus, for a limited period of time during from FY 2009 through FY 2012, the County judiciously used the DTRF operating surplus to fund certain General Fund and other County operating costs. As part of a planned multi-year approach which utilized DTRF equity above the \$200 million target amount, the authorized transfer from the DTRF to support the FY 2012 General Fund budget was \$23.15 million, which was the last year in the long-term plan for an elevated amount of operating transfer. Since then, the budget has included a \$10.8 million operating transfer from the DTRF to the General Fund, which has been maintained in this budget recommendation for FY 2016. However, based on a recent pro-forma analysis of the DTRF by the Treasurer's office, continued use of DTRF equity in the amount of \$10.8 million beyond FY 2016 potentially could bring the DTRF fund balance below the \$200 million target. Therefore, based on the County Treasurer's recommendation and included with the submission of this recommended budget, use of DTRF equity for General Fund purposes is reduced by \$1.8 million down to \$9 million in FY 2017 and FY 2018. DTRF equity is projected to remain within the long-term target range of \$200 million.

Oakland County's strong economic base, solid tax base, and responsible financial policies and practices have been acknowledged by the financial investment community.

In recognition of Oakland County's financial strength and superior managerial performance, the County has continued to earn the highest bond rating achievable, AAA, from Standard & Poor's and Moody's Investors Service. This AAA bond rating allows the County to borrow at the lowest possible interest rate, saving County taxpayers millions of dollars in future borrowing costs. Local governments and authorities within Oakland County benefit from this bond rating for certain projects as well (such as water and sewer projects and Community Mental Health Authority program needs).

APPROACH TO BALANCING THE BUDGET

Much of Oakland County's financial success results from its focus on long-term financial planning – again, emphasizing thoughtful strategic management vs. crisis management. Budgeting on an annual basis and year-after-year of short-term or one-time fixes is not only fatiguing, but can become an impediment to restructuring for long-term sustainability. Restructuring should consider how to get the most out of the limited available resources. As a result of the budgetary challenges imposed by unfavorable economic conditions during the Great Recession that were beyond our control, we accelerated our proactive financial planning efforts.

Six years ago we enhanced our budgetary planning efforts and expanded our two-year budget to a three-year budget. The triennial budget proved to be an essential asset in our successful effort to sustain the County's fiscal strength during the most difficult time.

Throughout the past decade, Oakland County's elected officials, department heads and managers have been diligently adjusting the budget so that spending does not exceed the constrained revenues. We have been able to do this using various initiatives: technology enhancements; restructuring and downsizing; retirement incentives; hiring freezes; fringe benefit changes; privatization of some programs; as well as reducing or closing some programs. Because the County continually focused on budget reductions during the past decade, it has now become an embedded part of the County's culture throughout all organization levels to continuously search for service and process enhancements – because it is the right thing to do. Also embedded in the County's culture is exploration of alternative service delivery options which include partnering with the private sector or non-profit agencies, sharing services with other governmental units, and utilizing technology to improve the efficiency of operations. These efforts usually take time to plan and implement and can extend beyond a government's current fiscal year. A multiple-year budget can lead to meaningful restructuring and result in improved government services over the long-term. While long-term budgeting may not totally prevent the need for difficult budget cuts, it certainly can serve to minimize the severity of cuts and help protect essential core government services. In the design and execution of an effective long term budget, it is also essential to have the commitment and cooperation of all elected officials. Oakland County government enjoys that commitment and cooperation.

Guiding Principles

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

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

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

DISCUSSION OF MAJOR UPDATES INCLUDED WITH THE RECOMMENDED FY 2016 – FY 2018 BUDGET

The development of this budget recommendation began with a high-level analysis contained in the report entitled "Oakland County Long-Range Fiscal Plan" dated March 31, 2015. That analysis was prepared using data from: 1) the closed accounting records as of September 30, 2014; 2) economic reports; 3) recent legislative action; 4) projected operating needs for FY 2015 through FY 2020; and 5) details regarding how budget and fund equity targets will be met through FY 2018 and beyond. The full Fiscal Plan report can be obtained on the County's web site at <https://www.oakgov.com/exec/Pages/budget/default.aspx>. The detailed line items for FY 2016 through FY 2018 were then further developed and refined as reflected in this budget recommendation.

HIGHLIGHTS OF MAJOR CHANGES IN REVENUE

Property Tax Revenue

Property tax is the primary source of revenue for the County's GF/GP operations, providing about half of the support for all GF/GP operations over the next three year period from FY 2016 – FY 2018. As previously discussed in the portion of this budget message pertaining to Oakland County's economy, the long-lasting real estate market collapse experienced throughout the United States during the Great Recession severely impacted Oakland County. As with many governments across the country, our single largest revenue source, property tax revenue, experienced a significant decrease. Taxable value is the base upon which property taxes are calculated.

After five years of declines which resulted in a cumulative 24.0% decline in county-wide taxable value, property assessments finally stabilized county-wide in 2013 with a 1.16% increase in assessed value but *no change* in taxable value. Finally, after the historically prolonged period of declining values, there has been a marked improvement in county-wide assessed value during the past two consecutive years with a 7.11% increase in 2014 and a 10.39% increase in 2015. As a result of constitutional tax limitations, taxable value increased at a more modest pace with a 1.65% increase in 2014 and a 3.69% increase in 2015.

This budget recommendation for FY 2016 – FY 2018 includes revisions to estimated property tax revenue. The overall net change in the recommended budget for these variances in property tax revenue is summarized in the table below. The revisions are based on the following variables: an increase in taxable value, a reduction in the millage rate, and a reduction for captured taxes that are diverted to Tax Increment Financing (TIF) districts. These variances will be discussed subsequently in further detail.

Summary of Property Tax Revenue Changes			
	(in millions)		
	FY 2016	FY 2017	FY 2018
Prior year's property tax revenue estimate, from budget adopted in September 2014	\$217.4	\$224.1	\$231.0
Adjustments:			
Increase in taxable value	1.4	3.6	6.0
Reduction in millage rate (.15 mills)	(7.8)	(8.0)	(8.2)
Reduction for TIF captures	(0.6)	(0.6)	(0.6)
Net adjustments	(\$7.0)	(\$5.0)	(\$2.8)
Revised recommended property tax revenue estimate	\$210.4	\$219.1	\$228.2

In comparison to the budget that was adopted in September 2014, this recommended budget reflects percentage increases in taxable value as shown in the table. As discussed in a previous section of this budget message, the County's millage rate for the July 2015 tax bill was reduced by .10 mills, and it is recommended that the millage rate be reduced by another .05 mills for the July 2016 tax bill.

The two-year cumulative reduction would be .15 mills, resulting in a rate of 4.04 mills for the property tax revenue to support general operations for FY 2016 through FY 2018. The budget as adopted in September 2014 was based on a millage rate of 4.19 mills. The

millage reduction reflects good stewardship of taxpayer dollars, resulting in a net County tax reduction even after adjusting for the increase in county-wide taxable values. This tax reduction was made possible as a result of the leadership demonstrated by the County's elected officials. Their cooperation in accepting budget reduction tasks throughout the Great Recession and the County's long-term financial planning practices is why the County now has an even stronger financial position than prior to the economic downturn.

Now that property values are rising, local governments within Oakland County's border are pursuing Tax Increment Financing (TIF) opportunities to encourage economic development in their downtown areas. The TIF mechanism allows local communities to capture tax revenue from incremental property value increases from other taxing jurisdictions (such as the County, community college, school districts, libraries, and parks).

The County Board of Commissioners recently approved a policy which provides a framework of expected goals and parameters as local communities request expanded TIF captures from the County. That policy limits the capture of the County's property taxes for use by TIF authorities to an annual amount not to exceed five percent (5%) of the total annual operating tax levy for the County. Based on the County's 2016 estimated gross tax levy of \$215.9 million, the 5% cap on TIF capture would equate to approximately \$10.8 million.

As can be seen in the chart to the right, the absolute amount of TIF captured from the County's general operating tax levy peaked in 2007/2008 at \$8.4 million. As a percentage of gross tax levy, the TIF capture peaked in 2005 at 3.2%. The amount of TIF capture declined during the Great Recession since the capture was based on incremental growth measured at some previous point in time – that growth incrementally eroded when property values fell. Since property values are increasing now and with the increased number of capture requests, the budgeted amount for annual estimated TIF capture has increased by \$600,000 from \$4.4 million to \$5.0 million, is a reduction to the County's estimated tax revenue in that same amount.

Estimated Percentage Change in County-wide Taxable Value			
	FY 2016	FY 2017	FY 2018
Current Budget Recommendation	3%	4%	4%
Previous Budget Estimate*	3%	3%	3%
Increase from Prior Year's Estimate	0%	1%	1%

**From budget adopted on September 18, 2014*

TIF Capture History for General Fund			
Fiscal Year	(in millions) TIF Capture	Tax Levy	Capture as % of Levy
2016	\$5.0	\$215.9	2.3%
2015	4.4	212.3	2.1%
2014	4.1	209.7	2.0%
2013	4.0	206.3	1.9%
2012	4.0	206.3	1.9%
2011	4.9	212.8	2.3%
2010	6.3	230.8	2.7%
2009	8.0	261.5	3.1%
2008	8.4	271.3	3.1%
2007	8.4	271.2	3.1%
2006	7.6	260.3	2.9%
2005	7.8	246.6	Peak 3.2%
2004	7.2	234.6	3.1%

Note: FY 2015 & FY 2016 TIF capture amounts are estimated; all other years are actual amounts. FY 2016 gross tax levy is based on recommended budget amount.

TIF
which

State Revenue Sharing Payments

One significant change in the recommended budget for the General Fund is an increase in revenue for the restoration of State revenue sharing payments. As historical background information on this issue, State revenue sharing payments to counties were temporarily eliminated with the passage of Michigan Public Act 357 of 2004. As a temporary replacement for these state payments, the legislature imposed a summer county tax across the state, which transitioned over a three-year period beginning in July 2005. The end result after the three years was a permanent date shift in the county tax collection period from winter to summer. The intentional result by the State was an additional year of property tax collections over the three years. In essence, four years of property taxes were levied within three fiscal periods. The accelerated one year's worth of additional property tax revenue was required by State law to be placed in a restricted Revenue Sharing Reserve Fund (RSRF). The RSRF dollars were used to supplant the State-suspended revenue sharing payments to counties – in Oakland County's case, over eleven (11) years into 2015. The remaining amount in the RSRF has been depleted as of FY 2015 as planned and intended by the State. State revenue sharing was restored to Oakland County for a partial year in FY 2015 with full restoration to begin in FY 2016.

Up until FY 2015, the State did not fully fund statutory revenue sharing payments and reduced payments by approximately one-third because of State budget shortfalls. Last year, the Legislature passed a budget bill which restored full funding of statutory revenue sharing payments in FY 2015 to all eligible counties. This is the first time in over a decade that the State appropriated full formula funding for county revenue sharing payments. There was concern that the fully restored revenue sharing appropriation was still at risk as the Legislature robustly debated how to provide additional road funding during the lame duck session at the end of 2014. Thus, the budget as adopted on September 18, 2014, included the conservative assumption that the County would not receive full revenue sharing and instead that it would be reduced by one-third back to the previous level of funding for statutory revenue sharing (at that time, an estimated reduction of approximately \$8.5 million annually for Oakland County). Most recently, the State legislature approved the Governor's budget recommendation to continue full funding for county revenue sharing, which has a positive impact on the County's budget for FY 2016 and beyond. The recommended budget includes an increase in revenue sharing in the amount of \$10.1 million annually for a total amount of \$26.2 million in State revenue sharing payments – this is based on the revenue sharing estimate as published on the State Treasury website for FY 2016.

Convention Facility Liquor Tax Distribution

The State collects liquor tax which is deposited in the State Convention Facility Development Fund for redistribution back to the counties. State law requires that half of the liquor tax revenue received by the County must be used to fund substance abuse programs. The other half is retained in the County's General Fund for general operating purposes. Based on the past 3-5 years of increased liquor tax revenue, the recommended budget includes an additional \$2 million annually in the gross amount of Convention Facility Liquor Tax. The additional budgeted revenue is partially offset by an additional \$1 million expenditure requirement to fund the Substance Abuse Coordinating Agency operated by the Community Mental Health Authority, resulting in a net \$1 million increase for the County's general operations.

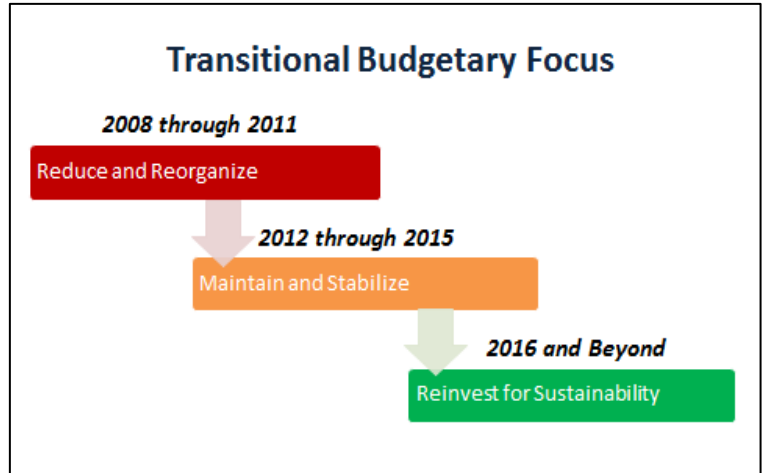
Transfer from DTRF

As mentioned previously with the discussion regarding the financial condition of the Delinquent Tax Revolving Fund (DTRF), the recommended budget includes a \$1.8 million reduction in DTRF transfer of funds to the General Fund for both FY 2017 and FY 2018. As a result, the amount that will be transferred from the DTRF to the General Fund will be \$10.8 million in FY 2016 and \$9.0 million in FY 2017 and FY 2018.

HIGHLIGHTS OF MAJOR CHANGES IN EXPENDITURES

The first decade of the new millennium straddled two national recessions, one near the beginning of the decade in 2001 followed by the Great Recession which lasted from 2007 until the end of the decade through 2009. Michigan was hit particularly hard by both recessions, and in this state it felt like one very long continuous recession. The effect of the lost jobs, the decline in property values, a slow start to the economic recovery, and constitutional tax limitations, combined, made it very difficult for local governments in this state to balance their budgets.

As previously discussed, Oakland County’s focus is on long-term financial planning, and the County operates under a three-year rolling budget, which allows for continuous planning at least three fiscal years into the future. This process quantified budget reduction targets for each of the County’s elected officials so that they could proactively initiate budget reductions in advance of a financial crisis. There were four consecutive years from 2008 through 2011 when County elected officials and departments were tasked with new budget reduction targets during each annual budget cycle. The budget reduction tasks were designed to balance the budget and maintain a healthy level of equity at least three years into the future. This approach served to avoid a potential deficit during the financially challenged period of the Great Recession and allowed the County to emerge more resilient and financially stronger. During this period, the budget strategy mostly targeted reducing and restructuring efforts - reducing expenditures, reducing salaries, restructuring employee benefits, restructuring management of departments through reorganization, and restructuring service delivery models. There was some limited amount of investment during this period, primarily targeted for three purposes: 1) technology initiatives with expected long-term net savings from increased efficiencies; 2) enhanced security, essential in this turbulent post-9/11 era; and 3) efforts to diversify and strengthen Oakland County’s economy.



This is the fourth year of consecutive budget cycles, since 2012, that new budget reduction tasks have not been required. Use of General Fund balance is required to balance the budget for FY 2016 through FY 2018 but in decreasing amounts going forward and much less than budgeted in prior years, to be discussed in more detail subsequently. The challenge going forward is to navigate a “soft landing” in the transitional shift from significantly reducing the budget, to maintaining budget stability, to reinvesting and rebuilding for long-term sustainability of required County services.

The major highlighted expenditure changes within the County Executive’s Recommended Triennial Budget for FY 2016 through FY 2018 include: employee compensation changes needed to sustain a high-quality workforce and increased funding for capital improvements to sustain safe and functional facilities.

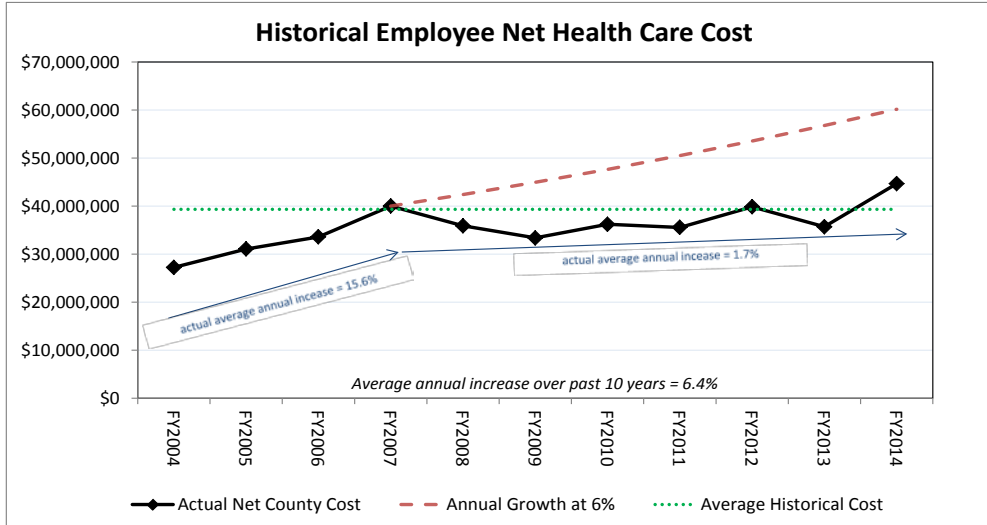
Employee Compensation

For most local governments, employee compensation is likely the single largest expense. Compensation is broadly defined to include salaries and benefits, including pensions and retiree health care. Oakland County attributes much of its budgetary success to long-term financial planning which includes proactive employee benefit reforms. Such benefit reforms were implemented in increments over the past several decades, with the earlier efforts now yielding big dividends and more recent changes promising to yield significant additional savings in the future.

Employee health care is one benefit that received much attention over past years when costs were increasing rapidly prior to FY 2008. From FY 2008 through FY 2013, annual average employee health care costs (net of employee contributions and prescription rebates) remained flat, primarily the result of: implementation of a wellness program, a reduction in full-time workforce, an increase in employee contributions, drug formulary changes, and co-pay adjustments.

Prior to these changes, health care costs were increasing at a 15.6% average annual rate. Since FY 2007 through FY 2014, the annual increase in health care was only 1.7% on average.

The employee health care reforms that were implemented over the past several years helped to avoid significant cost increases, resulting in more budgetary stability. If the health care reforms had not been implemented and costs had increased otherwise at an assumed rate of 6% annually, it is estimated that the County would incur approximately \$15.5 million more for this benefit annually. This is one example of how small incremental changes can yield significant savings over time.



The County is self-insured for most of its employee health care costs. In contrast to premium-based plans, self-insured plan costs tend to fluctuate more from year to year, depending upon the timing of actual utilization. The last two years are a good example of how the costs can fluctuate. In comparison to the prior year, costs decreased by \$4.2 million or -10.4% in FY 2013 but then went up by almost

\$9.0 million or 25.1% in FY 2014. However, when smoothed over that two-year period of FY 2013–FY 2014, the average annual cost increase was \$2.4 million or 6.0%, equal to the anticipated rate of increase budgeted in those years. Of particular note, there was a new cost in FY 2014 of approximately \$934,000 for taxes recently imposed by the State and Federal governments on employer medical plans designed to fund Medicaid and health care provided under the Affordable Care Act. The County has no control over those imposed costs. The recommended budget includes an annual increase of 6% for employee healthcare in each of the next three fiscal years.

During the past 10 years, Oakland County's general salary increase has been conservative and has lagged behind both labor market increases and the consumer price index. Despite this fact, we have experienced tremendous support from employees, most labor organizations, and elected officials in holding the line on wages in an effort to avoid layoffs. Until most recently, the County was fortunate and retained many long-term retirement-eligible employees since many deferred their retirement, likely the result of the unstable and uncertain economy caused by the Great Recession. However, with the economic recovery, an increasing number of "baby boomers" are choosing to retire. Complicating matters further, according to labor market reports, the new Generation Y employees now entering the workforce averages only approximately two years' duration with a single employer.

As the unemployment rate continues to decline and the labor market continues to recover, our ability to compete for labor is limited by our revenue. Public sector economic recovery lags behind the private sector. With the need to recruit (due to an increasing number of retirements) and retain (due to competition in the labor market), it is imperative that our "total compensation" package be competitively positioned. Based on our recent past history of wage cuts and benefit reforms, our package will not "lead" the market but it must remain within striking range. As the traditional lure of public sector employment, namely employee benefits, begins to look more and more like private sector (e.g., defined contribution pension plans, no retiree health care, higher health care contributions, etc.), the benefit package distinction diminishes and competitive salary becomes a more critical component of total compensation. Competition in the labor market is evident and it is becoming more of a challenge to recruit and retain experienced, high-quality employees. Thus, the recommended budget includes slight incremental adjustments to employee compensation, affecting both salaries and benefits, to remain competitive in the labor market.

Included in the Triennial Budget previously adopted in September 2014 were general salary increases in FY 2016 and FY 2017 at 2.0% and 1.0%, respectively. This budget recommendation includes an adjustment to the proposed general salary increase above what was included with the budget that was adopted in September 2014. Recommended is an additional 1% in each of the next two years for a total general salary increase of 3% in FY 2016 and 2% in FY 2017. At this time, the Triennial Budget and long-term financial projection includes a modest annual 1% general salary increase for FY 2018 through FY 2020, to be reviewed and analyzed with future budget recommendations.

Oakland County's traditional defined benefit (DB) pension plan was closed to new enrollees as of July 1, 1994. Eligible employees hired after that date are enrolled in a 401(a) defined contribution (DC) plan. The budget as adopted in September 2014 included \$1.5 million for an estimated Annual Required Contribution (ARC) for the DB plan in FY 2016; based on an analysis of the projected level of assets and liabilities, it was forecasted that no ARC payment would be required in FY 2017 and beyond. Based on the County's most recently actuarial report dated September 30, 2014, the County's closed DB pension plan is fully funded with the system's assets valued at 106% of the liabilities, which means that the County is not required to make an ARC payment in FY 2016. The most recent analysis maintains that no ARC payment will be required for FY 2017 and FY 2018 as well. This results in a one-time favorable expenditure variance of \$1.5 million for FY 2016 as reflected in this budget recommendation. The traditional retiree health care plan is also a closed plan (effective January 1, 2006) and is fully funded with the system's assets valued at 121% of the liabilities. The most recent significant financial challenge for governments across the country pertains to increasing liabilities for pensions and retiree health care plans. It is very rare that a government can boast of having fully funded its pension and retiree health care obligations as Oakland County can – another example of how incremental changes can yield big savings over time.

While the County has successfully fully funded its traditional pension and retiree health care plans, one of the lingering effects from the economic downturn during the Great Recession is that employees' individual retirement savings accounts suffered losses. Employees have expressed concerns about not being able to meet future savings goals necessary for retirement. This budget recommendation includes small incremental changes which would benefit employees who participate in the Deferred Compensation and Retiree Health Savings (RHS) plans, helping those employees to meet their retirement goals. These increases in benefits are fixed amounts per employee that are not dependent on salary amounts, so they do not increase automatically each year with annual general salary increases. Further, these changes were absorbed without any material changes to the fringe benefit rates as a result of savings realized from past cost containment efforts within the Fringe Benefit Fund.

The Deferred Compensation program is a supplemental retirement savings plan as defined and limited by the Federal Internal Revenue Code (IRC) 457(b), hereinafter referred to as the 457(b) plan. This program is voluntarily available to all full-time eligible employees, regardless of whether they are enrolled in the traditional closed DB plan or the currently offered DC plan. To encourage employees to invest tax-deferred earnings as a supplement to their retirement savings, the County used to match voluntary employee contributions into the 457(b) plan up to maximum match amount of \$300 annually. Unfortunately, one of the many budget cuts several years ago included elimination of the 457(b) employer matching contribution, effective on January 1, 2010. This budget recommendation includes reinstating the annual \$300 employer match for the 457(b) Deferred Compensation plan, effective January 1, 2016. The Fringe Benefit Fund includes approximately \$1 million for the 457(b) match – the actual cost could be less if eligible employees choose not to contribute their share into the plan as required to receive the employer match.

Last year, the Board of Commissioners approved lowering the longevity requirements for the RHS graduated vesting schedule. Prior to the vesting schedule revision, employees had to be employed with the County for a minimum of 15 years to become partially vested and 25 years to become fully vested in the RHS plan. Now, partial vesting begins after only 6 years of employment and employees will become fully vested in the RHS Plan after 10 years of County service. This change in the vesting period requirement for the RHS Plan was part of the broader focus on being able to recruit future County employees. In general, the County currently contributes \$50 biweekly for each eligible employee enrolled in the RHS (the amount is different for some union-represented employees). This budget recommendation increases the RHS contribution for eligible general employees from \$50 biweekly to \$75 biweekly, effective with the first pay period beginning in FY 2016, estimated to cost an additional \$800,000 annually based on the projected number of employees enrolled in this plan.

New Positions

There were a number of position changes requested by operating departments during the budget submission period. The position requests were carefully reviewed by the Human Resources department to validate that workload statistics completely supported the requests prior to including them in the FY 2016 – FY 2018 County Executive Recommended Budget. Also, it is the continued practice that all recommended positions be funded from existing resources within the operating budget, from either structural expenditure reductions and/or by a dedicated source of sustainable revenue.

A limited number of recommended new positions are being funded with a decrease in the Emergency Salaries Reserve line item. The majority of the new position changes are in the Special Revenue/Proprietary Fund area with the bulk of the position changes in the Water Resources Commissioner department. The Water Resources Commissioner's position changes mainly relate to the shift in the Pontiac Waste Water Treatment Facility (WWTF) day-to-day operational duties currently provided under contract to be performed by County employees. This completes the shift from contracted services; prior to this recommended change, the water and sewer operational duties were transferred under separate resolutions previously approved by the Board of Commissioners. The cost of the new Water Resource Commissioner employees will be funded by the reduction of contractual services and sustained through ongoing system revenues. For more detailed information regarding recommended position changes for FY 2016 – FY 2018, please refer to the Salary and Position Information section of the budget document.

Capital Improvement Plan and Building Security Enhancements

As a result of budget cuts to the Capital Improvement Plan (CIP) during the last decade, there is a pent-up need to reinvest in the CIP to ensure that the County facilities continue to be maintained adequately for long-term sustainability. Prior to FY 2003 when reductions to the CIP began, the annual appropriation was \$5.0 million. Through FY 2012, no new capital projects were launched except for those that provided a monetary return on investment in the form of productivity improvements, were required by state or federal mandates, or were necessary to keep the capital asset in good working order. Facility improvements were limited to critical repairs and the most essential maintenance projects. A similar approach was used for the Information Technology projects.

In 2012, the County took advantage of the low interest rates available for tax-exempt municipal debt to provide funding for capital projects. The County issued \$19.25 million in 10-year bonds (split roughly \$8.0 million for facilities and \$11.0 million for technology projects). At the time of the debt issuance, it was recognized that the 10-year capital needs for facilities exceeded the \$8 million in funding provided by the debt issuance and that additional funds would be needed in the future to maintain County facilities.

Last year, the budget that was adopted in September 2014 included an additional \$1.2 million annually for facility improvement projects, bringing the total amount of General Fund appropriation up to \$1.5 million annually. The County Executive Recommended Budget for FY 2016 – FY 2018 includes \$5.5 million annually for transfer from the General Fund to the Building Improvement Fund for maintenance of existing County facilities. This is more than the amount previously considered and included in the Long-Range Fiscal Plan Summary dated March 31, 2015, which included a \$2 million increase rather than the additional \$4 million being recommended with this budget. Based on a thorough review, it has been determined that an ongoing appropriation of \$5.5 million annually over the next 10 years is needed to adequately maintain the County's facilities through FY 2025.

Also included within the CIP, above and beyond the standard building maintenance projects described above, is a major building security enhancement initiative which is estimated to cost approximately \$15.0 million over the next four years.

Funding for Building Security Enhancements					
	<u>Project Total</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Estimated Costs	\$ 15,042,500	\$ 4,074,000	\$ 5,468,500	\$ 4,615,000	\$ 885,000
Funding Sources:					
Budgeted Security Reserve Line Item	\$ 7,600,000	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000
Assigned General Fund Balance - Security Cameras/Consoles	2,042,986	2,042,986	-	-	-
Assigned General Fund Balance - Homeland Security Enhancements	6,414,514	131,014	3,568,500	2,715,000	-
Return to Fund Balance	(1,015,000)	-	-	-	(1,015,000)
Total Funding from All Sources	\$ 15,042,500	\$ 4,074,000	\$ 5,468,500	\$ 4,615,000	\$ 885,000

The Facilities Management Department and the Sheriff's Office jointly conducted a building security review to identify areas recommended for security enhancement. The budget as adopted in September 2014 already includes an ongoing annual non-departmental appropriation of \$2.9 million for enhanced security, which encompasses additional law enforcement staff and capital improvements to harden the County's facilities. The \$15.0 million in capital needs over the next four years through FY 2019 include security enhancements such as cameras, consoles, security screening stations, ballistic walls, gates, etc. It is estimated that after all the position requests are approved ultimately for an estimated ongoing annual cost of about \$1 million, \$1.9 million will remain from the original \$2.9 million annual appropriation, which can be used to provide a total of \$7.6 million over the next four years to partially fund the building security enhancements. The remaining amount of \$7.4 million would be provided from current General Fund balance assignments.

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

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

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

As a result of long-term forward financial planning, Oakland County's General Fund balance increased from \$43 million as of fiscal year-end 2000 to \$254.0 million by fiscal year-end 2014. This is remarkable considering that there were two national recessions during the same time period with the recent 2007-2009 Great Recession being the most severe in modern history, particularly for Michigan, which was one of the hardest-hit states and one of the last to exit the recession. Oakland County's growth in fund balance results from the accumulation of savings generated by accelerated budget reductions over the past several years and reflects our deliberate, planned approach for sustainability and to balance future years' budgets.

The County Executive Administration's benchmark for a "healthy balance sheet" in the long-term includes a General Fund balance that equals at least 20% of expenditures - thus, ideally, our long-term sustained fund balance target is approximately \$89 million as measured by projected FY 2020 expenditures. The 20% target is slightly above the best practice recommendation by the Government Finance Officers Association (GFOA) to maintain a minimum two months of revenues in fund balance (approximately 17%). It is prudent for Michigan counties to maintain a level of fund balance above the minimum amount recommended by GFOA due to fact that counties must collect property taxes in arrears (i.e. expenditures are paid months ahead of the related property tax collections), pursuant to Public Act 357 of 2004. By maintaining a healthy balance sheet, in addition to a balanced budget, the County's elected officials can ensure the continuation of vital services to County residents.

Over the next several years, the accumulated build-up of fund balance will be drawn down gradually *as planned*. (See Charts 6 and 7 in the appendix for fund balance projections and projected use of fund balance through FY 2020.) Over the next five years, the projected fund balance for fiscal year-end (FYE) 2020 is \$108.5 million, above our \$89 million long-term target. Thus, for the FY 2016 – FY 2018 Recommended Triennial Budget, no new budget tasks were allocated. This is now the fourth consecutive year that new additional budget tasks have not been required of the County's operating departments. However, given the magnitude of expenditures over the next five years, the cumulative projected favorable variance of excess equity over the target amount, \$19.5 million, is miniscule although still positive. The current projections contained in the long-term five-year forecast (see Table 1 in the appendix) demonstrate that there is a decreasing reliance on planned use of available General Fund balance over the next five years. However, use of fund balance should be considered to be a one-time resource that once spent is no longer available and is only replenished when there is an annual operating surplus. Oakland County's ability to use a limited amount of General Fund equity is the result of planned budget reductions over the past several years during the Great Recession in order to balance the budget over a longer term.

FUTURE BUDGET OUTLOOK AND CONSIDERATIONS

Oakland County goes beyond the legal requirement of adopting an annual budget as evidenced by our three-year budget plan. Beyond developing the three-year budget plan, Oakland County looks for potential future budgetary issues by projecting future revenue and expenditure trends. The recommended budget for FY 2016 – FY 2018 has been balanced through prior accelerated cost reduction efforts implemented by the County's elected officials and by the provisional use of surplus as planned, made possible only as a result of these accelerated efforts.

The long-term forecast for the General Fund for the five-year period FY 2016 through FY 2020 is balanced and at this time does not require imposition of new budget tasks. The long-term forecast includes use of General Fund balance totaling \$118.7 million over the next five years, available as a result of the planned advance budget reductions over the past several years which now allows for use of accumulated General Fund equity available above the sustainable target amount. The targeted amount of General Fund equity as of September 30, 2020, is \$89.0 million which represents 20% of annual expenditures. Based on the projections included in this Fiscal Plan, General Fund equity is estimated to be \$108.5 million as of September 30, 2020, or \$19.5 million above the sustainable target amount.

At some point in the future, in order to sustain the long-term fund balance minimum targeted amount, the County's budget will become structurally balanced which is defined as the point when ongoing annual operating revenues are in balance with ongoing annual operating expenditures without reliance on use of fund balance. Budget projections for the future are moderately improving when compared to the past several years' forecasts which were prepared during and subsequent to the Great Recession. The long-term five-year forecast demonstrates that new budget tasks are not required at this time but we must remain prudent and diligent.

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

Funding for Future New Buildings

Appended to the 10-year CIP is a list of 17 potential future projects without a specific timeframe that total \$134.7 million and for which there is no current funding source. For any of these projects to move forward, it would require further detailed analysis, the express recommendation of the County Executive, and full review and approval of the Board of Commissioners. Some of these projects are new buildings or expansions/renovations of existing facilities. If any of these projects were to be undertaken in the future, most would likely require bond funding and the express authorization of the Board of Commissioners through separate resolution to issue debt. As current outstanding debt becomes retired, beginning in about seven years, the County will have the capacity to support debt service for new bond issues. The ability to fund new future debt from current resources already dedicated for debt service can serve as a framework for strategic planning of future new County buildings. This is discussed in more detail in the Appendix to this budget message.

Another source of future funding for new buildings could become available from a currently restricted account in General Fund equity from the net proceeds from land sales operations. With the delinquent property auctions conducted in FY 2011 through FY 2014 being above budgeted amounts, the restriction for land sales operations has grown to \$21.1 million. The equity is restricted by State statute for a limited time period after land has been sold to ensure that any post-sale claim or expense can be settled against the sale proceeds. Eventually, after the statutory restriction period has expired, the net remaining proceeds become unrestricted and then the Board of Commissioners may appropriate those dollars for discretionary purposes, which should be for limited one-time purposes so as to avoid relying on this source for continuing operational needs.

Since the longer-term forecasted future General Fund balance shown in Chart 6 within the Appendix of this budget message does not include any portion of the \$21.1 million currently restricted for land sales operations, it is recommended that the Board of

Commissioners consider transferring remaining net land sales proceeds into a fund dedicated for future debt service when those dollars become unrestricted. This recommendation should be analyzed, considered implemented as part of the year-end closing of the accounting records.

Managing Limited Resources and Intergovernmental Efforts

As previously discussed, property tax growth limitations embodied in Michigan law will ultimately require a “roll-back” in property tax millage rates, affecting not just Oakland County but all local governments in the state. Growth in our largest single revenue source is limited by the rate of inflation while expenditures may increase with higher demand for services as time goes on. If inflation ever increases above 5%, then it will create an even greater challenge since taxable values for current properties are capped at 5% growth while expenditure pressures would be above that capped limitation. Without additions in the tax base such as from new construction, balancing budgets for all local governments in Michigan could continue to be a challenge. Knowing that funding challenges will continue for all local governmental units, Oakland County’s approach has been to share government resources through intergovernmental cooperative programs.

Oakland County has long been a leader in collaborative initiatives, not just among local units of government within our County’s borders but also regionally beyond our borders. Automation Alley is a highly successful collaborative initiative highlighted previously in this document. Another premiere example of collaboration is our Courts and Law Enforcement Management Information System (CLEMIS) program.

CLEMIS provides data sharing and low-cost access to criminal information through cutting-edge computer technology. Over the past 39 years it has evolved from its roots as a service provider to Oakland County local police agencies to an award-winning program that is one of the largest law enforcement consortiums in the nation. The CLEMIS membership includes over 200 public safety agencies across seven Southeastern Michigan counties: Oakland, Macomb, Washtenaw, Wayne, St. Clair, Lapeer, and Genesee. CLEMIS products, which are developed and managed by Oakland County, include: computer aided dispatch, records management, digital mug shots and fingerprints, crime analysis mapping, mobile data computing in vehicles, and numerous other applications.

Many of our local communities contract with Oakland County for services, such as road patrol, animal control services, real property assessing and personal property appraisal services, Information Technology services, water and sewer services, and collection of delinquent taxes, just to name a few. The City of Pontiac, which operated under an Emergency Manager not so long ago, entered into a contract with the County four years ago for the Sheriff’s Department to provide police and dispatch services on behalf of the City. This contract provides approximately \$2.2 million in annual cost savings for Pontiac and was a major component of the city’s deficit-elimination plan. Pontiac citizens have benefitted from an increased number of police officers and enhanced dispatch services. Oakland County also provides free support to its local communities such as community planning services, support of the Main Street program which includes 11 downtown areas, and free internet to local units of government in the County.

There is another element of innovation in Oakland County that is improving the delivery of services and reducing costs called cloud computing. G2G Cloud Solutions was developed by Oakland County to improve government services by sharing technology with other government agencies at little or no cost, therefore reducing the cost of government. G2G Cloud Solutions provides the opportunity for all government agencies, regardless of their size, budget or geographic limitations, to have access to advanced technology to best serve citizens’ needs. In 2012, this cloud initiative was recognized by President Obama and The White House with the Champions of Change Award. G2G Cloud Solutions offers two products: Online Payments and Over the Counter Payments. Currently, numerous government agencies throughout the State of Michigan are utilizing G2G Cloud Solutions and the G2G Marketplace, including municipalities, courts, and counties. G2G Cloud Solutions is expected to grow as the number of participating agencies increases and as future products are added.

At the beginning of FY 2013, we transferred the operations of the Library for the Visually and Physically Impaired (LVPI) from the Oakland County Library Board to the City of Rochester Hills Library. The LVPI functions primarily as a clearing house for material designed for the visually impaired including books on tape, CDs, etc. The County contracted this service to the City of Rochester Hills for \$120,000 per year.

Services were enhanced through extended hours of operation and an increase in available LVPI materials through the combined collections. As a result of the transfer of responsibilities, the County was able to offset the cost of the contract with personnel savings and the elimination of all the other costs associated with directly operating the LVPI. Also, this effort freed up needed space in the County courthouse. Annual net operating savings for the County as a result of this partnership are approximately \$26,000.

One intergovernmental regional effort that has received national and worldwide attention is the recent creation of the Great Lakes Water Authority (GLWA), a major restructuring effort born out of the City of Detroit's bankruptcy. The Oakland County Executive signed a memorandum of understanding with the City of Detroit, Wayne and Macomb counties, and the State of Michigan for the creation of a regional water authority to assume the services to regional customers provided by the Detroit Water & Sewerage Department (DWSD). The memorandum of understanding included required safeguards for Oakland County ratepayers under the new regional water authority and is designed to promote fiscal responsibility, accountability and transparency. The system provides water services to 34 Oakland County communities and provides sewerage services to 37 Oakland County jurisdictions. These communities are home to thousands of Oakland County businesses and some 1.03 million (85.8%) Oakland County residents. After a lengthy and intense negotiation, a lease agreement was signed on June 12, 2015, between the GLWA and the DWSD. The Agreement includes key protections to protect all ratepayers and provides meaningful representation from the participating region in the governance of the system. More information about the GLWA/DWSD lease can be obtained from Oakland County's web site at https://www.oakgov.com/exec/Pages/great_lakes_water.aspx.

CONCLUSION

We in Oakland County have much to be proud of. Tough decisions have been made over the past several years to ensure long-term financial sustainability for the services that we provide to our citizens. Our history of diligent long-term financial planning and demonstrated ability to manage our budget over the difficult past decade demonstrates the talent and leadership of Oakland County's elected officials and the ability to work as a team - something that we can and should be proud of.

With the economy now stable, the County's annual operating budget has become more stable. The five-year forecast demonstrates that the General Fund balance is sustained and remains modestly above the 20% minimum target amount. This was accomplished while reducing the County's property tax rate and providing strategic increases in a few key areas for reinvestment and rebuilding going forward. The recommended budget includes modest increases in employee salaries and some select benefits. And, as discussed, one of the major budget changes included in this recommended budget is an increase in funding for the CIP of \$4.0 million annually, necessary to maintain County facilities. Over the next five years through FY 2020, the increase in the CIP totals an additional \$20.0 million of capital investment to sustain current County assets. While this budget recommendation is more optimistic in comparison to the past several years, our challenge is not yet over. Longer-term, the County's budget will become structurally balanced if the plan presented is adhered to.

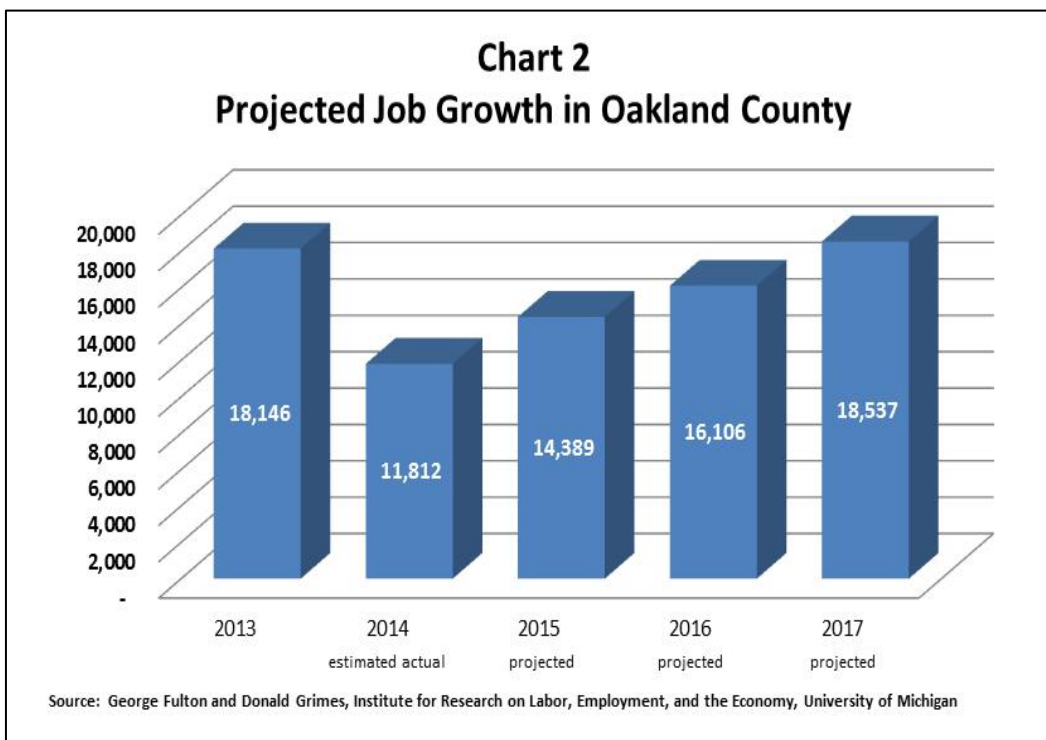
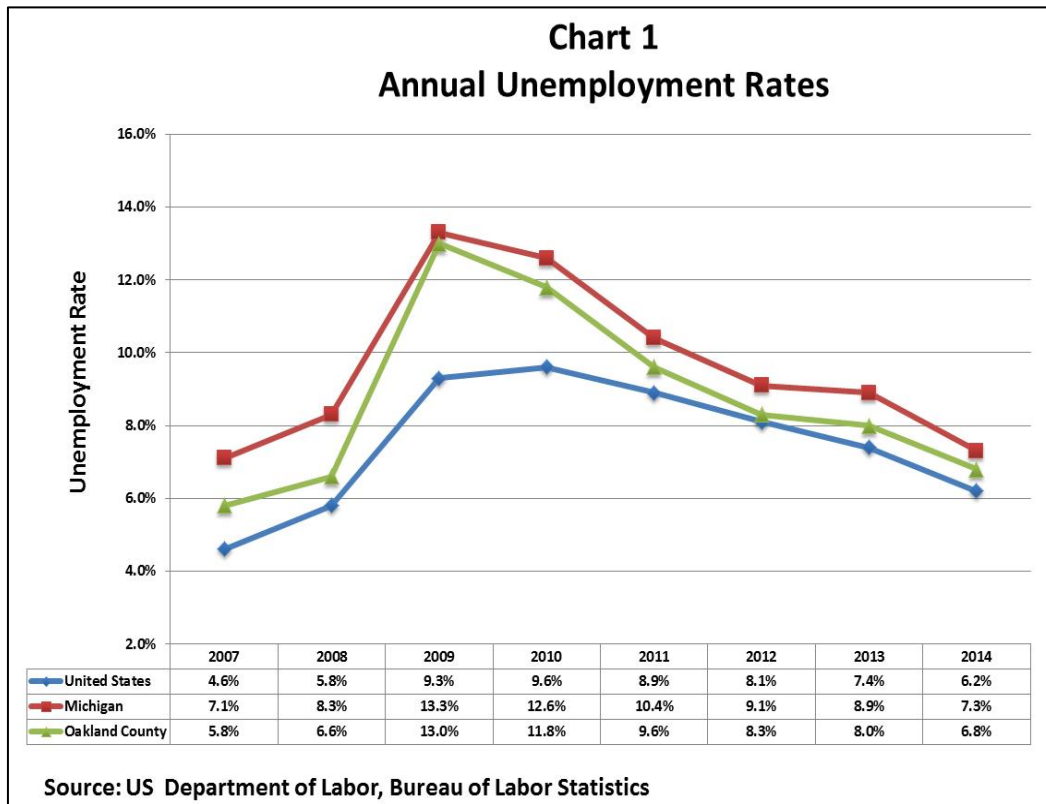
This budget recommendation embodies the principles that are important to Oakland County and have long been followed by those of us who are elected to serve its citizens. This budget was balanced with a decrease in the property tax rate and ensures delivery of needed services to the Oakland County citizens for the next three years. And, it was accomplished through a partnership of all Oakland County elected officials who have embraced the prospect of reshaping our County government to become stronger and even more efficient in the long run. I also want to take this opportunity to thank the Oakland County employees for their dedication and hard work. I am confident that Oakland County will continue to rank as a premier County, both financially and programmatically as a result of these combined efforts. Wall Street shares this confidence, having affirmed the County's AAA bond rating for the past 18 years.

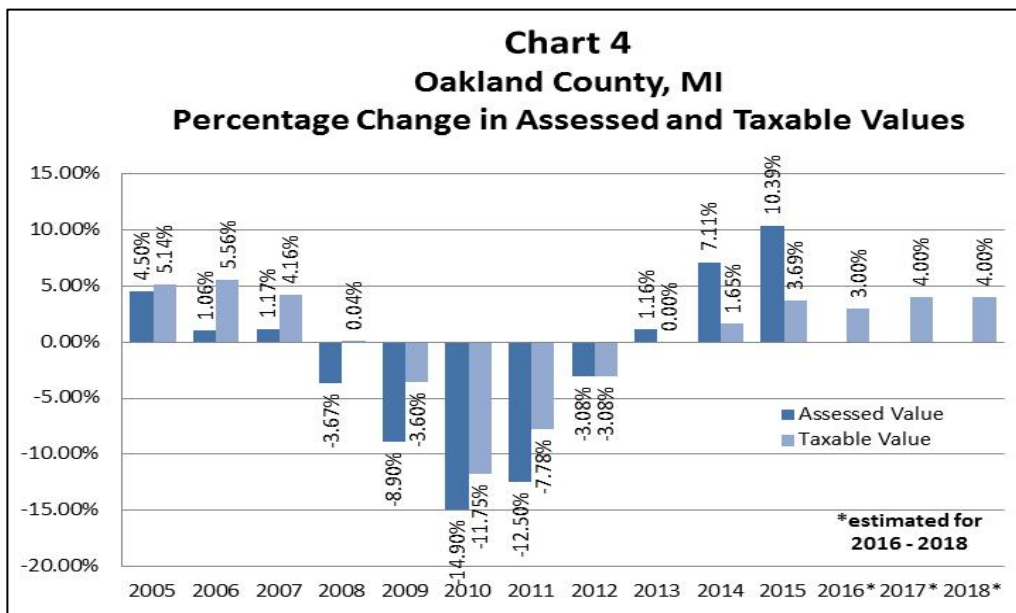
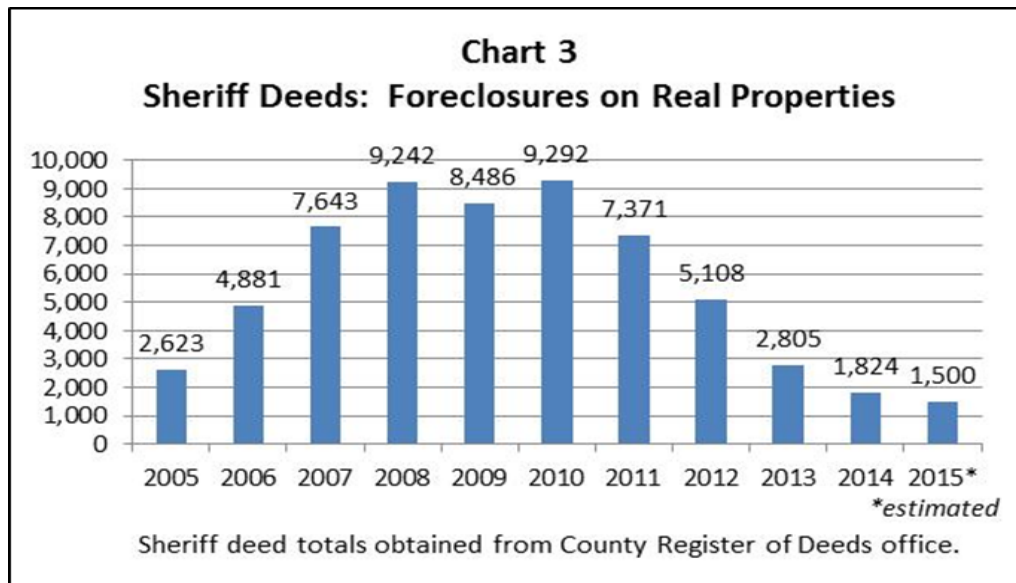


L. Brooks Patterson, Oakland County Executive

APPENDIX TO BUDGET MESSAGE

SUPPLEMENTAL REFERENCED DATA





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

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

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

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

Now that property values are once again increasing above the rate of inflation, the Headlee Amendment requires the County to roll back the maximum allowable tax **rate**. It is possible that at some point in the future, the maximum allowable tax rate could be rolled back to a rate that is below the

current millage rate levied by Oakland County. Then, the only growth in the property tax revenue base beyond the rate of inflation (limited to a maximum of 5%) would come from new construction.

It is prudent for the County to continue its past practice of maintaining a millage rate which will continue to remain below the maximum authorized rate. Also, maintaining a low tax rate helps to attract new property development as well as encourage economic development, which ultimately increases the overall tax base for the County. Most recently, the County's general property tax rate for 2015 has been reduced from 4.19 mills to 4.09 mills. Translated into property tax dollars that otherwise could have been levied since 1998, Oakland County taxpayers were spared \$71.8 million in tax collection because County government opted to levy a reduced millage rate instead of the maximum rate allowed by law.

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

Year	Taxable Value	Maximum Authorized Millage	Millage Levied	Millage Differential	Taxes Saved
1998	\$39,011,931,708	4.4630	4.19	0.2730	\$ 10,650,257
1999	41,756,021,276	4.4188	4.19	0.2288	9,553,778
2000	44,370,760,909	4.3688	4.19	0.1788	7,933,492
2001	47,656,729,878	4.3259	4.19	0.1359	6,476,550
2002	50,688,809,599	4.2886	4.19	0.0986	4,997,917
2003	53,179,886,010	4.2602	4.19	0.0702	3,733,228
2004	55,986,490,872	4.2359	4.19	0.0459	2,569,780
2005	58,864,093,550	4.2240	4.19	0.0340	2,001,379
2006	62,133,415,235	4.2240	4.19	0.0340	2,112,536
2007	64,720,016,857	4.2240	4.19	0.0340	2,200,481
2008	64,745,976,336	4.2240	4.19	0.0340	2,201,363
2009	62,416,676,895	4.2240	4.19	0.0340	2,122,167
2010	55,081,707,586	4.2240	4.19	0.0340	1,872,778
2011	50,798,540,257	4.2240	4.19	0.0340	1,727,150
2012	49,235,953,993	4.2240	4.19	0.0340	1,674,022
2013	49,235,110,306	4.2240	4.19	0.0340	1,673,994
2014	50,048,650,087	4.2240	4.19	0.0340	1,701,654
2015	51,895,341,437	4.2168	4.09	0.1268	6,580,329
					<u>\$ 71,782,855</u>

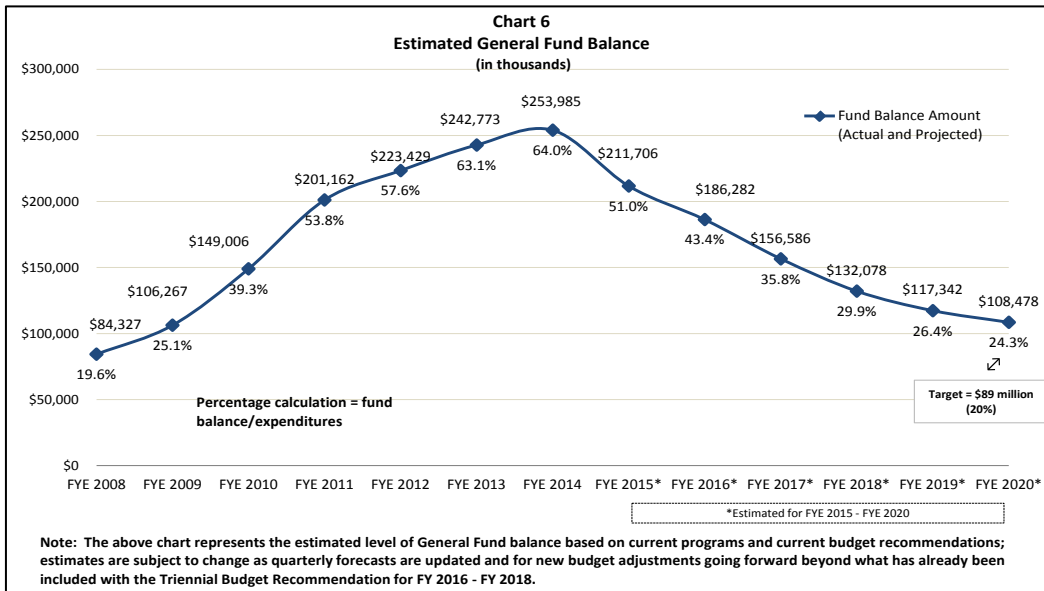


Chart 6 represents the historical (including restricted amounts) and projected level of total General Fund balance based on the County Executive Recommended Budget for FY 2016 – FY 2018. The projected estimates deduct the dedicated restricted amounts and planned use of fund balance; assumed savings from annual personnel turnover is included which is not budgeted since the budget

includes funding for full employment. As the chart illustrates, through September 30, 2020, General Fund balance is projected to be above the long-term target amount. Furthermore, as the County continues its ongoing efforts to budget for long-term sustainability, it will continue to have a positive impact on future General Fund balance projections.

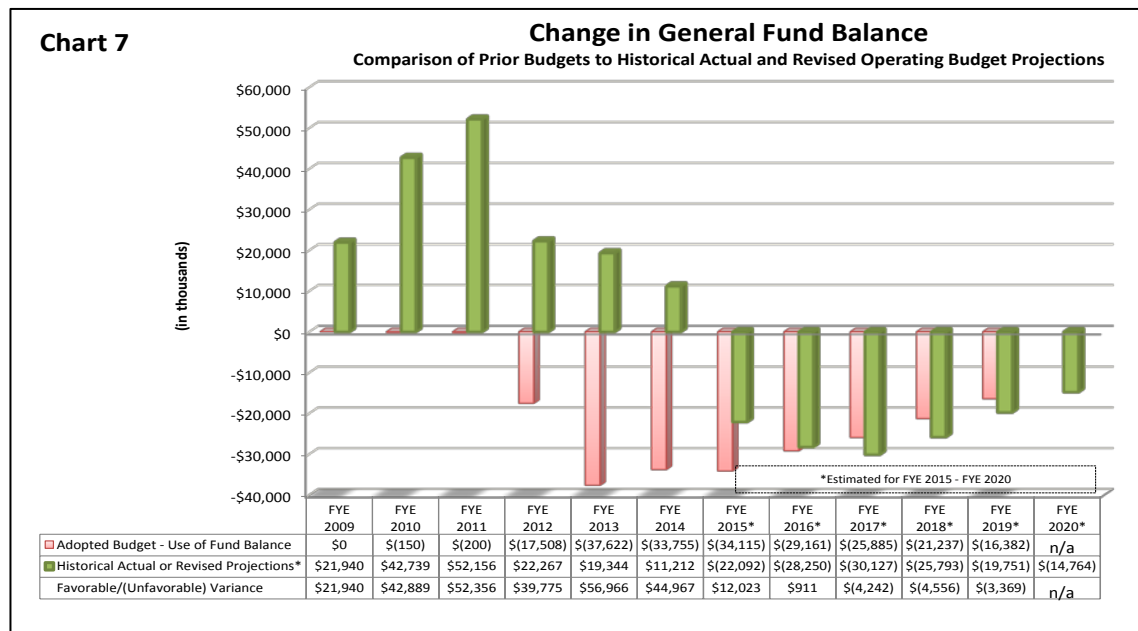


Chart 7 illustrates the historical and projected change in the level of total General Fund balance resulting from operations. It compares the amount that was budgeted for use of fund balance against the actual results for historical years and against revised projected estimates. The estimate for FY

2015 is based on the second quarter forecast for operations and does not include potential future spending of non-budgeted restricted fund balances. The updated revised estimates for FY 2016 through FY 2020 is based on the Recommended Triennial Budget for FY 2016 – FY 2018 including the estimated amounts in the extended five-year forecast as shown in Table 1 at the end of this Budget Message Appendix.

Currently, there are three funding sources for the annual debt service payments of current outstanding long-term debt issued to support County General Fund/General Purpose operations as illustrated in Chart 8. (This does not include debt issued to support Enterprise Fund operations.) Future capacity for new debt service becomes available beginning in FY 2023 as illustrated in Chart 9, when current outstanding primary debt is retired, which would free up resources to fund future building projects or other capital projects.

The General Fund is the funding source for the \$19.25 million of 10-year debt that was issued in 2012 to fund facility and technology projects referenced previously with the CIP discussion. That debt service averages \$2.2 million annually and will be retired after the last debt service payment in FY 2023. Then, beginning in FY 2024, the \$2.2 million would become available to support new debt service.

The Delinquent Tax Revolving Fund (DTRF) provides funding for debt incurred in the early 2000's for three major building projects: the Rochester Hills District Court, the Jail Annex, and the Executive Office Building. The total debt service funded by the DTRF averages \$4.7 million annually and upon retirement of the debt, becomes available to support new debt beginning from FY 2023 – FY 2025.

The annual debt service for the retiree health care bonds (referred to as OPEB bonds in Chart 8) is paid from the Fringe Benefit Fund. The average debt service for those bonds is approximately \$32.5 million annually and will be retired after the last payment in FY 2027. When that debt is paid off, the future savings will benefit all funds that are charged for fringe benefits. While about 80% of the future savings will accrue to General Fund/General Purpose programs, some of those savings will be offset by reduced reimbursements to the General Fund such as from the Child Care Fund and for contracted services, such as Road Patrol. To be conservative, it is assumed for purposes of this discussion that 50% of the current debt service for the OPEB bonds or approximately \$16.3 million will become available to the General Fund to support future debt service or other needs beginning in FY 2028.

Chart 8
Current Outstanding Debt by Funding Source

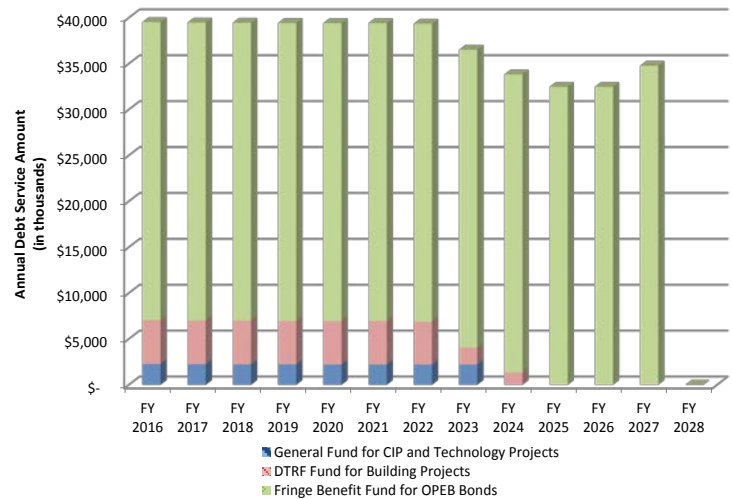


Chart 9
Future Capacity for Debt Service

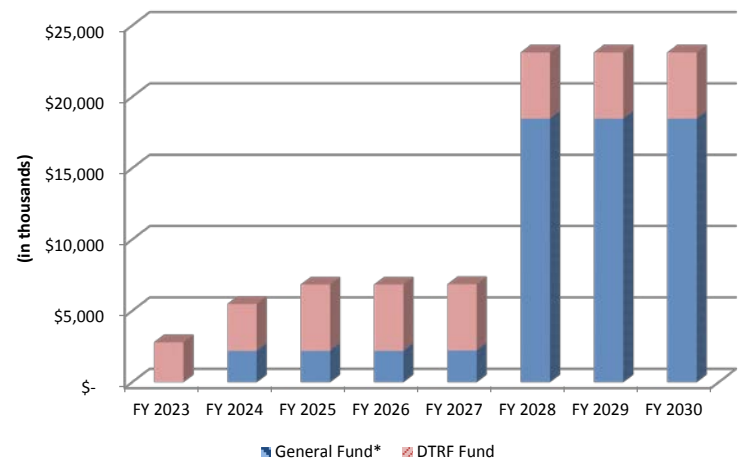


Table 1

OAKLAND COUNTY, MICHIGAN					
Five Year Adopted Budget Forecast - General Fund / General Purpose					
Controllable Account Category	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget	FY 2019 Forecast	FY 2020 Forecast
Resources					
Property taxes	\$ 211,428,975	\$ 220,066,851	\$ 229,050,241	\$ 229,050,241	\$ 229,050,241
Federal Grants	729,074	729,074	729,074	729,074	729,074
State Grants	20,319,294	20,289,482	20,293,496	20,293,496	20,293,496
Other Intergovern. Revenues	39,546,206	39,551,642	39,551,642	39,551,642	39,551,642
Charges for Services	104,658,074	104,626,967	104,520,094	104,520,094	104,520,094
Indirect Cost Recovery	7,900,000	7,900,000	7,900,000	7,900,000	7,900,000
Contributions	44,240	44,240	44,240	44,240	44,240
Investment Income	1,904,900	1,904,900	1,904,900	1,904,900	1,904,900
Planned Use of Fund Balance	29,363,330	31,181,181	26,846,429	26,846,429	26,846,429
Other Revenues	428,800	428,800	428,800	428,800	428,800
Revenue - Subtotal	\$ 416,322,893	\$ 426,723,137	\$ 431,268,916	\$ 431,268,916	\$ 431,268,916
Transfers In	\$ 14,332,507	\$ 12,160,987	\$ 12,112,809	\$ 12,112,809	\$ 12,112,809
Total Available Resources Budgeted	\$ 430,655,400	\$ 438,884,124	\$ 443,381,725	\$ 443,381,725	\$ 443,381,725
Adjustments Impacting FY 2019 and FY 2020					
Estimated Increase in Property Tax Base				\$ 8,349,227	\$ 15,636,553
Reduction of Transfer from Delinquent Tax Revolving Fund				(1,000,000)	(1,000,000)
Deduct: Planned Use of Fund Balance				(26,846,429)	(26,846,429)
Total Adjustments				\$ (19,497,202)	\$ (12,209,876)
Revised Available Resource Estimates				\$ 423,884,523	\$ 431,171,849
Use of Resources					
Personnel					
Salaries	\$ 166,534,033	\$ 166,485,215	\$ 166,415,295	\$ 166,415,295	\$ 166,415,295
Fringe Benefits	101,883,288	101,871,015	101,830,421	101,830,421	101,830,421
	268,417,321	268,356,230	268,245,716	268,245,716	268,245,716
Operating Expenses					
Contractual Services	57,240,318	56,987,526	57,016,328	57,016,328	57,016,328
Non-Departmental	18,284,967	26,445,464	30,926,760	30,926,760	30,926,760
Commodities	8,415,960	8,401,005	8,400,318	8,400,318	8,400,318
Capital Outlay	354,995	354,995	354,995	354,995	354,995
	84,296,240	92,188,990	96,698,401	96,698,401	96,698,401
Internal Support					
Internal Services	56,355,430	58,266,897	58,371,063	58,371,063	58,371,063
	56,355,430	58,266,897	58,371,063	58,371,063	58,371,063
Transfers/Other Sources (Uses)					
Transfers Out	21,586,409	20,072,007	20,066,545	20,066,545	20,066,545
	21,586,409	20,072,007	20,066,545	20,066,545	20,066,545
Total Use of Resources - Budgeted	\$ 430,655,400	\$ 438,884,124	\$ 443,381,725	\$ 443,381,725	\$ 443,381,725
Adjustments Impacting FY 2019 and FY 2020					
Employee Compensation (Salaries and Benefits)				\$ 2,308,347	\$ 4,616,693
Total Adjustments				\$ 2,308,347	\$ 4,616,693
Revised Use of Resources - Estimate				\$ 445,690,072	\$ 447,998,418
OPERATING SURPLUS / (SHORTFALL)				\$ (21,805,549)	\$ (16,826,569)



FINANCIAL OVERVIEW

FY 2016 - FY 2018 BUDGET FINANCIAL / BUDGETARY INFORMATION

I. FORM OF GOVERNMENT

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

II. ORGANIZATION AND FINANCIAL STRUCTURE

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

Administration of Justice

Circuit Court
District Court
Probate Court

Law Enforcement

Sheriff
Prosecutor

General Government

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

County Executive

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

Non-Dept. Appropriations

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

General Fund
Child Care Fund
Social Welfare Foster Care Fund

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

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

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

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

III. BASIS OF ACCOUNTING

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

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

IV. FUND DESCRIPTIONS

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

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

GENERAL FUND/GENERAL PURPOSE FUNDS

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

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

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

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

SPECIAL REVENUE AND PROPRIETARY FUNDS

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

SPECIAL REVENUE FUNDS

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

Special Revenue - Grants

The County has several separate grants budgeted in FY 2016 - FY 2018. Obviously, such a large number precludes listing and describing all the applicable funds. Below please find the list of grants by category.

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

- Community Corrections, which uses State funds to increase utilization of community-based sanctions and services for nonviolent offenders.
- Juvenile Accountability Block Grant (JABG), which utilizes federal and county funds to develop programs to promote greater accountability in the juvenile justice system.
- Justice Assistance Grant (JAG) provides state and local governments funding to support a broad range of activities to prevent and control crime, and to improve the criminal justice system.

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

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

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

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

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

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

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

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

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

Special Revenue – Other

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

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

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

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

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

Revenue-Sharing Reserve Fund – This fund was created in 2005 under State of Michigan Public Act 357 of 2004 to serve as a substitute to county revenue-sharing payments. This fund provided a funding mechanism to shift county property tax levies from winter to summer over a three-year period. The Revenue Sharing Reserve Fund transferred the final payment to the General Fund in FY 2015.

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

The Water and Sewer Act 342 Fund - is used to account for the construction, under contractual arrangement, of water and sewer systems (currently 10 under Public Act 342 of 1939. Upon completion of the projects, these systems are turned over to the respective municipalities for operations and maintenance. This fund is not included in the County’s budget.

The Lake Levels Act 146 Fund - is used to account for funds from special assessments to finance the cost of maintaining County lake levels (currently 31) created under Public Act 146 of 1961. This fund is not included in the County’s budget.

The Drains Act 40 Chapter 4 & 18 Maintenance Fund - is used to record expenditures for the operations and maintenance of drainage districts created under Chapters 4 and 18 of Public Act 40 of 1956 (currently 309 drains). Revenues are provided from special assessments against the benefiting properties within the district. This fund is not included in the County’s budget.

The Lake Improvements Act 345 Fund - is used to account for special assessment revenues collected to oversee the improvement (i.e., weed control) of various lakes in Oakland County. Efforts are in progress whereby the lake improvement board will name the treasurer of the local municipality (as opposed to the former arrangement with the Oakland County Treasurer) as treasurer of the respective improvement board. This will remove accounting and reporting responsibility from Oakland County (3 remaining as of 9/30/2014). This fund is not included in the County’s budget.

The Pollution Control Grants Fund - is used to account for awards of various pollution control program grants received from federal, state, and local sources. This fund is not included in the County’s budget.

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

Concealed Pistol Licensing Fund – This fund was created under State of Michigan Public Act 3 of 2015, House Bill No. 34 which implemented changes to the Concealed Pistol Licensing (CPL) law. It is used to account for the deposit of concealed pistol licensing fees collected by the County Clerk/Register of Deeds and allowable expenditures related to the cost of administering this act.

PROPRIETARY FUNDS

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

Proprietary – Internal Service Funds

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

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

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

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

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

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

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

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

Proprietary – Enterprise Funds

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

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

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

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

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

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

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

Water and Sewer Trust Fund is used to account for monies received from those County residents whose water and sewer systems are maintained for their respective cities, villages, or townships by Oakland County. There are currently 22 municipal water systems and 17 municipal sewer systems that are operated under these contractual agreements. The water and sewer systems are operated and maintained by the Oakland County Water Resources Commissioner.

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

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

V. BUDGET POLICY AND PROCEDURES

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

VI. BUDGET PROCESS

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

With the recent economic downturn and the need to plan further into the future, the County will continue with the “triennial budget”, projecting out to three fiscal years (FY 2016, FY 2017, and FY 2018). By preparing a three-year budget we hope to gain more advanced notice, better long term planning, and greater opportunities to react before a crisis arises, thereby easing the fear of the unknown.

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.

Phase I - Development of Budget Preparation Materials

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

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

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

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

Phase II - Development of Department Budget Requests

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

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

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

When Budget Tasks are assigned, each Elected Official is required to develop a structural plan to resolve the Budget Task assigned to them by producing NEW revenue and not merely increasing revenue based upon activity levels, and/or by specific structural reductions in expenditures. It is at the discretion of the Elected Official as to how the task will be distributed among the departments he or she oversees. In the event no budget tasks are assigned to the Elected Officials, the normal process for developing the budget would be followed as indicated in bullets 1 and 2 of Phase II. In either event, the plans are to be submitted to the County Executive's Budget Task Force by late April. The Budget Task Force consists of the five (5) Deputy County Executives, with staff support provided by the Directors of Management and Budget and Human Resources. Please note there were no budget tasks assigned to any Elected Official for FY 2016, FY 2017, or FY 2018.

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

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

Phase IV - Board of Commissioners' Process for Budget Adoption

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

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

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

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

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

VII. CALENDAR FOR PREPARATION OF THE BUDGET DOCUMENT

BUDGET CALENDAR FOR FISCAL YEAR 2015 (some dates are subject to change)

<u>Date</u>	<u>Activity/Action</u>	<u>Area(s) Responsible</u>
Jan - Feb 2015	Verify Human Resources information regarding Positions and classifications	Human Resources Fiscal Services
Jan - Feb 2015	Prepare FY 2016 – FY 2018 General Fund/General Purpose Preliminary Revenue Estimates	Fiscal Services/ Departments
February 2015	Submit FY 2016 – FY 2018 Preliminary Revenue Estimates to County Executive	Fiscal Services
March 12, 2015	Submit Preliminary FY 2016 – FY 2018 General Fund/General Purpose Revenue Estimates to Finance Committee	Fiscal Services
March 12, 2015	Submit FY 2015 1 st Quarter Financial Forecast and Related Budget Amendments to the Finance Committee	Fiscal Services
March 16, 2015	Run <u>Draft</u> of Salary and Fringe Benefit Forecast Report	Fiscal Services
March 24 & 25	FY 2015 – FY 2017 Budget Overview Sessions with Elected Officials, Department Directors and Division Managers	County Exec Fiscal Services Human Resources
April 16, 2015	Submit 2015 Equalization Report to Finance Committee	Equalization Division
April 28, 2015	Enter updated parameters for fringe benefits into Salary and Fringe Benefit Forecast Report	Fiscal Services

May 1, 2015	Departments to submit proposed Budget Adjustments to Fiscal Services and Human Resources	Departments
May 4, 2015	Download Salary & Fringe Benefit Forecast	Fiscal Services
May 29, 2015	Finalize preliminary County Executive Recommendation	Fiscal Services Human Resources
June 4, 2015	Submit FY 2015 2 nd Quarter Financial Forecast and Related Budget Amendments to the Finance Committee	Fiscal Services
June 19, 2015	Complete County Executive's Budget Message, General Appropriations Act, and Budget Reports for budget document and submit to Printing	Fiscal Services
June 26, 2015	Complete "Categorical/Variance" document and submit to Printing	Fiscal Services
July 1, 2015	Submit County Executive's FY 2016 - FY 2018 Recommended Budget to the Board of Commissioners and Clerk's Office - Administration	Fiscal Services
July 16, 2015	County Executive – Budget Presentation to the Board of Commissioners	County Executive
July 22, 2015	Human Resources Committee Meeting - Budget Hearing for Affected Operating Departments General Salary Recommendation for FY 2016 Additional Hearing Dates to be scheduled as needed	Human Resources
July 23, 2015	Finance Committee Meeting – Present County Executive's Recommended Budget and Overview of Revenue and Non-Departmental budgets	Fiscal Services
July 23, 2015	Finance Committee Meeting Budget Hearing for Affected Operating Departments – Additional Hearing Dates to be scheduled as needed	Fiscal Services
Aug 20, 2015	Finance Committee Meeting <ol style="list-style-type: none"> 1. Complete Budget Hearings, finalize Finance Committee Recommended Budget, (including consideration of Human Resources Committee Recommendation) 2. Forward recommendation to Board of Commissioners to set Public Hearing on Proposed Budget and authorize Public Notice 	Finance Committee
Aug 20, 2015	Set Public Hearing on FY 2016 Budget and General Appropriations Act	Board of Comm.
Aug 27, 2015	Submit Finance Committee Recommended Budget Document to Printing	Fiscal Services
Sept 10, 2015	Submit FY 2015 3rd Quarter Financial Forecast and Related Budget Amendments to Finance Committee	Fiscal Services
Sept 10, 2015	Issue Public Notice for both FY 2016 Budget and General Appropriations Act (<i>notice must be posted seven (7) days prior to Public Hearings for the adoption of the Budget and General Appropriations Act</i>)	Fiscal Services

Sept 10, 2015	Finance Committee Recommended Budget available in Clerk's Office – Administration	Fiscal Services
Sept 17, 2015	Hold Public Hearing - Adopt FY 2016 Budget and General Appropriations Act (<i>Board of Commissioners required to pass General Appropriations Act no later than September 30</i>)	Board of Comm.
Oct 15, 2015	Update FY 2016 – FY 2018 Budgets to include adjustments from Finance Committee Recommendation and other budget adjustments approved at the Sept. 17, 2015 Board meeting	Fiscal Services
Oct 30, 2015	Complete narrative and performance measure updates for FY 2016 – FY 2018 Program Budget Book	Fiscal Services
Nov 20, 2015	Submit Board of Commissioners FY 2016 – FY 2018 and General Appropriations Act document to Printing	Fiscal Services
Dec 3, 2015	Submit FY 2015 Year End Resolution to Finance Committee	Fiscal Services
Dec 7, 2015	Deliver Board of Commissioners FY 2016 – FY 2018 and General Appropriations Act document to the Board of Commissioners	Fiscal Services
Dec 16, 2015	Submit FY 2016 – FY 2018 Program Budget Book to Government Finance Officers Association (GFOA) for Distinguished Budget Presentation Award	Fiscal Services

VIII. BUDGET AMENDMENT PROCESS

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

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

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

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

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

Section 24 of the General Appropriations Act provides that:

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

Section 23 of the General Appropriations Act provides that:

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

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

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

Section 22 of the General Appropriations Act provides that:

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

IX. USE OF FUND BALANCES

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

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

Maintaining a General Fund balance of approximately 20% of annual General Fund / General Purpose (GF/GP) expenditures is sufficient to maintain services, without disruptive financial swings. Any amount in excess of that 20% can be used to cover one-time expenditures, or to provide time and flexibility to decision makers to implement thoughtful structural reductions required to meet shrinking revenues.

Through accelerated budget reductions, Oakland County's General Fund balance has increased over the past several years. The fund balance for FY 2014 was \$254.0 million and included an assignment for "Budget Transition". A portion of this balance will be used to support County General Fund /General Purpose operations for FY 2016 (\$29.4 million), FY 2017 (\$31.2 million), and FY 2018 (\$26.8 million). At that time additional structural reductions, as well other favorable variances, will provide structural balance and maintain the 20% of expenditure target.

I. COUNTY'S DEBT POLICY

A. Purpose

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

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

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

B. Implementation

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

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

II. FINANCING ALTERNATIVES

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

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

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

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

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

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

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

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

III. ISSUANCE OF LONG TERM DEBT OBLIGATIONS

A. Issuance Policies:

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

1. Conditions of Sale

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

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

2. Methods of Sale

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

a) Competitive Sale

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

(1) Bid Verification

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

(2) Award of Competitive Bids

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

3. Method of Accepting Bids

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

4. Good Faith deposits

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

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

5. Permissible Discounts

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

6. Term Bonds with Mandatory Sinking Fund Requirements

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

7. Bidders

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

IV. SELECTION OF BOND TYPES AND STRUCTURES

A. Bond Types

1. General obligation limited tax (GOLT) bonds

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

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

2. Limited Obligation Revenue Bonds

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

B. Permissible Bond Structures

1. Optional Redemption

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

2. Prior Redemption

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

4. Refunding Bonds

a) Purposes

The County shall consider refunding outstanding debt in order to:

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

b) Current Refundings

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

c) Advanced Refundings

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

V. INVESTOR AND RATING AGENCY COMMUNICATIONS

A. Disclosure

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

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

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

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

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

1. Official Statement Filing - Primary Disclosure

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

2. Comprehensive Annual Financial Report (CAFR)

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

3. Annual Information Statement (AIS) - Secondary Disclosure

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

4. Securities disclosure policies and practices of the County

a) Purpose

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

b) Policy

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

- (4) The County shall not bind itself pursuant to an undertaking relating to securities, such as certain types of private activity bonds, as to which is not an obligated person for purposes of Rule 15c2-12. No undertaking relating to municipal securities as to which the County is the issuer or an obligated person for purposes of Rule 15c2-12 shall be binding upon the County without the written approval of the Treasurer.
- (5) No disclosure statement, official statement or undertaking in respect of any municipal securities as to which the County is the issuer or an obligated person for purposes of Rule 15c2-12 that is issued or released to the public by any employee, agent or official of the County without the express written approval of the Treasurer as required by this policy shall be deemed to be a statement or undertaking by or on behalf of the County.

c) Action

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

(1) Published disclosure statements

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

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

(2) Rating agency, investor and media communications

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

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

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

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

a) Background

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

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

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

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

b) Policy

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

c) Action

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

B. Credit Ratings

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

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

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

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

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

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

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

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

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

VI. INVESTMENT OF BOND PROCEEDS

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

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

VII. ARBITRAGE COMPLIANCE

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

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

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

VIII. LEGAL AND REGULATORY REQUIREMENTS

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

Effective Date: January 2004

1.0 PURPOSE

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

2.0 SCOPE

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

3.1 STANDARDS OF CARE

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

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

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

4.1 OBJECTIVE

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

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

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

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

5.1 DELEGATION OF AUTHORITY

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

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

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

6.0 AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

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

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

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

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

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

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

7.1 AUTHORIZED INVESTMENTS

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

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

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

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

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

7.5 Bankers' acceptances of United States banks.

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

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

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

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

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

8.1 INVESTMENT POOLS/MUTUAL FUNDS

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

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

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

9.0 SAFEKEEPING AND CUSTODY

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

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

10.0 DIVERSIFICATION

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

11.0 MAXIMUM MATURITIES

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

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

12.0 INTERNAL CONTROL

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

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

13.0 PERFORMANCE STANDARD

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

Effective Date: April, 2001

FY 2014 Combined Statement of Revenues, Expenditures and Changes in Fund Balance

	General Fund	Special Revenue Fund	Debt Service Funds	Capital Projects Fund	Internal Service Funds	Enterprise Funds	Totals
Beginning Balance	\$ 242,773,039	\$ 51,044,833	\$ 953,734	\$ 46,434,094	\$ 98,234,821	\$ 706,169,443	\$ 1,145,609,964
Revenues:							
Taxes/Special Assessments	207,034,582	1,092,094	4,582,793	37,603	-	11,567,251	224,314,323
Intergovernmental Revenue	21,070,901	71,476,363	-	-	-	199,130	92,746,394
Charges for Services	115,687,770	10,579,683	4,330	25,728	235,444,257	249,326,067	611,067,835
Gain on Exchange of Asset	-	-	-	-	205,284	70,482	275,766
Investment Income	3,040,444	243,989	20,653	299,679	1,312,742	5,179,637	10,097,144
Other Revenue	713,841	1,557,602	-	600,650	1,159,286	2,224,202	6,255,581
Total Revenues	\$ 347,547,538	\$ 84,949,731	\$ 4,607,776	\$ 963,660	\$ 238,121,569	\$ 268,566,769	\$ 944,757,043
Expenditures:							
Justice of Administration	51,697,470	24,415,292	-	-	-	-	76,112,762
Law Enforcement	152,357,359	6,731,932	-	-	-	-	159,089,291
General Government	27,101,383	12,521,974	2,735,587	284,558	26,707,268	229,738,432	299,089,202
County Executive	86,800,886	77,161,096	11,945,466	14,866,943	73,099,586	28,526,262	292,400,239
Non-Departmental	16,579,188	368,451	-	1,581,031	147,948,405	-	166,477,075
Capital Outlay	755,247	-	-	-	-	-	755,247
Total Expenditures	\$ 335,291,533	\$ 121,198,745	\$ 14,681,053	\$ 16,732,532	\$ 247,755,259	\$ 258,264,694	\$ 993,923,816
Excess of Revenues Over/(Under) Expenditures	\$ 12,256,005	\$ (36,249,014)	\$ (10,073,277)	\$ (15,768,872)	\$ (9,633,690)	\$ 10,302,075	\$ (49,166,773)
Other Financing Sources (Uses)							
Capital Contributions	-	-	-	-	3,557,413	4,609,362	8,166,775
Transfers-In	42,943,760	25,070,710	7,011,175	13,035,177	11,408,970	2,516,619	101,986,411
Transfers-Out	(44,171,948)	(27,626,948)	(675)	(3,326,482)	(4,811,726)	(22,048,632)	(101,986,411)
Insurance Recoveries	183,718	-	-	-	-	-	183,718
Issuance of Refunding Bonds	-	-	2,875,000	-	-	-	2,875,000
Premiums on Bonds Sold	-	-	206,732	-	-	-	206,732
Discount on Bonds Sold	-	(12,642)	-	-	-	-	(12,642)
Proceeds from Issuance of Debt	-	10,126,377	-	-	-	-	10,126,377
Total Other Financing Sources (Uses)	\$ (1,044,470)	\$ 7,557,497	\$ 10,092,232	\$ 9,708,695	\$ 10,154,657	\$ (14,922,651)	\$ 21,545,960
Total Ending Balance	\$ 253,984,574	\$ 22,353,316	\$ 972,689	\$ 40,373,917	\$ 98,755,788	\$ 701,548,867	\$ 1,117,989,151
Nonspendable	\$ 221,975	\$ -	\$ -	\$ 991,206	\$ -	\$ -	\$ 1,213,181
Restricted	\$ 28,453,511	\$ 24,470,714	\$ 972,689	\$ -	\$ 18,879,139	\$ 347,268,655	\$ 420,044,708
Committed	\$ -	\$ -	\$ -	\$ 39,973,683	\$ -	\$ -	\$ 39,973,683
Assigned	\$ 222,979,095	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 222,979,095
Unassigned	\$ 2,329,993	\$ (2,117,398)	\$ -	\$ (590,973)	\$ -	\$ -	\$ (378,378)
Unrestricted Balance	\$ -	\$ -	\$ -	\$ -	\$ 79,876,649	\$ 354,280,212	\$ 434,156,861

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

	General Fund	Special Revenue Fund	Debt Service Funds	Capital Projects Fund	Internal Service Funds*	Enterprise Funds	Totals
Beginning Balance	\$ 253,984,574	\$ 22,353,316	\$ 972,689	\$ 40,373,917	\$ 162,608,088	\$ 701,548,867	\$ 1,181,841,451
Revenues:							
Taxes	206,368,131	6,863,911	12,418,818	146,425	-	12,109,548	237,906,833
Intergovernmental Revenue	46,391,381	66,722,105	-	-	-	194,144	113,307,630
Charges for Services	116,730,608	12,144,225	6,220	58,525	230,272,228	257,973,494	617,185,300
Gain on Exchange of Asset	-	-	-	-	359,838	(1,529,167)	(1,169,329)
Investment Income	2,276,803	171,605	2,914	129,462	1,008,669	2,914,365	6,503,818
Other Revenue	318,977	976,841	-	-	4,929,439	6,354,116	12,579,373
Total Revenues	\$ 372,085,900	\$ 86,878,687	\$ 12,427,952	\$ 334,412	\$ 236,570,174	\$ 278,016,500	\$ 986,313,625
Expenditures:							
Justice of Administration	50,729,873	24,914,655	-	-	-	-	75,644,528
Law Enforcement	152,594,400	6,959,059	-	-	-	-	159,553,459
General Government	26,889,724	11,307,469	10,680,335	586,823	28,947,635	235,523,396	313,935,382
County Executive	85,153,743	67,868,633	12,383,461	13,737,210	75,988,330	28,733,188	283,864,565
Non-Departmental	29,905,627	-	-	1,756,582	172,122,348	-	203,784,557
Capital Outlay	-	-	-	-	-	-	-
Total Expenditures	\$ 345,273,367	\$ 111,049,816	\$ 23,063,796	\$ 16,080,615	\$ 277,058,313	\$ 264,256,584	\$ 1,036,782,491
Excess of Revenues Over/(Under) Expenditures	\$ 26,812,533	\$ (24,171,129)	\$ (10,635,844)	\$ (15,746,203)	\$ (40,488,139)	\$ 13,759,916	\$ (50,468,866)
Other Financing Sources (Uses)							
Capital Contributions	-	-	-	-	5,761,319	15,397,702	21,159,021
Transfers-In	23,968,311	24,388,512	10,562,541	8,858,869	10,367,503	4,387,030	82,532,766
Transfers-Out	(44,783,048)	(9,561,034)	(250)	(5,522,214)	(338,437)	(22,327,784)	(82,532,767)
Insurance Recoveries	222,022	-	-	-	-	-	222,022
Proceeds from Issuance of Debt	-	2,331,098	-	-	-	-	2,331,098
Total Other Financing Sources (Uses)	\$ (20,592,715)	\$ 17,158,576	\$ 10,562,291	\$ 3,336,655	\$ 15,790,385	\$ (2,543,052)	\$ 23,712,140
Total Ending Balance	\$ 260,204,392	\$ 15,340,763	\$ 899,136	\$ 27,964,369	\$ 137,910,334	\$ 712,765,731	\$ 1,155,084,725
Nonspendable	\$ 490,499	\$ -	\$ -	\$ 1,176,207	\$ -	\$ -	\$ 1,666,706
Restricted	\$ 15,190,786	\$ 18,371,224	\$ 899,136	\$ -	\$ 52,342,610	\$ 378,934,169	\$ 465,737,925
Committed	\$ -	\$ -	\$ -	\$ 27,813,859	\$ -	\$ -	\$ 27,813,859
Assigned	\$ 242,777,176	\$ 23,936	\$ -	\$ -	\$ -	\$ -	\$ 242,801,112
Unassigned	\$ 1,745,930	\$ (3,054,397)	\$ -	\$ (1,025,698)	\$ -	\$ -	\$ (2,334,165)
Unrestricted Balance	\$ -	\$ -	\$ -	\$ -	\$ 85,567,725	\$ 333,831,563	\$ 419,399,288

*Note: Internal Service Funds beginning balance was restated due to implementation of Government Accounting Standards Board (GASB) 68: Accounting and Financial Reporting for Pensions

FY 2016 (est.) Combined Statement of Revenues, Expenditures and Changes in Fund Balance

	General Fund	Special Revenue Fund	Debt Service Funds	Capital Projects Fund	Internal Service Funds	Enterprise Funds	Totals
Beginning Balance	\$ 260,204,392	\$ 15,340,763	\$ 899,136	\$ 27,964,369	\$ 137,910,334	\$ 712,765,731	\$ 1,155,084,725
Revenues:							
Taxes	211,428,975	1,500,155	-	25,427	-	12,341,500	225,296,057
Intergovernmental Revenue	44,589,532	63,808,018	-	-	681,667	85,376	109,164,593
Charges for Services	108,518,074	9,857,591	-	-	242,319,292	264,458,048	625,153,005
Gain on Exchange of Asset	-	-	-	-	233,000	500	233,500
Investment Income	1,904,900	700	-	-	1,000,800	3,176,905	6,083,305
Planned Use of Fund Balance	29,363,330	708,441	-	-	7,062,372	14,181,994	51,316,137
Other Revenue	473,040	-	-	-	5,000	78,700	556,740
Total Revenues	\$ 396,277,851	\$ 75,874,905	\$ -	\$ 25,427	\$ 251,302,131	\$ 294,323,023	\$ 1,017,803,337
Expenditures:							
Justice of Administration	55,234,453	30,133,019	-	-	-	-	85,367,472
Law Enforcement	159,682,877	7,143,205	-	-	-	-	166,826,082
General Government	28,734,955	5,025,325	-	25,427	-	246,626,582	280,412,289
County Executive	93,122,186	63,745,706	-	-	82,668,694	30,773,285	270,309,871
Non-Departmental	28,653,152	-	-	-	135,171,700	-	163,824,852
Capital Outlay	-	-	-	-	-	-	-
Total Expenditures	\$ 365,427,623	\$ 106,047,255	\$ -	\$ 25,427	\$ 217,840,394	\$ 277,399,867	\$ 966,740,566
Excess of Revenues Over/(Under) Expenditures	\$ 30,850,228	\$ (30,172,350)	\$ -	\$ -	\$ 33,461,737	\$ 16,923,156	\$ 51,062,771
Other Financing Sources (Uses)							
Capital Contributions	-	-	-	-	1,345,164	195,000	1,540,164
Transfers-In	14,332,507	30,253,570	-	-	4,025,561	2,468,698	51,080,336
Transfers-Out	(45,182,735)	(81,220)	-	-	(18,761)	(19,586,854)	(64,869,570)
Planned Use of Fund Balance	(29,363,330)	(708,441)	-	-	(7,062,372)	(14,181,994)	(51,316,137)
Total Other Financing Sources (Uses)	\$ (60,213,558)	\$ 29,463,909	\$ -	\$ -	\$ (1,710,408)	\$ (31,105,150)	\$ (63,565,207)
Total Ending Balance	\$ 230,841,062	\$ 14,632,322	\$ 899,136	\$ 27,964,369	\$ 169,661,663	\$ 698,583,737	\$ 1,142,582,289

Nonspendable	\$ 438,598	\$ -	\$ -	\$ 1,177,300	\$ -	\$ -	\$ 1,615,898
Restricted	\$ 13,481,118	\$ 17,522,206	\$ 899,136	\$ -	\$ 64,386,601	\$ 371,367,115	\$ 467,656,175
Committed	\$ -	\$ -	\$ -	\$ 27,813,361	\$ -	\$ -	\$ 27,813,361
Assigned	\$ 215,374,711	\$ 23,412	\$ -	\$ -	\$ -	\$ -	\$ 215,398,123
Unassigned	\$ 1,546,635	\$ (2,913,295)	\$ -	\$ (1,026,292)	\$ -	\$ -	\$ (2,392,953)
Unrestricted Balance	\$ -	\$ -	\$ -	\$ -	\$ 105,275,062	\$ 327,216,622	\$ 432,491,684

FY 2017 (est.) Combined Statement of Revenues, Expenditures and Changes in Fund Balance

	General Fund	Special Revenue Fund	Debt Service Funds	Capital Projects Fund	Internal Service Funds	Enterprise Funds	Totals
Beginning Balance	\$ 230,841,062	\$ 14,632,322	\$ 899,136	\$ 27,964,369	\$ 169,661,663	\$ 698,583,737	\$ 1,142,582,289
Revenues:							
Taxes	220,066,851	1,524,934.00	-	25,846.00	-	12,771,500.00	234,389,131
Intergovernmental Revenue	44,480,128	63,893,046.00	-	-	-	85,376.00	108,458,550
Charges for Services	108,486,967	9,857,591.00	-	-	250,189,237.00	263,343,900.00	631,877,695
Gain on Exchange of Asset	-	-	-	-	233,000.00	500.00	233,500
Investment Income	1,904,900	700.00	-	-	1,015,200.00	3,174,750.00	6,095,550
Planned Use of Fund Balance	31,181,181	705,638.00	-	-	5,318,487.00	12,563,567.00	49,768,873
Other Revenue	473,040	-	-	-	5,000.00	74,100.00	552,140
Total Revenues	\$ 406,593,067	\$ 75,981,909	\$ -	\$ 25,846	\$ 256,760,924	\$ 292,013,693	\$ 1,031,375,439
Expenditures:							
Justice of Administration	55,525,844	30,133,019	-	-	-	-	85,658,863
Law Enforcement	160,273,897	7,143,205	-	-	-	-	167,417,102
General Government	28,823,607	5,047,301	-	25,846	39,976,215	246,533,575	320,406,544
County Executive	93,441,979	63,915,763	-	-	81,845,685	30,704,061	269,907,488
Non-Departmental	36,935,665	-	-	-	139,170,700	-	176,106,365
Capital Outlay	-	-	-	-	-	-	-
Total Expenditures	\$ 375,000,992	\$ 106,239,288	\$ -	\$ 25,846	\$ 260,992,600	\$ 277,237,636	\$ 1,019,496,362
Excess of Revenues Over/(Under) Expenditures	\$ 31,592,075	\$ (30,257,379)	\$ -	\$ -	\$ (4,231,676)	\$ 14,776,057	\$ 11,879,077
Other Financing Sources (Uses)							
Capital Contributions	-	-	-	-	325,000	45,000	370,000
Transfers-In	12,160,987	30,338,599	-	-	3,906,676	2,484,421	48,890,683
Transfers-Out	(43,753,362)	(81,220)	-	-	-	(17,305,478)	(61,140,060)
Planned Use of Fund Balance	(31,181,181)	(705,638)	-	-	(5,318,487)	(12,563,567)	(49,768,873)
Total Other Financing Sources (Uses)	\$ (62,773,556)	\$ 29,551,741	\$ -	\$ -	\$ (1,086,811)	\$ (27,339,624)	\$ (61,648,250)
Total Ending Balance	\$ 199,659,581	\$ 13,926,684	\$ 899,136	\$ 27,964,369	\$ 164,343,176	\$ 686,020,170	\$ 1,092,813,116

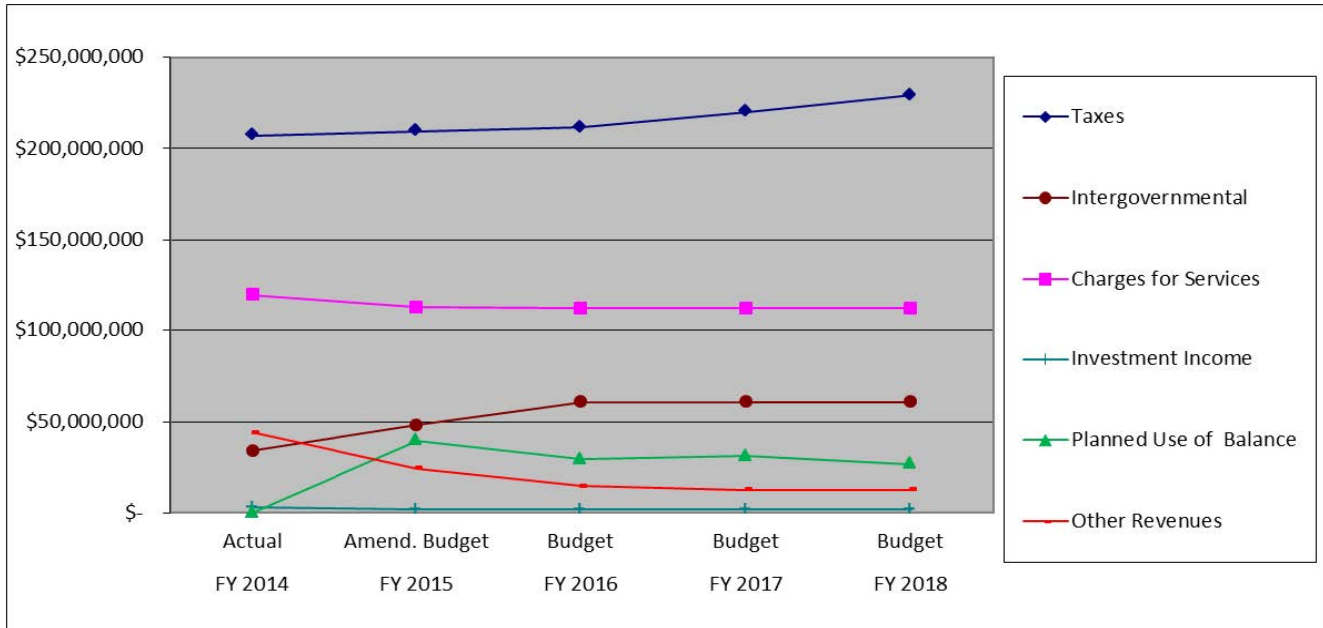
Nonspendable	\$ 379,353	\$ -	\$ -	\$ 1,177,300	\$ -	\$ -	\$ 1,556,653
Restricted	\$ 11,660,120	\$ 16,677,204	\$ 899,136	\$ -	\$ 62,368,235	\$ 364,688,322	\$ 456,293,017
Committed	\$ -	\$ -	\$ -	\$ 27,813,361	\$ -	\$ -	\$ 27,813,361
Assigned	\$ 186,282,389	\$ 22,283	\$ -	\$ -	\$ -	\$ -	\$ 186,304,672
Unassigned	\$ 1,337,719	\$ (2,772,803)	\$ -	\$ (1,026,292)	\$ -	\$ -	\$ (2,461,376)
Unrestricted Balance	\$ -	\$ -	\$ -	\$ -	\$ 101,974,941	\$ 321,331,848	\$ 423,306,788

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

	General Fund	Special Revenue Fund	Debt Service Funds	Capital Projects Fund	Internal Service Funds	Enterprise Funds	Totals
Beginning Balance	\$ 199,659,581	\$ 13,926,684	\$ 899,136	\$ 27,964,369	\$ 164,343,176	\$ 686,020,170	\$ 1,092,813,116
Revenues:							
Taxes	229,050,241	1,537,572	-	26,060	-	13,216,500	243,830,373
Intergovernmental Revenue	44,480,128	63,897,060	-	-	-	85,376	108,462,564
Charges for Services	108,380,094	9,857,591	-	-	253,835,215	263,480,583	635,553,483
Gain on Exchange of Asset	-	-	-	-	233,000	500	233,500
Investment Income	1,904,900	700	-	-	1,015,900	3,174,500	6,096,000
Planned Use of Fund Balance	26,846,429	705,638	-	-	4,914,140	10,469,085	42,935,292
Other Revenue	473,040	-	-	-	5,000	74,100	552,140
Total Revenues	\$ 411,134,832	\$ 75,998,561	\$ -	\$ 26,060	\$ 260,003,255	\$ 290,500,644	\$ 1,037,663,352
Expenditures:							
Justice of Administration	55,544,570	30,133,019	-	-	-	-	85,677,589
Law Enforcement	160,176,316	7,143,205	-	-	-	-	167,319,521
General Government	28,865,445	5,059,939	-	26,060	40,265,458	247,206,690	321,423,592
County Executive	93,482,353	63,923,791	-	-	81,267,773	28,581,375	267,255,292
Non-Departmental	41,427,043	-	-	-	142,376,700	-	183,803,743
Capital Outlay	-	-	-	-	-	-	-
Total Expenditures	\$ 379,495,727	\$ 106,259,954	\$ -	\$ 26,060	\$ 263,909,931	\$ 275,788,065	\$ 1,025,479,737
Excess of Revenues Over/(Under) Expenditures	\$ 31,639,105	\$ (30,261,393)	\$ -	\$ -	\$ (3,906,676)	\$ 14,712,579	\$ 12,183,615
Other Financing Sources (Uses)							
Capital Contributions	-	-	-	-	-	45,000	45,000
Transfers-In	12,112,809	30,342,613	-	-	3,906,676	2,484,421	48,846,519
Transfers-Out	(43,751,914)	(81,220)	-	-	-	(17,242,000)	(61,075,134)
Planned Use of Fund Balance	(26,846,429)	(705,638)	-	-	(4,914,140)	(10,469,085)	(42,935,292)
Total Other Financing Sources (Uses)	\$ (58,485,534)	\$ 29,555,755	\$ -	\$ -	\$ (1,007,464)	\$ (25,181,664)	\$ (55,118,907)
Total Ending Balance	\$ 172,813,152	\$ 13,221,046	\$ 899,136	\$ 27,964,369	\$ 159,429,036	\$ 675,551,085	\$ 1,049,877,824

Nonspendable	\$ 328,345	\$ -	\$ -	\$ 1,177,300	\$ -	\$ -	\$ 1,505,645
Restricted	\$ 10,092,288	\$ 15,832,203	\$ 899,136	\$ -	\$ 60,503,319	\$ 359,122,957	\$ 446,449,903
Committed	\$ -	\$ -	\$ -	\$ 27,813,361	\$ -	\$ -	\$ 27,813,361
Assigned	\$ 161,234,671	\$ 21,154	\$ -	\$ -	\$ -	\$ -	\$ 161,255,824
Unassigned	\$ 1,157,848	\$ (2,632,310)	\$ -	\$ (1,026,292)	\$ -	\$ -	\$ (2,500,754)
Unrestricted Balance	\$ -	\$ -	\$ -	\$ -	\$ 98,925,717	\$ 316,428,128	\$ 415,353,845

General Fund/General Purpose Revenue Summary



GF/GP Revenue Summary	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Taxes	207,034,582	209,467,939	211,428,975	220,066,851	229,050,241
Intergovernmental	33,996,476	48,010,002	60,594,577	60,570,198	60,574,212
Charges for Services	119,775,807	112,988,788	112,558,074	112,526,967	112,420,094
Investment Income	3,040,444	1,864,900	1,904,900	1,904,900	1,904,900
Planned Use of Balance	0	39,638,852	29,363,330	31,181,181	26,846,429
Other Revenues	43,935,757	24,512,238	14,805,547	12,634,027	12,585,849
Total Revenues	\$407,783,066	\$436,482,719	\$430,655,403	\$438,884,124	\$443,381,725

GF/GP Revenue Summary by Percentages	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Taxes	50.77%	47.99%	49.09%	50.14%	51.66%
Intergovernmental	8.33%	11.00%	14.07%	13.80%	13.66%
Charges for Services	29.37%	25.89%	26.13%	25.64%	25.35%
Investment Income	0.75%	0.43%	0.44%	0.43%	0.43%
Planned Use of Balance	0.00%	9.08%	6.82%	7.10%	6.05%
Other Revenues/Transfers- In	10.78%	6.52%	3.44%	2.88%	2.85%
Total Revenues	100.00%	100.91%	100.00%	100.00%	100.00%

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

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

TAXES (NON-DEPARTMENTAL)

PROPERTY TAX LEVY: For Fiscal Year 2016, the Ad Valorem Tax Levy (levy) is based on the anticipated December 31, 2015 State Taxable Value (STV) of **\$53,452,201,680** multiplied by the County's authorized millage rate of **4.2168** mills. For Fiscal Year 2017, the levy is based upon the estimated December 31, 2016, STV of **\$55,590,289,747** (4% increase) by the County-authorized millage rate of **4.2168** mills. For Fiscal Year 2018, the levy is based upon the estimated December 31, 2017, STV of **\$57,813,901,337** (4% increase) by the County-authorized millage rate of **4.2168** mills. The Property Tax levy conforms to the Headlee Constitutional Tax Limitation Amendment as well as P.A. 4 of 1982, Truth in Taxation requirements.

DELINQUENT TAXES PRIOR YEARS: Collection of previous years' delinquent property taxes previously treated as "uncollectible". Also, the "actual" column includes a payment from the Delinquent Tax Revolving Fund (DTRF) for property taxes listed as "delinquent" during that fiscal year. This payment is budgeted under "property taxes" for FY 2016, FY 2017, and FY 2018.

TREASURERS - Payments made in lieu of taxes.

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

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

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

LESS: MILLAGE REDUCTION: The effect of reducing the County's authorized millage rate by **0.1768** mills, from 4.2168 mills to **4.04** mills.

FEDERAL GRANTS

HEALTH AND HUMAN SERVICES - Federal payment of school meals for children in the Children's Village School. Also, federal reimbursement for Health Division services related to Non-Community – Type II Water Supply, Long-Term Drinking Water Monitoring, Radon, Public Swimming Pool Inspections, Septage, On-Site Sewage, Campground Inspection, and Drinking Water Supply. Per M.R. #09109, County receives federal funding as reimbursement for portion of Emergency Manager's salary.

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

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

STATE GRANTS

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

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

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

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

INTERGOVERNMENTAL GENERAL REIMBURSEMENT REVENUE (NON-DEPARTMENTAL)

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

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 for Public Health programs. There is no revenue budgeted for FY 2016 – FY 2018 based on projections provided by the State.

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

CIRCUIT COURT: State fees collected for drug case management.

DISTRICT COURT: State fees collected for drug case management.

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

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

NON-DEPARTMENTAL: Reimbursement for Circuit, Probate, and 52nd District Court Judges salaries; first instituted in 1985 as a standardization payment with full reimbursement instituted, beginning in Fiscal Year 1997, with the adoption of Public Act 374 of 1996. Also, includes the restoration of Revenue Sharing starting in FY 2015.

CHARGES FOR SERVICES

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

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

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

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

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

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

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

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

HUMAN RESOURCES: Reimbursement for duplicating personnel records and Freedom of Information Act (FOIA) requests.

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

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

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

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

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

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

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

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

INVESTMENT INCOME

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

PLANNED USE OF FUND BALANCE

Non-Departmental: The FY 2016 budget assumes the use of fund balance of \$29.4 million, FY 2017 assumes \$31.2 million and FY 2018 assumes \$26.8 million.

OTHER REVENUES

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

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

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

CONTRIBUTIONS

ECONOMIC DEVELOPMENT: Donations to sponsor annual Business Roundtable events.

INDIRECT COST RECOVERY (NON-DEPARTMENTAL)

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

TRANSFERS IN

NON-DEPARTMENTAL:

DELINQUENT TAX REVOLVING FUND – GENERAL OPERATIONS – To support General Fund operations, an annual transfer of \$10.8 million for the FY 2016, \$9.0 million for FY 2017, and \$9.0 million for FY 2018.

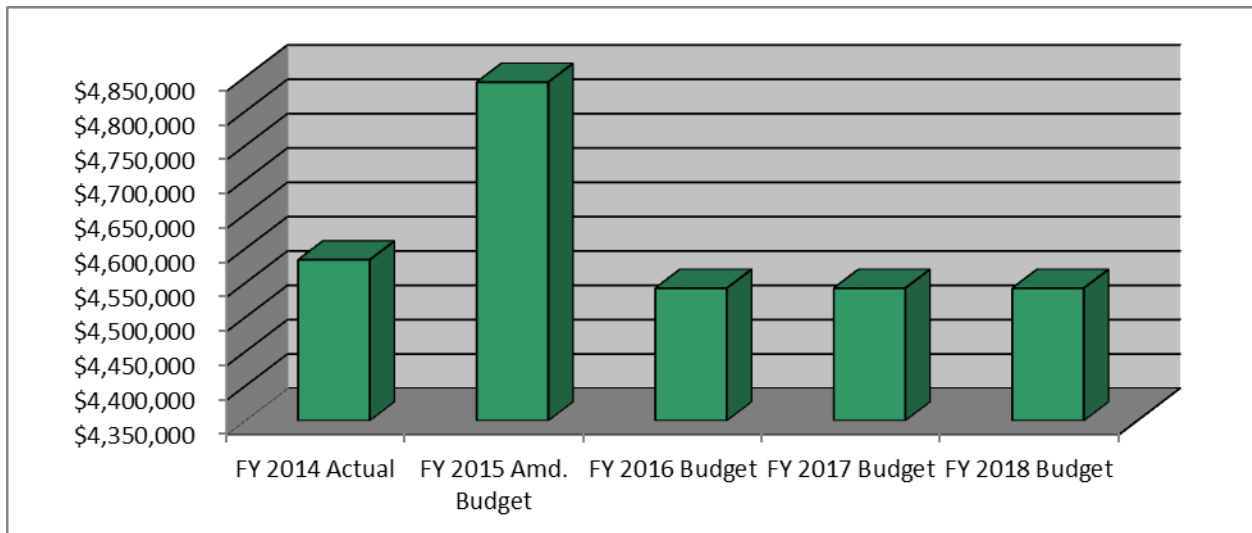
REVENUE SHARING RESERVE – The Revenue Sharing Reserve Fund transferred the final payment to the General Fund in FY 2015.

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

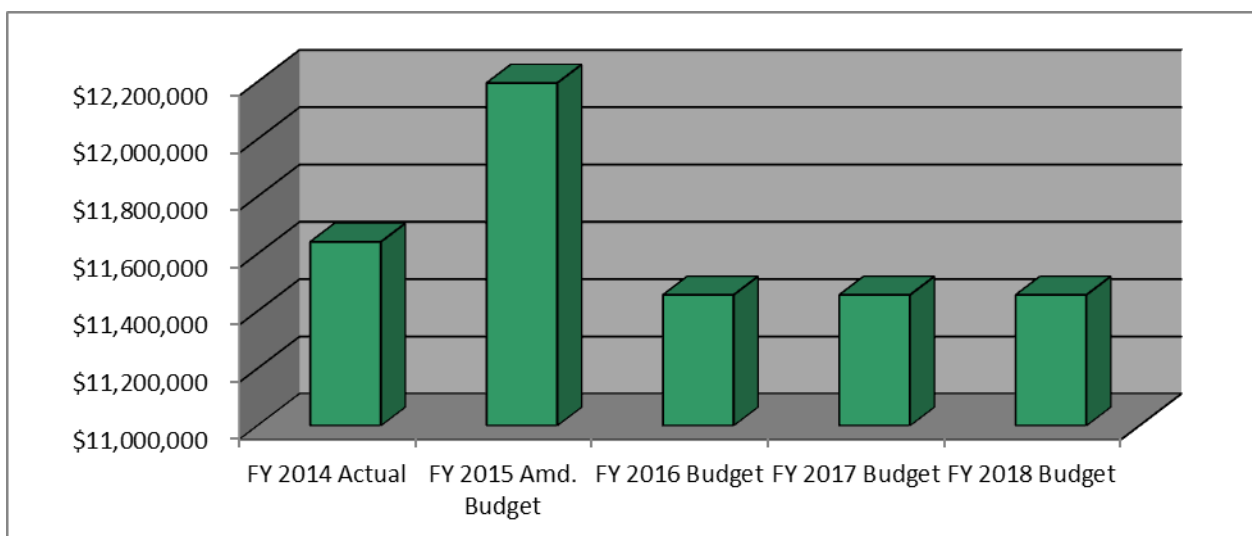
TREASURER: Transfer of interest and penalties earned from the Delinquent Tax Revolving Fund.

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

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

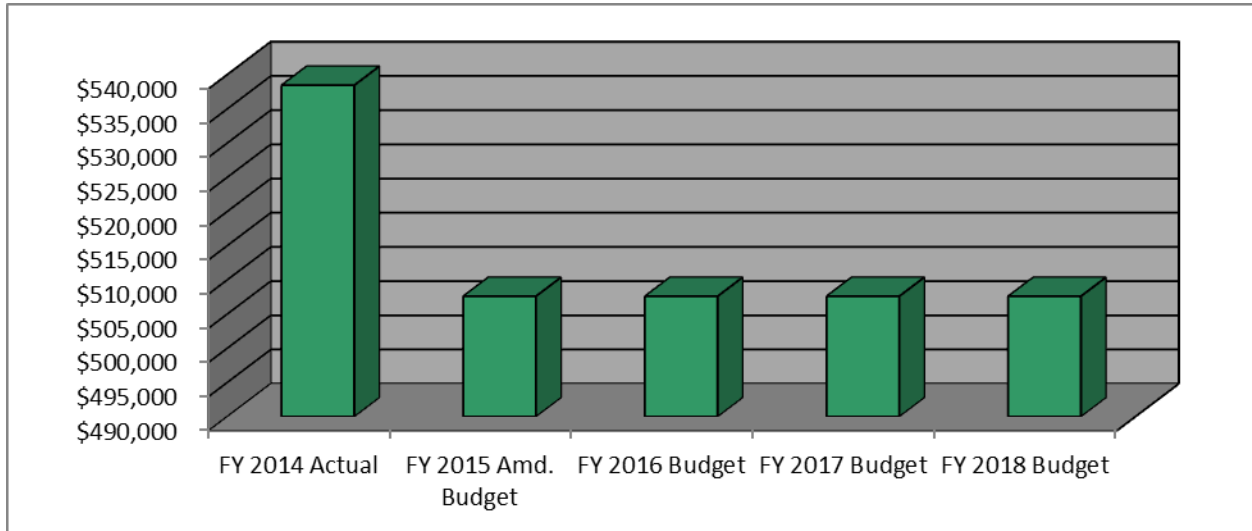


DISTRICT COURT: County portion of District Court Fees and Assessments authorized by statute. In addition, the collection of the following fees: Refund of Court Appointed Attorney, Refund of Language Interpreters, Specialty Court Programs, Probation Oversight, Drug Case Management Fund, Drunk Driving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

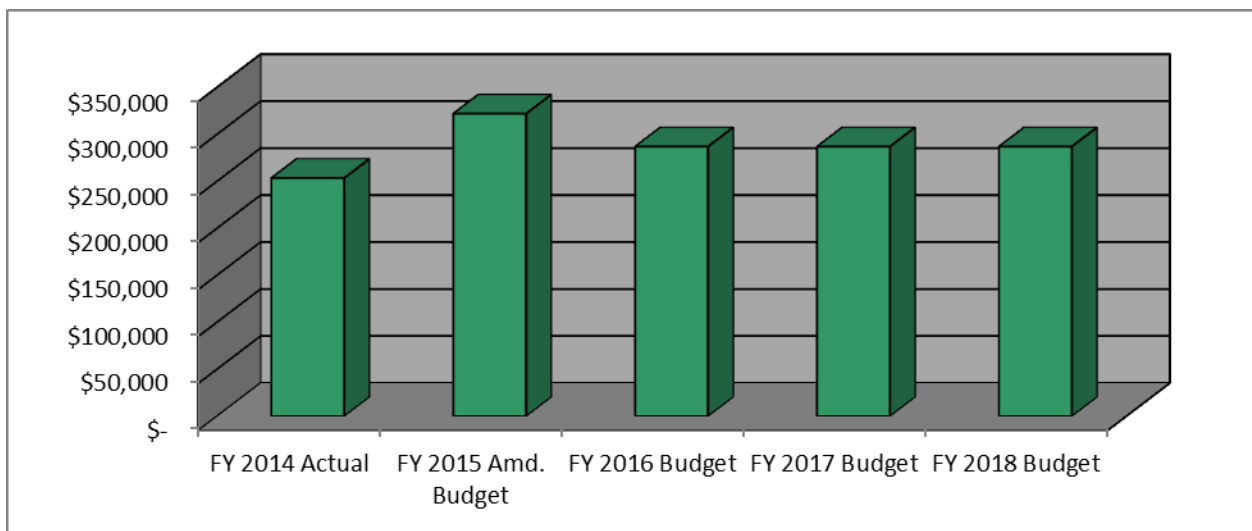


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

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

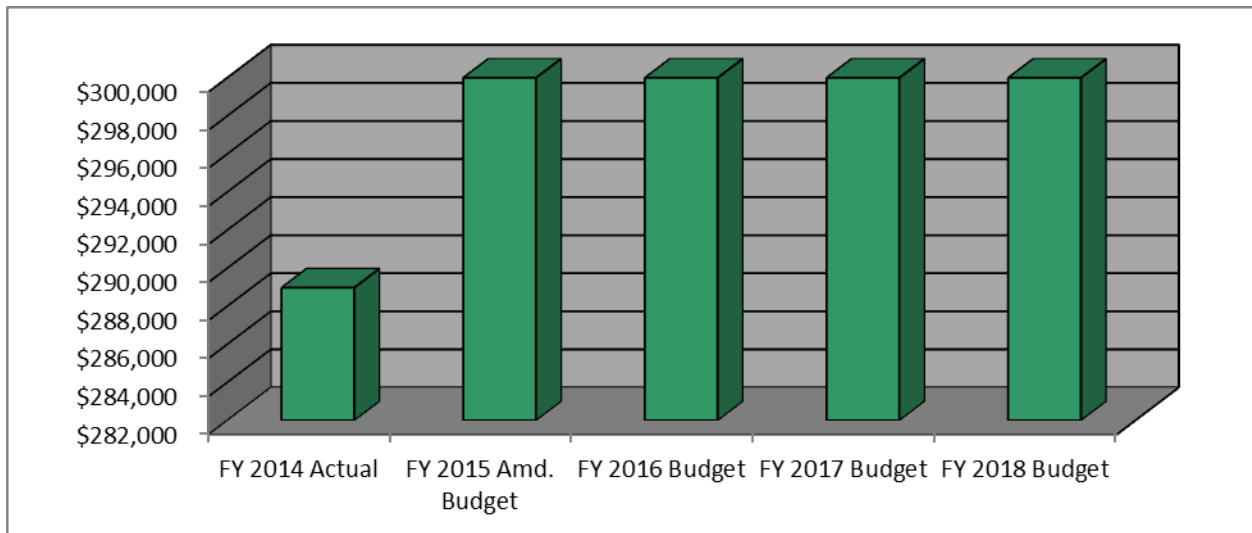


PROSECUTING ATTORNEY: Reimbursement for tuition income from local police departments for training in legal procedures fees from bad check restitution and, welfare fraud.

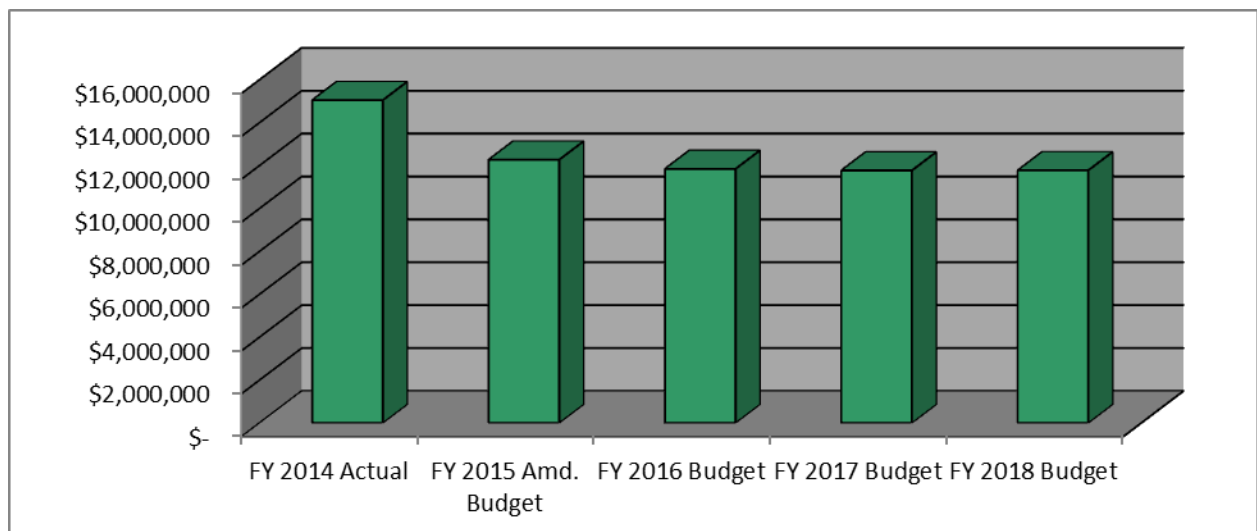


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

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

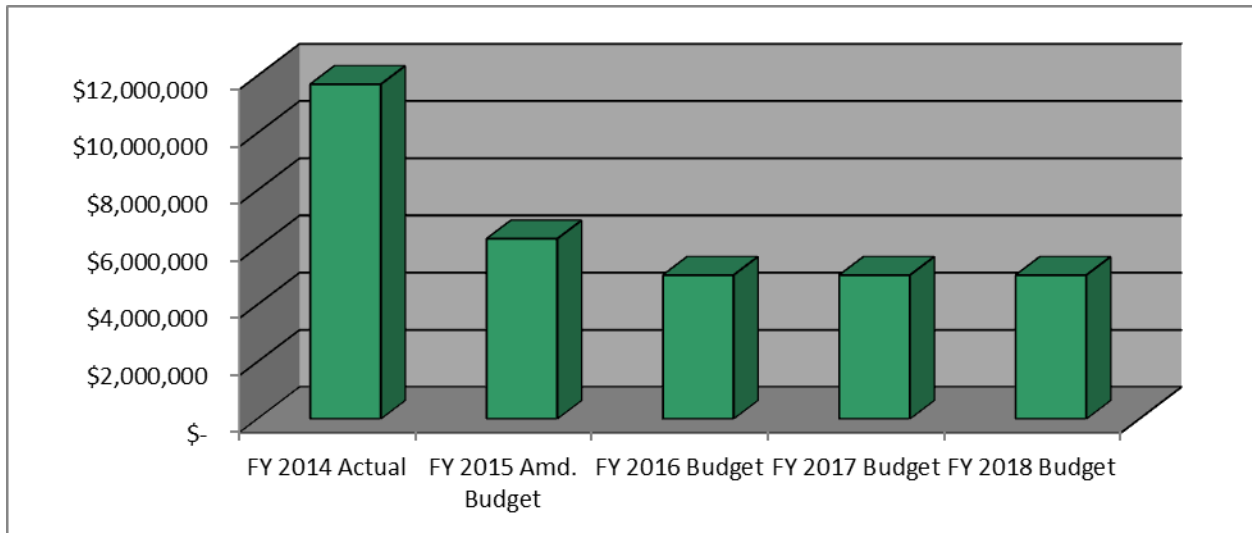


COUNTY CLERK/REGISTER OF DEEDS: Fees and service charges collected by the County Clerk for County records such as births, deaths, marriages, business and professional registration, Circuit Court records, and Forfeiture of Bonds; fees and service charges collected by the Register of Deeds to record official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

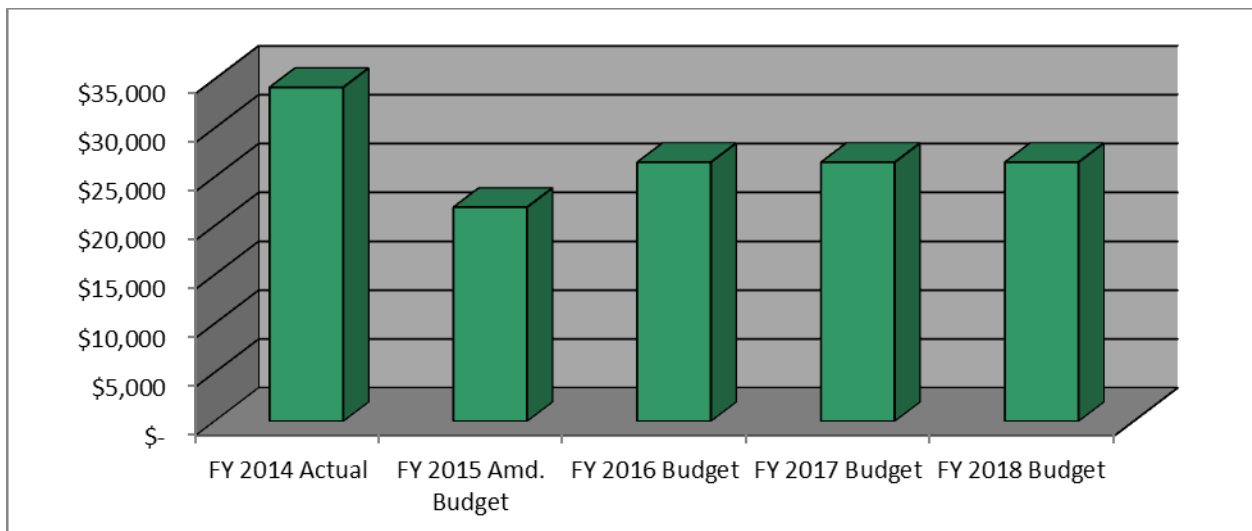


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

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

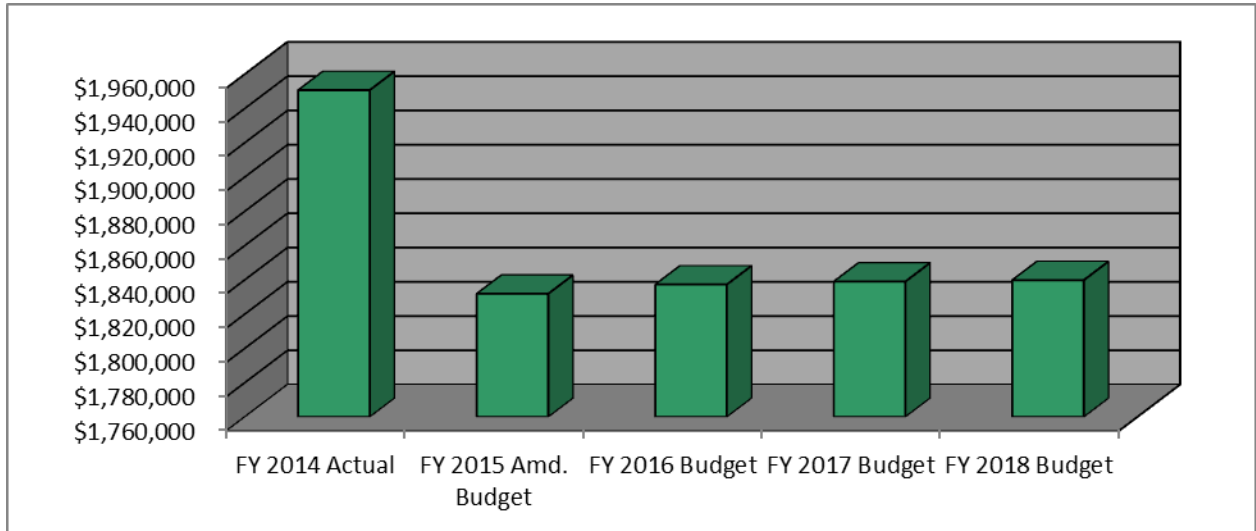


BOARD OF COMMISSIONERS: Fee income for prescription royalties from the County's free prescription discount card program, as well as Library Board charges for copies run on copier machines and computer printing by law firm personnel, businesses, and law students and members of the general public.

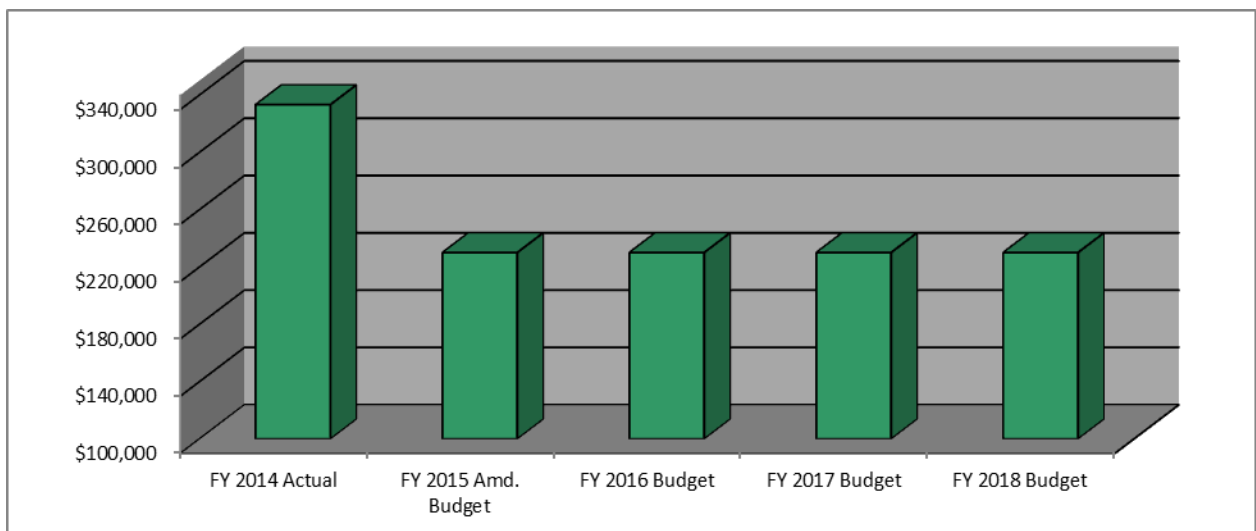


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

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

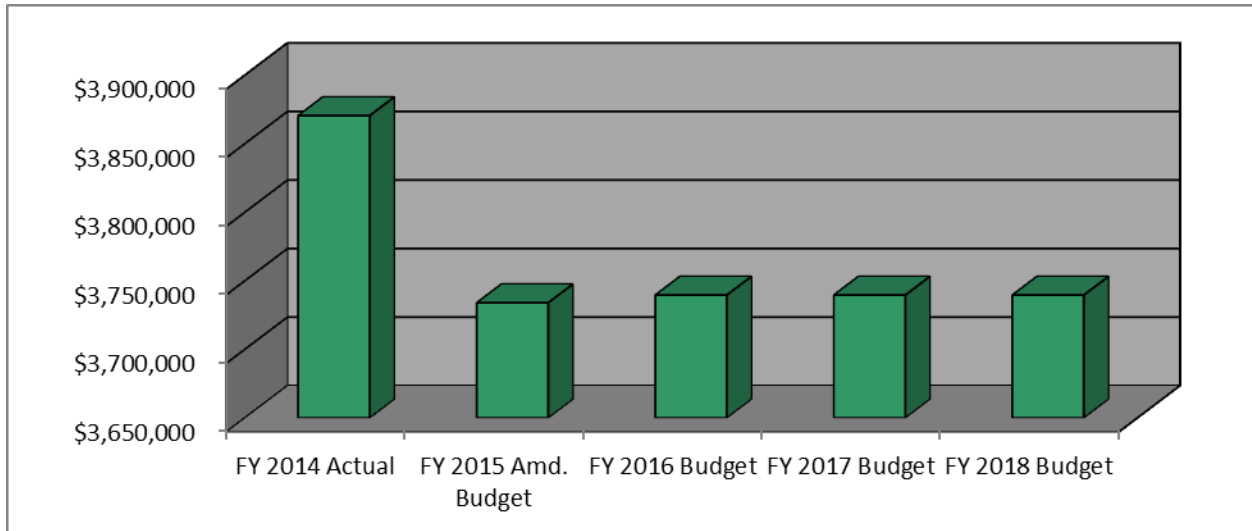


COUNTY EXECUTIVE: Rebates negotiated on large countywide purchasing contracts for such items as office supplies and Purchasing Cards through the Compliance Office/Purchasing.

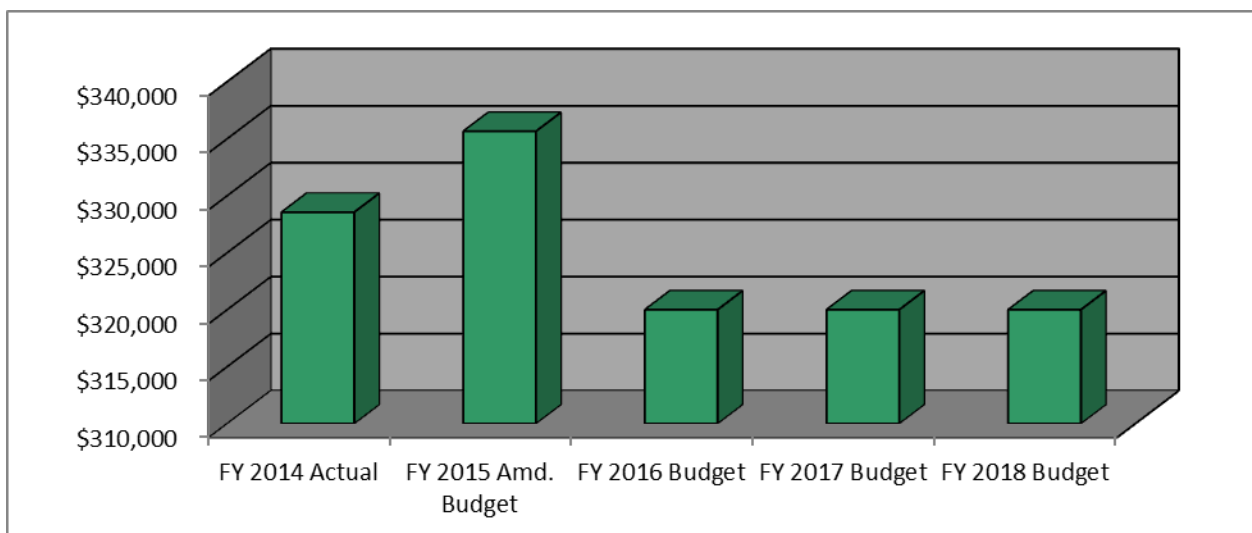


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

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

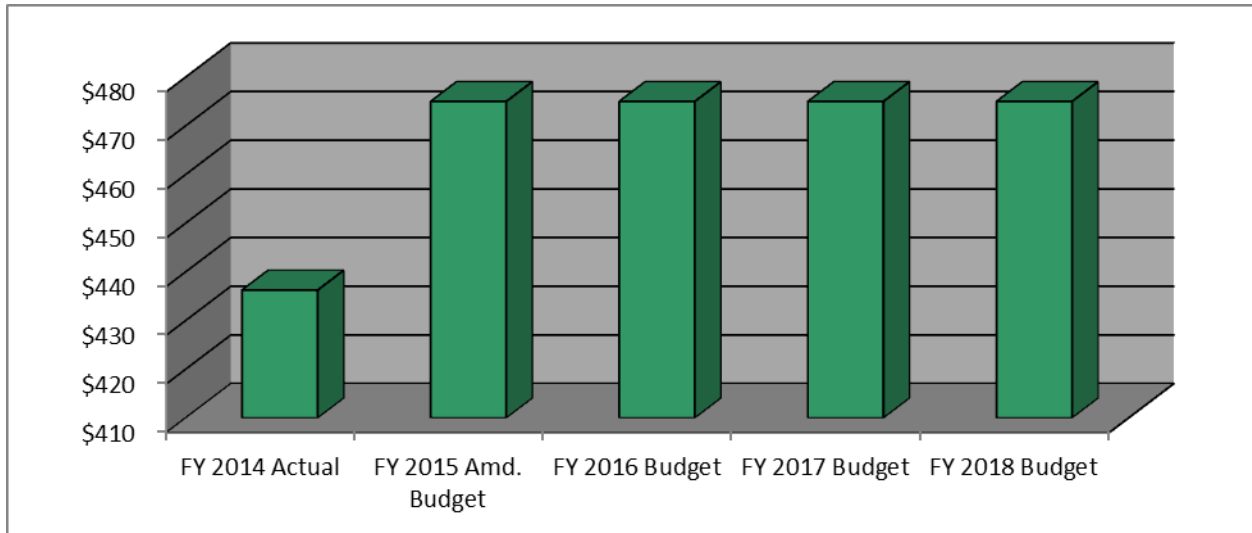


CENTRAL SERVICES: Commission from vending machine sales and Oakland Room Cafeteria.

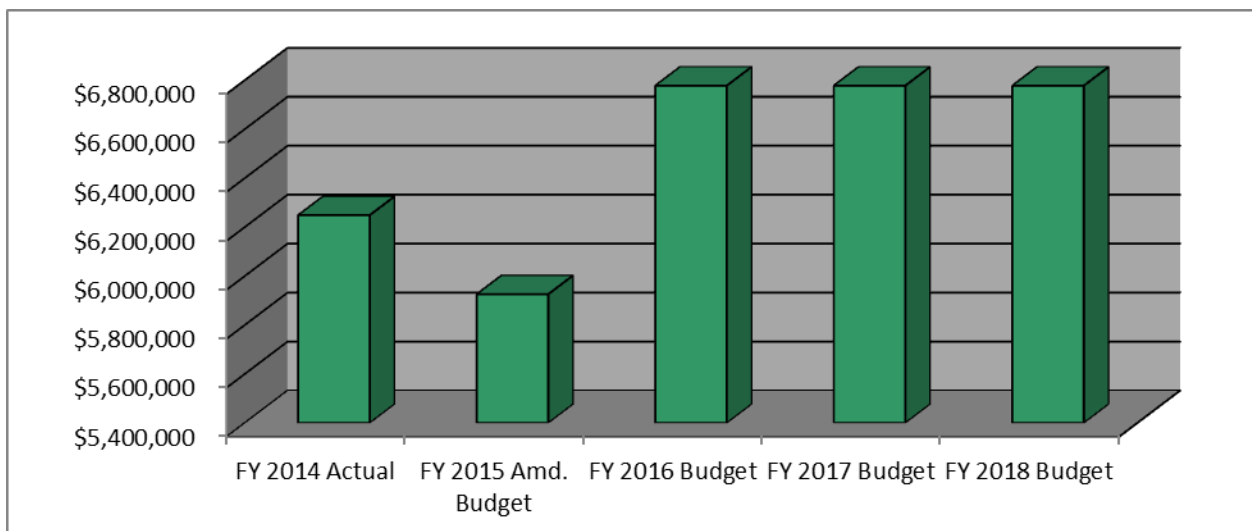


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

HUMAN RESOURCES: Reimbursement for duplicating personnel records, requested salary survey information and Freedom of Information Act (FOIA) requests.

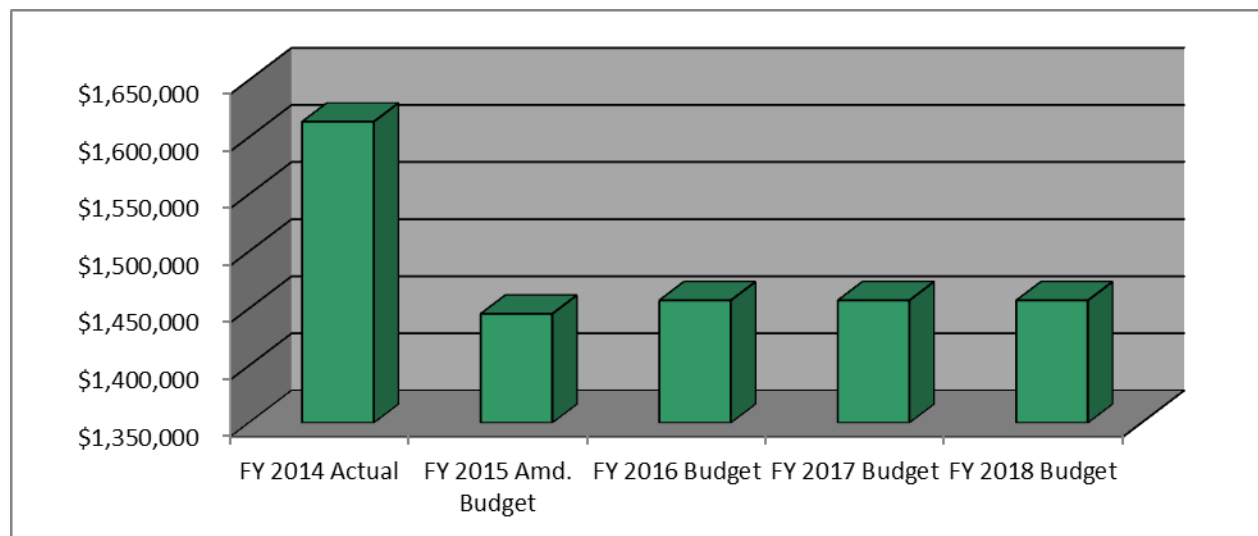


HEALTH AND HUMAN SERVICES: Revenue for various inspection/permit fees, reimbursements from other governmental units, clients and third parties for services rendered by the Health Division; and State reimbursement for housing of State Wards in Children's Village as well as state aid for students enrolled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

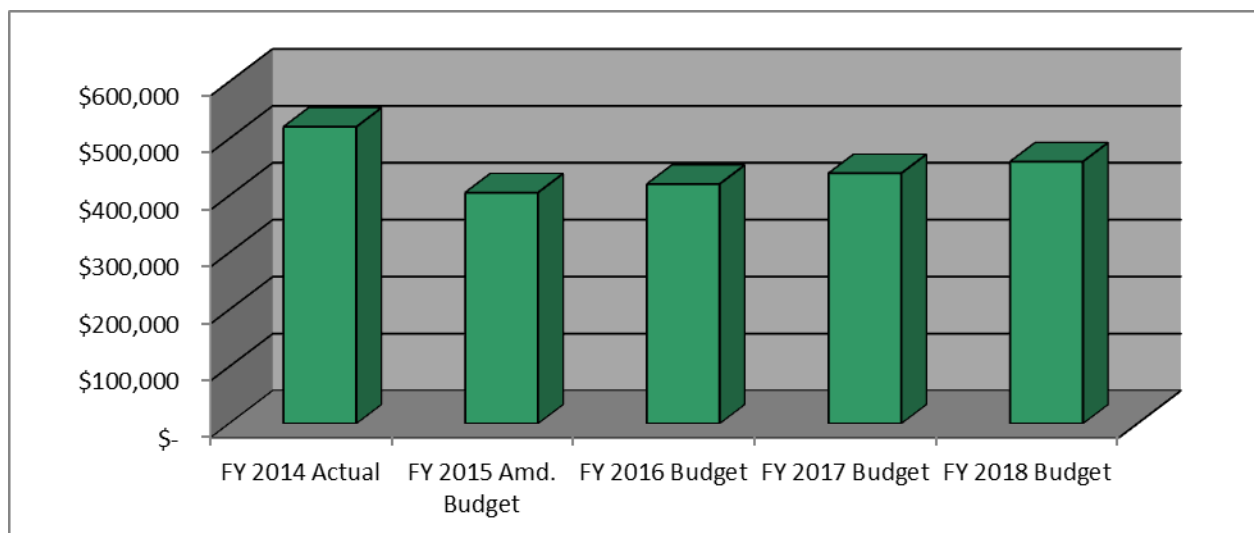


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

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

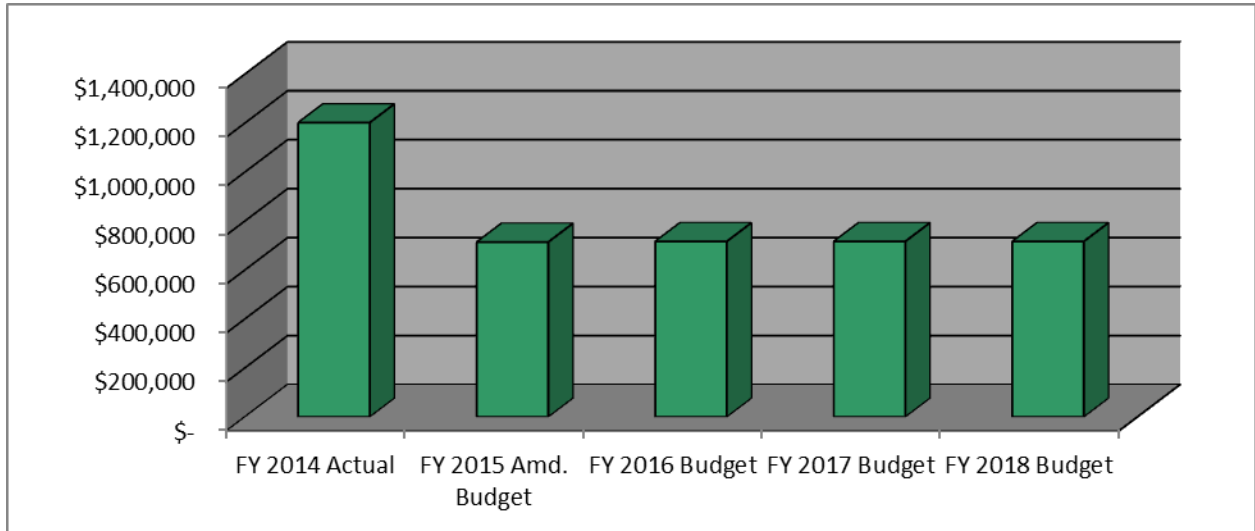


ECONOMIC DEVELOPMENT AND COMMUNITY AFFAIRS: Reimbursement of costs from local communities and residents participating in the North Oakland County Household Hazardous Waste Consortium (NO HAZ) collection program; sale of property description maps, aerial enlargements, street index maps, and technical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

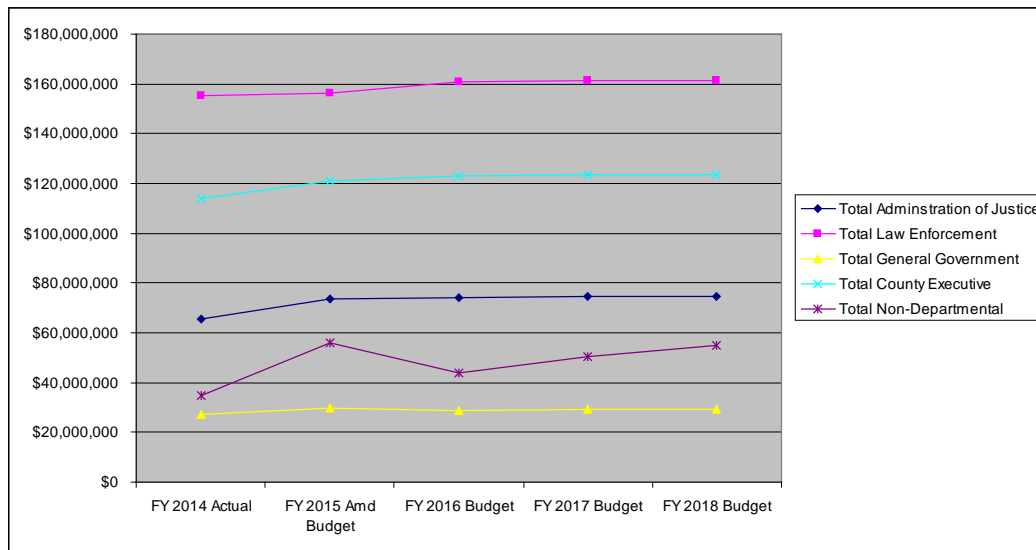


Revenue Descriptions - Charges for Services General Fund/General Purpose Funds

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



General Fund/General Purpose Budget Expenditure Summary



GF/GP Expenditure Summary	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration of Justice					
Circuit Court	43,757,317	50,866,393	51,351,244	51,573,735	51,583,892
District Court	15,598,782	16,374,647	16,550,943	16,591,238	16,598,525
Probate Court	5,962,588	6,139,889	6,233,680	6,262,285	6,263,567
Total Administration of Justice	\$65,318,687	\$73,380,929	\$74,135,867	\$74,427,258	\$74,445,984
Law Enforcement					
Prosecuting Attorney	18,426,900	18,978,762	19,573,867	19,685,712	19,689,213
Sheriff	136,732,424	137,257,895	141,369,640	141,848,815	141,748,521
Total Law Enforcement	\$155,159,323	\$156,236,657	\$160,943,507	\$161,534,527	\$161,437,734
General Government					
County Clerk	9,002,058	10,365,919	10,399,820	10,463,394	10,466,357
Board of Commissioners	3,970,853	4,047,094	4,139,185	4,167,592	4,173,525
Water Resources					
Commissioner	5,485,997	5,231,178	5,720,839	5,702,832	5,735,455
Treasurers Office	8,707,588	10,174,607	8,651,276	8,665,654	8,666,273
Total General Government	\$27,166,496	\$29,818,798	\$28,911,120	\$28,999,472	\$29,041,610
County Executive					
County Executive	6,844,717	7,235,843	7,116,474	7,156,109	7,157,916
Management and Budget	17,503,381	19,370,412	19,477,979	19,531,610	19,533,965
Central Services	2,477,390	2,479,190	2,544,697	2,577,119	2,579,575
Facilities Management	1,134,883	1,226,610	1,414,477	1,258,005	1,258,115
Human Resources	3,619,391	4,235,831	4,223,346	4,248,502	4,249,629
Health and Human Services	58,124,946	61,618,507	63,128,004	63,410,421	63,423,136
Public Services	16,524,211	16,655,134	17,112,541	17,276,311	17,283,520
Econ Dev and Comm Affairs	7,666,755	8,105,913	7,830,487	7,879,778	7,900,401
Total County Executive	\$113,895,674	\$120,927,440	\$122,848,005	\$123,337,855	\$123,386,257
Non Departmental	35,031,350	48,525,341	33,490,339	33,625,511	33,629,343
Non Departmental Transfers	0	7,593,554	10,326,562	16,959,501	21,440,797
Total Non-Departmental	\$35,031,350	\$56,118,895	\$43,816,901	\$50,585,012	\$55,070,140
Total GF/GP Expenditures	\$396,571,531	\$436,482,719	\$430,655,400	\$438,884,124	\$443,381,725

General Fund/General Purpose Budget Expenditure Summary by Percentages

GF/GP Expenditure Summary	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration of Justice					
Circuit Court	66.99%	69.32%	69.27%	69.29%	69.29%
District Court	23.88%	22.31%	22.33%	22.29%	22.30%
Probate Court	9.13%	8.37%	8.41%	8.41%	8.41%
Total Administration of Justice	100.00%	100.00%	100.00%	100.00%	100.00%
Law Enforcement					
Prosecuting Attorney	11.88%	12.15%	12.16%	12.19%	12.20%
Sheriff	88.12%	87.85%	87.84%	87.81%	87.80%
Total Law Enforcement	100.00%	100.00%	100.00%	100.00%	100.00%
General Government					
County Clerk	33.14%	34.76%	35.97%	36.08%	36.04%
Board of Commissioners	14.62%	13.57%	14.32%	14.37%	14.37%
Water Resources					
Commissioner	20.19%	17.54%	19.79%	19.67%	19.75%
Treasurers Office	32.05%	34.12%	29.92%	29.88%	29.84%
Total General Government	100.00%	100.00%	100.00%	100.00%	100.00%
County Executive					
County Executive	6.01%	5.98%	5.79%	5.80%	5.80%
Management and Budget	15.37%	16.02%	15.86%	15.84%	15.83%
Central Services	2.18%	2.05%	2.07%	2.09%	2.09%
Facilities Management	1.00%	1.01%	1.15%	1.02%	1.02%
Human Resources	3.18%	3.50%	3.44%	3.44%	3.44%
Health and Human					
Services	51.03%	50.95%	51.39%	51.41%	51.40%
Public Services	14.51%	13.77%	13.93%	14.01%	14.01%
Econ Dev and Comm					
Affairs	6.73%	6.70%	6.37%	6.39%	6.40%
Total County Executive	100.00%	100.00%	100.00%	100.00%	100.00%
Non Departmental	100.00%	86.47%	76.43%	66.47%	61.07%
Non Departmental					
Transfers	0.00%	13.53%	23.57%	33.53%	38.93%
Total Non-Departmental	100.00%	100.00%	100.00%	100.00%	100.00%

FY 2016 Fund Summary

Department / Fund	Fund Groups						Total Revenues	Total Expenditures
	GENERAL FUND / GENERAL PURPOSE		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS			
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Circuit Court								
General	3,372,500	37,427,055	0	0	0	0	3,372,500	37,427,055
Child Care Fund	1,175,000	13,924,189	0	0	0	0	1,175,000	13,924,189
Friend of the Court	0	0	15,925,874	15,616,532	0	0	15,925,874	15,616,532
FOC Access Visitation	0	0	12,000	12,000	0	0	12,000	12,000
Drug Court Circuit Adult SCAO	0	0	47,000	47,000	0	0	47,000	47,000
Urban Drug Court	0	0	282,000	282,000	0	0	282,000	282,000
Drug Court Circuit Juveni SCAO	0	0	43,000	43,000	0	0	43,000	43,000
Mich Mental Health SCAO	0	0	60,000	60,000	0	0	60,000	60,000
Juvenile Acct Block Grant	0	0	2,000	0	0	0	2,000	0
JAG 2014 DJ BX 0581	0	0	13,300	13,300	0	0	13,300	13,300
Total Circuit Court	4,547,500	51,351,244	16,385,174	16,073,832	0	0	20,932,674	67,425,076
District Court								
General	11,460,850	16,550,943	0	0	0	0	11,460,850	16,550,943
Drug Court Dist 52 1 Probation	0	0	64,998	64,998	0	0	64,998	64,998
Drug Court District 52 4 SCAO	0	0	70,000	70,000	0	0	70,000	70,000
Total District Court	11,460,850	16,550,943	134,998	134,998	0	0	11,595,848	16,685,941
Probate Court								
General	507,600	6,233,680	0	0	0	0	507,600	6,233,680
Total Probate Court	507,600	6,233,680	0	0	0	0	507,600	6,233,680
Prosecuting Attorney								
General	492,000	19,573,867	0	0	0	0	492,000	19,573,867
Prosecutor Co Op								
Reimbursement	0	0	2,725,129	2,725,129	0	0	2,725,129	2,725,129
Drug Policy Grant	0	0	154,000	150,132	0	0	154,000	150,132
Juvenile Acct Block Grant	0	0	(15,245)	0	0	0	(15,245)	0
Total Prosecuting Attorney	492,000	19,573,867	2,863,884	2,875,261	0	0	3,355,884	22,449,128
Sheriff								
General	55,919,461	141,369,640	0	0	0	0	55,919,461	141,369,640
Friend of the Court	0	0	917,267	1,226,609	0	0	917,267	1,226,609
ATPA Grants	0	0	1,102,758	1,102,758	0	0	1,102,758	1,102,758
Drug Policy Grant	0	0	280,107	283,975	0	0	280,107	283,975
Criminal Justice Training Grnt	0	0	150,000	150,000	0	0	150,000	150,000
Sheriff Road Patrol	0	0	786,687	786,687	0	0	786,687	786,687
JAG 2014 DJ BX 0581	0	0	135,031	135,031	0	0	135,031	135,031
Community Corrections	0	0	494,884	494,884	0	0	494,884	494,884
Domestic Preparedness								
Equipmen	0	0	88,000	88,000	0	0	88,000	88,000
Total Sheriff	55,919,461	141,369,640	3,954,734	4,267,944	0	0	59,874,195	145,637,584
Board of Commissioners Dept								
General	26,500	4,139,185	0	0	0	0	26,500	4,139,185
Parks and Recreation	0	0	0	0	24,283,545	23,910,474	24,283,545	23,910,474
Total Board of Commissioners Dept	26,500	4,139,185	0	0	24,283,545	23,910,474	24,310,045	28,049,659

FY 2016 Fund Summary (continued)

Department / Fund	Fund Groups						Total Revenues	Total Expenditures
	GENERAL FUND / GENERAL PURPOSE		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS			
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Water Resources Commissioner								
General	1,927,226	5,720,839	0	0	0	0	1,927,226	5,720,839
Water and Sewer General Admin	0	0	0	0	85,493,792	85,381,514	85,493,792	85,381,514
Highland Township Water	0	0	0	0	1,000	827	1,000	827
Oxford Township Water	0	0	0	0	0	331	0	331
Pontiac Water	0	0	0	0	23,079	82,064	23,079	82,064
Walled Lake Novi WWTP	0	0	0	0	0	3,624	0	3,624
Commerce Twp WWTP	0	0	0	0	0	757	0	757
Pontiac Sewer	0	0	0	0	50,775	99,529	50,775	99,529
Evergreen Farmington SDS	0	0	0	0	41,491,813	41,491,813	41,491,813	41,491,813
SOCSDS Sewage Disposal	0	0	0	0	34,764	43,250	34,764	43,250
SOCSDS Pollution Control	0	0	0	0	0	8,852	0	8,852
Twelve Towns Drain	0	0	0	0	49,985,509	49,968,171	49,985,509	49,968,171
Clinton Oakland SDS	0	0	0	0	38,203,812	38,203,812	38,203,812	38,203,812
Huron Rouge SDS	0	0	0	0	6,109,117	6,109,117	6,109,117	6,109,117
Drain Equipment	0	0	0	0	38,813,701	38,813,701	38,813,701	38,813,701
Total Water Resources Commissioner	1,927,226	5,720,839	0	0	260,207,362	260,207,362	262,134,588	265,928,201
County Clerk/Register of Deeds								
General	11,850,300	10,399,820	0	0	0	0	11,850,300	10,399,820
Concealed Pistol Licensing	0	0	400,000	400,000	0	0	400,000	400,000
Register of Deeds Automation	0	0	2,738,559	2,738,559	0	0	2,738,559	2,738,559
Clerk Survey Remonumentation	0	0	386,611	386,611	0	0	386,611	386,611
Total County Clerk/Register of Deeds	11,850,300	10,399,820	3,525,170	3,525,170	0	0	15,375,470	13,924,990
Treasurers Dept								
General	9,845,498	8,651,276	0	0	0	0	9,845,498	8,651,276
Delinquent Tax Revolving	0	0	0	0	19,702,040	19,702,040	19,702,040	19,702,040
Delinqt Personal Prop Tax Adm	0	0	0	0	721,261	721,261	721,261	721,261
Total Treasurers Dept	9,845,498	8,651,276	0	0	20,423,301	20,423,301	30,268,799	29,074,577
County Executive								
General	230,000	7,116,474	0	0	0	0	230,000	7,116,474
Total County Executive	230,000	7,116,474	0	0	0	0	230,000	7,116,474
Management and Budget								
General	3,739,568	19,477,979	0	0	0	0	3,739,568	19,477,979
Community Develop Block Grants	0	0	94,312	91,860	0	0	94,312	91,860
Workforce Dev Undistributed	0	0	0	74,484	0	0	0	74,484
Parks and Recreation	0	0	0	0	0	373,071	0	373,071
Water and Sewer General Admin	0	0	0	0	0	0	0	0
Total Management and Budget	3,739,568	19,477,979	94,312	166,344	0	373,071	3,833,880	20,017,394
Central Services								
General	320,300	2,544,697	0	0	0	0	320,300	2,544,697
County Airports	0	0	0	0	6,836,677	6,836,677	6,836,677	6,836,677
Total Central Services	320,300	2,544,697	0	0	6,836,677	6,836,677	7,156,977	9,381,374
Facilities Management Dept								
General	0	1,414,477	0	0	0	0	0	1,414,477
Total Facilities Management Dept	0	1,414,477	0	0	0	0	0	1,414,477
Human Resources								
General	475	4,223,346	0	0	0	0	475	4,223,346
Total Human Resources	475	4,223,346	0	0	0	0	475	4,223,346

Department / Fund	Fund Groups						Total Revenues	Total Expenditures
	GENERAL FUND / GENERAL PURPOSE		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS			
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Health and Human Svc Dept								
General	8,614,938	33,410,825	0	0	0	0	8,614,938	33,410,825
Child Care Fund	3,165,000	29,715,179	0	0	0	0	3,165,000	29,715,179
Social Welfare Foster Care	0	2,000	0	0	0	0	0	2,000
Juvenile Acct Block Grant	0	0	13,245	0	0	0	13,245	0
JAG 2014 DJ BX 0581	0	0	10,000	10,000	0	0	10,000	10,000
Health MDPH OSAS	0	0	1,068,646	1,068,646	0	0	1,068,646	1,068,646
Hlth Adolescent Screening CPBC	0	0	81,000	81,000	0	0	81,000	81,000
Health Communities Planning	0	0	59,958	59,958	0	0	59,958	59,958
Hlth Immunization Action Plan	0	0	526,881	526,881	0	0	526,881	526,881
Health FIMR	0	0	5,400	5,400	0	0	5,400	5,400
Health WIC	0	0	2,626,138	2,626,138	0	0	2,626,138	2,626,138
Health TB Outreach	0	0	73,413	73,413	0	0	73,413	73,413
Health AIDS Counseling	0	0	497,900	497,900	0	0	497,900	497,900
Health HIV Surveillance	0	0	35,000	35,000	0	0	35,000	35,000
Health Vaccines for Children	0	0	106,137	106,137	0	0	106,137	106,137
Health MCH Block	0	0	885,579	885,579	0	0	885,579	885,579
Health Bioterrorism	0	0	64,947	64,947	0	0	64,947	64,947
Hlth Nurse Family Partnership	0	0	620,291	620,291	0	0	620,291	620,291
Health PHEP	0	0	393,664	393,664	0	0	393,664	393,664
Domestic Preparedness Equipmen	0	0	678,428	678,428	0	0	678,428	678,428
Total Health and Human Svc Dept	11,779,938	63,128,004	7,746,627	7,733,382	0	0	19,526,565	70,861,386
Public Services								
General	1,501,463	17,112,541	0	0	0	0	1,501,463	17,112,541
County Veterans Trust	0	0	63,460	63,460	0	0	63,460	63,460
Community Corrections	0	0	1,239,119	1,239,119	0	0	1,239,119	1,239,119
Total Public Services	1,501,463	17,112,541	1,302,579	1,302,579	0	0	2,804,042	18,415,120
Information Technology								
Fire Records Management	0	0	0	0	735,089	735,089	735,089	735,089
CLEMIS	0	0	0	0	10,400,915	10,400,915	10,400,915	10,400,915
Radio Communications	0	0	0	0	12,913,533	12,913,533	12,913,533	12,913,533
Total Information Technology	0	0	0	0	24,049,537	24,049,537	24,049,537	24,049,537
Economic Develop/Comm Affairs								
General	464,656	7,830,487	0	0	0	0	464,656	7,830,487
Economic Development Corp	0	0	28,700	28,700	0	0	28,700	28,700
BFC Personnel	0	0	598,737	598,737	0	0	598,737	598,737
Community Develop Block Grants	0	0	5,665,500	5,667,952	0	0	5,665,500	5,667,952
Emergency Solutions Grants	0	0	330,459	330,459	0	0	330,459	330,459
Housing Counseling Grants	0	0	18,748	18,748	0	0	18,748	18,748
Home Investment Partner Grants	0	0	3,372,799	3,372,799	0	0	3,372,799	3,372,799
MSHDA NFMC	0	0	6,600	6,600	0	0	6,600	6,600
Neighborhood Stblztn Program	0	0	50,000	50,000	0	0	50,000	50,000
Workforce Dev Undistributed	0	0	14,836,711	14,762,227	0	0	14,836,711	14,762,227
Total Economic Develop/Comm Affairs	464,656	7,830,487	24,908,254	24,836,222	0	0	25,372,910	32,666,709

FY 2016 Fund Summary (continued)

Department / Fund	Fund Groups						Total Revenues	Total Expenditures
	GENERAL FUND / GENERAL PURPOSE		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS			
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Non-Departmental Dept								
General	300,337,023	33,490,339	0	0	0	0	300,337,023	33,490,339
Child Care Fund	15,704,042	0	0	0	0	0	15,704,042	0
Social Welfare Foster Care	1,000	0	0	0	0	0	1,000	0
Total Non-Departmental Dept	316,042,065	33,490,339	0	0	0	0	316,042,065	33,490,339
Non-Departmental Transfers								
General	0	10,326,562	0	0	0	0	0	10,326,562
Total Non-Departmental Transfers	0	10,326,562	0	0	0	0	0	10,326,562
Grand Total	430,655,400	430,655,400	60,915,732	60,915,732	335,800,422	335,800,422	827,371,554	827,371,554

FY 2017 Fund Summary

Department / Fund	Fund Groups						Total Revenues	Total Expenditures
	GENERAL FUND / GENERAL PURPOSE		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS			
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Circuit Court								
General	3,372,500	37,649,546	0	0	0	0	3,372,500	37,649,546
Child Care Fund	1,175,000	13,924,189	0	0	0	0	1,175,000	13,924,189
Friend of the Court	0	0	15,925,874	15,616,532	0	0	15,925,874	15,616,532
FOC Access Visitation	0	0	12,000	12,000	0	0	12,000	12,000
Drug Court Circuit Adult SCAO	0	0	47,000	47,000	0	0	47,000	47,000
Urban Drug Court	0	0	282,000	282,000	0	0	282,000	282,000
Drug Court Circuit Juveni SCAO	0	0	43,000	43,000	0	0	43,000	43,000
Mich Mental Health SCAO	0	0	60,000	60,000	0	0	60,000	60,000
Juvenile Acct Block Grant	0	0	2,000	0	0	0	2,000	0
JAG 2014 DJ BX 0581	0	0	13,300	13,300	0	0	13,300	13,300
Total Circuit Court	4,547,500	51,573,735	16,385,174	16,073,832	0	0	20,932,674	67,647,567
District Court								
General	11,460,850	16,591,238	0	0	0	0	11,460,850	16,591,238
Drug Court Dist 52 1 Probation	0	0	64,998	64,998	0	0	64,998	64,998
Drug Court District 52 4 SCAO	0	0	70,000	70,000	0	0	70,000	70,000
Total District Court	11,460,850	16,591,238	134,998	134,998	0	0	11,595,848	16,726,236
Probate Court								
General	507,600	6,262,285	0	0	0	0	507,600	6,262,285
Total Probate Court	507,600	6,262,285	0	0	0	0	507,600	6,262,285
Prosecuting Attorney								
General	492,000	19,685,712	0	0	0	0	492,000	19,685,712
Prosecutor Co Op								
Reimbursement	0	0	2,725,129	2,725,129	0	0	2,725,129	2,725,129
Drug Policy Grant	0	0	154,000	150,132	0	0	154,000	150,132
Juvenile Acct Block Grant	0	0	(15,245)	0	0	0	(15,245)	0
Total Prosecuting Attorney	492,000	19,685,712	2,863,884	2,875,261	0	0	3,355,884	22,560,973
Sheriff								
General	55,940,848	141,848,815	0	0	0	0	55,940,848	141,848,815
Friend of the Court	0	0	917,267	1,226,609	0	0	917,267	1,226,609
ATPA Grants	0	0	1,102,758	1,102,758	0	0	1,102,758	1,102,758
Drug Policy Grant	0	0	280,107	283,975	0	0	280,107	283,975
Criminal Justice Training Grnt	0	0	150,000	150,000	0	0	150,000	150,000
Sheriff Road Patrol	0	0	786,687	786,687	0	0	786,687	786,687
JAG 2014 DJ BX 0581	0	0	135,031	135,031	0	0	135,031	135,031
Community Corrections	0	0	494,884	494,884	0	0	494,884	494,884
Domestic Preparedness								
Equipmen	0	0	88,000	88,000	0	0	88,000	88,000
Total Sheriff	55,940,848	141,848,815	3,954,734	4,267,944	0	0	59,895,582	146,116,759
Board of Commissioners Dept								
General	26,500	4,167,592	0	0	0	0	26,500	4,167,592
Parks and Recreation	0	0	0	0	24,768,945	24,395,874	24,768,945	24,395,874
Total Board of Commissioners Dept	26,500	4,167,592	0	0	24,768,945	24,395,874	24,795,445	28,563,466

Department / Fund	Fund Groups						Total Revenues	Total Expenditures
	GENERAL FUND / GENERAL PURPOSE		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS			
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Water Resources Commissioner								
General	1,838,945	5,702,832	0	0	0	0	1,838,945	5,702,832
Water and Sewer General Admin	0	0	0	0	85,718,810	85,607,860	85,718,810	85,607,860
Highland Township Water	0	0	0	0	1,000	827	1,000	827
Oxford Township Water	0	0	0	0	0	331	0	331
Pontiac Water	0	0	0	0	23,165	81,486	23,165	81,486
Walled Lake Novi WWTP	0	0	0	0	0	3,624	0	3,624
Commerce Twp WWTP	0	0	0	0	0	757	0	757
Pontiac Sewer	0	0	0	0	50,883	98,973	50,883	98,973
Evergreen Farmington SDS	0	0	0	0	41,510,794	41,510,794	41,510,794	41,510,794
SOCSDS Sewage Disposal	0	0	0	0	34,764	43,250	34,764	43,250
SOCSDS Pollution Control	0	0	0	0	0	8,852	0	8,852
Twelve Towns Drain	0	0	0	0	50,006,263	49,988,925	50,006,263	49,988,925
Clinton Oakland SDS	0	0	0	0	37,221,007	37,221,007	37,221,007	37,221,007
Huron Rouge SDS	0	0	0	0	6,102,171	6,102,171	6,102,171	6,102,171
Drain Equipment	0	0	0	0	39,976,215	39,976,215	39,976,215	39,976,215
Total Water Resources Commissioner	1,838,945	5,702,832	0	0	260,645,072	260,645,072	262,484,017	266,347,904
County Clerk/Register of Deeds								
General	11,777,300	10,463,394	0	0	0	0	11,777,300	10,463,394
Concealed Pistol Licensing	0	0	400,000	400,000	0	0	400,000	400,000
Register of Deeds Automation	0	0	2,735,756	2,735,756	0	0	2,735,756	2,735,756
Clerk Survey Remonumentation	0	0	386,611	386,611	0	0	386,611	386,611
Total County Clerk/Register of Deeds	11,777,300	10,463,394	3,522,367	3,522,367	0	0	15,299,667	13,985,761
Treasurers Dept								
General	9,473,978	8,665,654	0	0	0	0	9,473,978	8,665,654
Delinquent Tax Revolving	0	0	0	0	17,555,260	17,555,260	17,555,260	17,555,260
Delinqt Personal Prop Tax Adm	0	0	0	0	733,062	733,062	733,062	733,062
Total Treasurers Dept	9,473,978	8,665,654	0	0	18,288,322	18,288,322	27,762,300	26,953,976
County Executive								
General	230,000	7,156,109	0	0	0	0	230,000	7,156,109
Total County Executive	230,000	7,156,109	0	0	0	0	230,000	7,156,109
Management and Budget								
General	3,739,568	19,531,610	0	0	0	0	3,739,568	19,531,610
Community Develop Block Grants	0	0	94,312	91,860	0	0	94,312	91,860
Workforce Dev Undistributed	0	0	0	74,484	0	0	0	74,484
Parks and Recreation	0	0	0	0	0	373,071	0	373,071
Water and Sewer General Admin	0	0	0	0	0	0	0	0
Total Management and Budget	3,739,568	19,531,610	94,312	166,344	0	373,071	3,833,880	20,071,025
Central Services								
General	320,300	2,577,119	0	0	0	0	320,300	2,577,119
County Airports	0	0	0	0	6,786,890	6,786,890	6,786,890	6,786,890
Total Central Services	320,300	2,577,119	0	0	6,786,890	6,786,890	7,107,190	9,364,009
Facilities Management Dept								
General	0	1,258,005	0	0	0	0	0	1,258,005
Total Facilities Management Dept	0	1,258,005	0	0	0	0	0	1,258,005
Human Resources								
General	475	4,248,502	0	0	0	0	475	4,248,502
Total Human Resources	475	4,248,502	0	0	0	0	475	4,248,502

Department / Fund	Fund Groups						Total Revenues	Total Expenditures
	GENERAL FUND / GENERAL PURPOSE		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS			
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Health and Human Svc Dept								
General	8,590,098	33,523,185	0	0	0	0	8,590,098	33,523,185
Child Care Fund	3,165,000	29,885,236	0	0	0	0	3,165,000	29,885,236
Social Welfare Foster Care	0	2,000	0	0	0	0	0	2,000
Juvenile Acct Block Grant	0	0	13,245	0	0	0	13,245	0
JAG 2014 DJ BX 0581	0	0	10,000	10,000	0	0	10,000	10,000
Health MDPH OSAS	0	0	1,068,646	1,068,646	0	0	1,068,646	1,068,646
Hlth Adolescent Screening CPBC	0	0	81,000	81,000	0	0	81,000	81,000
Health Communities Planning	0	0	59,958	59,958	0	0	59,958	59,958
Hlth Immunization Action Plan	0	0	526,881	526,881	0	0	526,881	526,881
Health FIMR	0	0	5,400	5,400	0	0	5,400	5,400
Health WIC	0	0	2,626,138	2,626,138	0	0	2,626,138	2,626,138
Health TB Outreach	0	0	73,413	73,413	0	0	73,413	73,413
Health AIDS Counseling	0	0	497,900	497,900	0	0	497,900	497,900
Health HIV Surveillance	0	0	35,000	35,000	0	0	35,000	35,000
Health Vaccines for Children	0	0	106,137	106,137	0	0	106,137	106,137
Health MCH Block	0	0	885,579	885,579	0	0	885,579	885,579
Health Bioterrorism	0	0	64,947	64,947	0	0	64,947	64,947
Hlth Nurse Family Partnership	0	0	620,291	620,291	0	0	620,291	620,291
Health PHEP	0	0	393,664	393,664	0	0	393,664	393,664
Domestic Preparedness Equipmen	0	0	678,428	678,428	0	0	678,428	678,428
Total Health and Human Svc Dept	11,755,098	63,410,421	7,746,627	7,733,382	0	0	19,501,725	71,143,803
Public Services								
General	1,501,463	17,276,311	0	0	0	0	1,501,463	17,276,311
County Veterans Trust	0	0	63,460	63,460	0	0	63,460	63,460
Community Corrections	0	0	1,239,119	1,239,119	0	0	1,239,119	1,239,119
Total Public Services	1,501,463	17,112,541	1,302,579	1,302,579	0	0	2,804,042	18,415,120
Information Technology								
Fire Records Management	0	0	0	0	740,895	740,895	740,895	740,895
CLEMIS	0	0	0	0	9,600,736	9,600,736	9,600,736	9,600,736
Radio Communications	0	0	0	0	13,688,469	13,688,469	13,688,469	13,688,469
Total Information Technology	0	0	0	0	24,030,100	24,030,100	24,030,100	24,030,100
Economic Develop/Comm Affairs								
General	483,443	7,879,778	0	0	0	0	483,443	7,879,778
Economic Development Corp	0	0	28,700	28,700	0	0	28,700	28,700
BFC Personnel	0	0	598,737	598,737	0	0	598,737	598,737
Community Develop Block Grants	0	0	5,665,500	5,667,952	0	0	5,665,500	5,667,952
Emergency Solutions Grants	0	0	330,459	330,459	0	0	330,459	330,459
Housing Counseling Grants	0	0	18,748	18,748	0	0	18,748	18,748
Home Investment Partner Grants	0	0	3,372,799	3,372,799	0	0	3,372,799	3,372,799
MSHDA NFMC	0	0	6,600	6,600	0	0	6,600	6,600
Neighborhood Stbltn Program	0	0	50,000	50,000	0	0	50,000	50,000
Workforce Dev Undistributed	0	0	14,836,711	14,762,227	0	0	14,836,711	14,762,227
Total Economic Develop/Comm Affairs	483,443	7,879,778	24,908,254	24,836,222	0	0	25,391,697	32,716,000

Department / Fund	Fund Groups						Total Revenues	Total Expenditures
	GENERAL FUND / GENERAL PURPOSE		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS			
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Non-Departmental Dept								
General	308,998,186	33,625,511	0	0	0	0	308,998,186	33,625,511
Child Care Fund	15,789,070	0	0	0	0	0	15,789,070	0
Social Welfare Foster Care	1,000	0	0	0	0	0	1,000	0
Total Non-Departmental Dept	324,788,256	33,625,511	0	0	0	0	324,788,256	33,625,511
Non-Departmental Transfers								
General	0	16,959,501	0	0	0	0	0	16,959,501
Total Non-Departmental Transfers	0	16,959,501	0	0	0	0	0	16,959,501
Grand Total	438,884,124	438,884,124	60,912,929	60,912,929	334,519,329	334,519,329	834,316,382	834,316,382

Department / Fund	Fund Groups						Total Revenues	Total Expenditures
	GENERAL FUND / GENERAL PURPOSE		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS			
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Circuit Court								
General	3,372,500	37,659,703	0	0	0	0	3,372,500	37,659,703
Child Care Fund	1,175,000	13,924,189	0	0	0	0	1,175,000	13,924,189
Friend of the Court	0	0	15,925,874	15,616,532	0	0	15,925,874	15,616,532
FOC Access Visitation	0	0	12,000	12,000	0	0	12,000	12,000
Drug Court Circuit Adult SCAO	0	0	47,000	47,000	0	0	47,000	47,000
Urban Drug Court	0	0	282,000	282,000	0	0	282,000	282,000
Drug Court Circuit Juveni SCAO	0	0	43,000	43,000	0	0	43,000	43,000
Mich Mental Health SCAO	0	0	60,000	60,000	0	0	60,000	60,000
Juvenile Acct Block Grant	0	0	2,000	0	0	0	2,000	0
JAG 2014 DJ BX 0581	0	0	13,300	13,300	0	0	13,300	13,300
Total Circuit Court	4,547,500	51,583,892	16,385,174	16,073,832	0	0	20,932,674	67,657,724
District Court								
General	11,460,850	16,598,525	0	0	0	0	11,460,850	16,598,525
Drug Court Dist 52 1 Probation	0	0	64,998	64,998	0	0	64,998	64,998
Drug Court District 52 4 SCAO	0	0	70,000	70,000	0	0	70,000	70,000
Total District Court	11,460,850	16,598,525	134,998	134,998	0	0	11,595,848	16,733,523
Probate Court								
General	507,600	6,263,567	0	0	0	0	507,600	6,263,567
Total Probate Court	507,600	6,263,567	0	0	0	0	507,600	6,263,567
Prosecuting Attorney								
General	492,000	19,689,213	0	0	0	0	492,000	19,689,213
Prosecutor Co Op								
Reimbursement	0	0	2,725,129	2,725,129	0	0	2,725,129	2,725,129
Drug Policy Grant	0	0	154,000	150,132	0	0	154,000	150,132
Juvenile Acct Block Grant	0	0	(15,245)	0	0	0	(15,245)	0
Total Prosecuting Attorney	492,000	19,689,213	2,863,884	2,875,261	0	0	3,355,884	22,564,474
Sheriff								
General	55,806,547	141,748,521	0	0	0	0	55,806,547	141,748,521
Friend of the Court	0	0	917,267	1,226,609	0	0	917,267	1,226,609
ATPA Grants	0	0	1,102,758	1,102,758	0	0	1,102,758	1,102,758
Drug Policy Grant	0	0	280,107	283,975	0	0	280,107	283,975
Criminal Justice Training Grnt	0	0	150,000	150,000	0	0	150,000	150,000
Sheriff Road Patrol	0	0	786,687	786,687	0	0	786,687	786,687
JAG 2014 DJ BX 0581	0	0	135,031	135,031	0	0	135,031	135,031
Community Corrections	0	0	494,884	494,884	0	0	494,884	494,884
Domestic Preparedness								
Equipmen	0	0	88,000	88,000	0	0	88,000	88,000
Total Sheriff	55,806,547	141,748,521	3,954,734	4,267,944	0	0	59,761,281	146,016,465
Board of Commissioners Dept								
General	26,500	4,173,525	0	0	0	0	26,500	4,173,525
Parks and Recreation	0	0	0	0	25,213,945	24,840,874	25,213,945	24,840,874
Total Board of Commissioners Dept	26,500	4,173,525	0	0	25,213,945	24,840,874	25,240,445	29,014,399

Department / Fund	Fund Groups						Total Revenues	Total Expenditures
	GENERAL FUND / GENERAL PURPOSE		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS			
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Water Resources Commissioner								
General	1,839,822	5,735,455	0	0	0	0	1,839,822	5,735,455
Water and Sewer General Admin	0	0	0	0	85,866,343	85,755,393	85,866,343	85,755,393
Highland Township Water	0	0	0	0	1,000	827	1,000	827
Oxford Township Water	0	0	0	0	0	331	0	331
Pontiac Water	0	0	0	0	23,165	81,486	23,165	81,486
Walled Lake Novi WWTP	0	0	0	0	0	3,624	0	3,624
Commerce Twp WWTP	0	0	0	0	0	757	0	757
Pontiac Sewer	0	0	0	0	50,883	98,973	50,883	98,973
Evergreen Farmington SDS	0	0	0	0	41,524,834	41,524,834	41,524,834	41,524,834
SOCSDS Sewage Disposal	0	0	0	0	34,764	43,250	34,764	43,250
SOCSDS Pollution Control	0	0	0	0	0	8,852	0	8,852
Twelve Towns Drain	0	0	0	0	50,019,995	50,002,657	50,019,995	50,002,657
Clinton Oakland SDS	0	0	0	0	37,231,053	37,231,053	37,231,053	37,231,053
Huron Rouge SDS	0	0	0	0	6,103,503	6,103,503	6,103,503	6,103,503
Drain Equipment	0	0	0	0	40,265,458	40,265,458	40,265,458	40,265,458
Total Water Resources Commissioner	1,839,822	5,735,455	0	0	261,120,998	261,120,998	262,960,820	266,856,453
County Clerk/Register of Deeds								
General	11,783,300	10,466,357	0	0	0	0	11,783,300	10,466,357
Concealed Pistol Licensing	0	0	400,000	400,000	0	0	400,000	400,000
Register of Deeds Automation	0	0	2,735,756	2,735,756	0	0	2,735,756	2,735,756
Clerk Survey Remonumentation	0	0	386,611	386,611	0	0	386,611	386,611
Total County Clerk/Register of Deeds	11,783,300	10,466,357	3,522,367	3,522,367	0	0	15,305,667	13,988,724
Treasurers Dept								
General	9,425,800	8,666,273	0	0	0	0	9,425,800	8,666,273
Delinquent Tax Revolving	0	0	0	0	17,529,957	17,529,957	17,529,957	17,529,957
Delinqt Personal Prop Tax Adm	0	0	0	0	736,319	736,319	736,319	736,319
Total Treasurers Dept	9,425,800	8,666,273	0	0	18,266,276	18,266,276	27,692,076	26,932,549
County Executive								
General	230,000	7,157,916	0	0	0	0	230,000	7,157,916
Total County Executive	230,000	7,157,916	0	0	0	0	230,000	7,157,916
Management and Budget								
General	3,739,568	19,533,965	0	0	0	0	3,739,568	19,533,965
Community Develop Block Grants	0	0	94,312	91,860	0	0	94,312	91,860
Workforce Dev Undistributed	0	0	0	74,484	0	0	0	74,484
Parks and Recreation	0	0	0	0	0	373,071	0	373,071
Water and Sewer General Admin	0	0	0	0	0	0	0	0
Total Management and Budget	3,739,568	19,533,965	94,312	166,344	0	373,071	3,833,880	20,073,380
Central Services								
General	320,300	2,579,575	0	0	0	0	320,300	2,579,575
County Airports	0	0	0	0	6,330,099	6,330,099	6,330,099	6,330,099
Total Central Services	320,300	2,579,575	0	0	6,330,099	6,330,099	6,650,399	8,909,674
Facilities Management Dept								
General	0	1,258,115	0	0	0	0	0	1,258,115
Total Facilities Management Dept	0	1,258,115	0	0	0	0	0	1,258,115
Human Resources								
General	475	4,249,629	0	0	0	0	475	4,249,629
Total Human Resources	475	4,249,629	0	0	0	0	475	4,249,629

Department / Fund	Fund Groups						Total Revenues	Total Expenditures
	GENERAL FUND / GENERAL PURPOSE		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS			
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Health and Human Svc Dept								
General	8,590,098	33,527,872	0	0	0	0	8,590,098	33,527,872
Child Care Fund	3,165,000	29,893,264	0	0	0	0	3,165,000	29,893,264
Social Welfare Foster Care	0	2,000	0	0	0	0	0	2,000
Juvenile Acct Block Grant	0	0	13,245	0	0	0	13,245	0
JAG 2014 DJ BX 0581	0	0	10,000	10,000	0	0	10,000	10,000
Health MDPH OSAS	0	0	1,068,646	1,068,646	0	0	1,068,646	1,068,646
Hlth Adolescent Screening CPBC	0	0	81,000	81,000	0	0	81,000	81,000
Health Communities Planning	0	0	59,958	59,958	0	0	59,958	59,958
Hlth Immunization Action Plan	0	0	526,881	526,881	0	0	526,881	526,881
Health FIMR	0	0	5,400	5,400	0	0	5,400	5,400
Health WIC	0	0	2,626,138	2,626,138	0	0	2,626,138	2,626,138
Health TB Outreach	0	0	73,413	73,413	0	0	73,413	73,413
Health AIDS Counseling	0	0	497,900	497,900	0	0	497,900	497,900
Health HIV Surveillance	0	0	35,000	35,000	0	0	35,000	35,000
Health Vaccines for Children	0	0	106,137	106,137	0	0	106,137	106,137
Health MCH Block	0	0	885,579	885,579	0	0	885,579	885,579
Health Bioterrorism	0	0	64,947	64,947	0	0	64,947	64,947
Hlth Nurse Family Partnership	0	0	620,291	620,291	0	0	620,291	620,291
Health PHEP	0	0	393,664	393,664	0	0	393,664	393,664
Domestic Preparedness Equipmen	0	0	678,428	678,428	0	0	678,428	678,428
Total Health and Human Svc Dept	11,755,098	63,423,136	7,746,627	7,733,382	0	0	19,501,725	71,156,518
Public Services								
General	1,501,463	17,283,520	0	0	0	0	1,501,463	17,283,520
County Veterans Trust	0	0	63,460	63,460	0	0	63,460	63,460
Community Corrections	0	0	1,239,119	1,239,119	0	0	1,239,119	1,239,119
Total Public Services	1,501,463	17,283,520	1,302,579	1,302,579	0	0	2,804,042	18,586,099
Information Technology								
Fire Records Management	0	0	0	0	744,394	744,394	744,394	744,394
CLEMIS	0	0	0	0	9,327,413	9,327,413	9,327,413	9,327,413
Radio Communications	0	0	0	0	12,292,398	12,292,398	12,292,398	12,292,398
Total Information Technology	0	0	0	0	22,364,205	22,364,205	22,364,205	22,364,205
Economic Develop/Comm Affairs								
General	503,994	7,900,401	0	0	0	0	503,994	7,900,401
Economic Development Corp	0	0	28,700	28,700	0	0	28,700	28,700
BFC Personnel	0	0	598,737	598,737	0	0	598,737	598,737
Community Develop Block Grants	0	0	5,665,500	5,667,952	0	0	5,665,500	5,667,952
Emergency Solutions Grants	0	0	330,459	330,459	0	0	330,459	330,459
Housing Counseling Grants	0	0	18,748	18,748	0	0	18,748	18,748
Home Investment Partner Grants	0	0	3,372,799	3,372,799	0	0	3,372,799	3,372,799
MSHDA NFMC	0	0	6,600	6,600	0	0	6,600	6,600
Neighborhood Stbltn Program	0	0	50,000	50,000	0	0	50,000	50,000
Workforce Dev Undistributed	0	0	14,836,711	14,762,227	0	0	14,836,711	14,762,227
Total Economic Develop/Comm Affairs	503,994	7,900,401	24,908,254	24,836,222	0	0	25,412,248	32,736,623

Department / Fund	Fund Groups						Total Revenues	Total Expenditures
	GENERAL FUND / GENERAL PURPOSE		SPECIAL REVENUE FUNDS		PROPRIETARY FUNDS			
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures		
Non-Departmental Dept								
General	313,646,824	33,629,343	0	0	0	0	313,646,824	33,629,343
Child Care Fund	15,793,084	0	0	0	0	0	15,793,084	0
Social Welfare Foster Care	1,000	0	0	0	0	0	1,000	0
Total Non-Departmental Dept	329,440,908	33,629,343	0	0	0	0	329,440,908	33,629,343
Non-Departmental Transfers								
General	0	21,440,797	0	0	0	0	0	21,440,797
Total Non-Departmental Transfers	0	21,440,797	0	0	0	0	0	21,440,797
Grand Total	443,381,725	443,381,725	60,912,929	60,912,929	333,295,523	333,295,523	837,590,177	837,590,177

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

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

The information provided includes a historical perspective using actual annual figures for the years 2002 through 2014, as supported by Oakland County's Comprehensive Annual Financial Report (CAFR); estimated FY 2015 revenue and expenditure amounts; budgeted revenues and expenditures for fiscal years 2016-2018; and estimated amounts for FY 2019 through FY 2020.

After a steep decline in revenue between FY 2006 and FY 2008, the chart reflects a more stabilized revenue stream in recent years. The revenue reduction was a direct result of turbulent economic times and a collapse of the real estate market. As is typical with most governments, the largest revenue source is property tax revenue. Property tax revenue accounts for 49.1% of the FY 2016 GF/GP budget, which is down from the 60% mark in FY 2008.

Since 75.3% of the real property within the County's borders is residential, the collapsed housing market had a direct effect on the overall property values. Over the five-year period from 2007-2012, property values in Oakland County fell by more than 34%. As a result, taxable values also fell. There was no change in taxable value in 2013; however 2014 reflected an increase of 1.65%. Based on most recent values published in the 2015 Oakland County Equalization Report, the rise in valuations continues with a 3.69% countywide increase in 2015. The budget includes a further increase of 3% for FY 2016 and an increase of 4% in both FY 2017 and FY 2018. Additionally, long-term projections include a 4% increase for FY 2019 and another 3% increase for FY 2020.

In addition, Revenue sharing payments from the State of Michigan to Oakland County were restored in Fiscal Year 2015, are anticipated to continue, and are included in the Fiscal Year 2016 – 2018 Budget. Annual revenue sharing payments from the State are anticipated at \$26.2 million.

Oakland County sees long-term fiscal stability as a process to not only balance annual appropriations with available revenues, but also as a requirement to maintain a healthy balance sheet. Oakland County has been able to increase the General Fund balance from \$43 million in FY 2000 to \$254 million in FY 2014. This growth was planned as part of the County's approach to fiscal sustainability and balancing the budget for the long term. Starting in FY 2006, budget tasks were allocated to elected officials based on their portion of the GF/GP budget. Every County elected official has cooperated and met all budget task amounts that have been assigned. Also, County leaders and staff have engaged in conscious efforts to control the level of discretionary spending. Both of these efforts have benefited the General Fund balance. Given the status of the General Fund balance and signs of improvement, there have been no new budget tasks since 2012. Over the next several years, the County plans to use fund balance of \$29.4 million in FY 2016, \$31.2 million in FY 2017, and \$26.8 million in FY 2018. The County's use of fund balance is the result of planned budget reductions over the past several years and will still allow the County to maintain a healthy fund balance over the 20% minimum target of annual expenditures.

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

The County has implemented a number of long-term structural changes which have had the effect of not only reducing cost immediately, but also keeping cost down for the future. Many of these are related to employee benefits. This included funding the entire cost for retirees' health care on an actuarial basis. For over 20 years the County has pre-funded retirees' health care on an

actuary basis, including the creation of a Voluntary Employee Beneficiary Association (VEBA) in the early 1990's. However, even on an actuarial basis, there existed an unfunded liability, which was amortized over a 30-year period. In 2007, the County sold \$557 million in Certificates of Participation (COPs) to fully fund the Annual Required Contribution (ARC) to the VEBA, and in effect fully funding retiree health care. Subsequent to the issuance of the 2007 COPs, the State of Michigan adopted new legislation – Public Act 329, effective October 9, 2012 – which authorized local units of government to issue limited taxable general obligation bonds to fund OPEB obligations. This created the opportunity for the County to take advantage of lower bond interest rates and to refinance the 2007 COPs debt. The refinancing was completed in April 2014 resulting in savings of \$13 million annually or \$170 million for the life of the bonds.

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

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

After salary reductions of 2.5% in FY 2010, 1.5% in FY 2011 and no salary changes in FY 2012 and FY 2013, the County did provide a 2% general salary increase in FY 2014 and a 3% general salary increase in FY 2015. Over the past 10 years, Oakland County employee general salary increases have lagged behind labor market increases and the consumer price index. As the economy continues to improve, the County faces additional challenges of not only recruiting new talent, but retaining existing employees. To partially address the recruitment and retention concerns, a 3% increase was included in the FY 2016 Budget along with budgetary placeholders for a 2% salary increase in FY 2017 and another 1% increase in FY 2018.

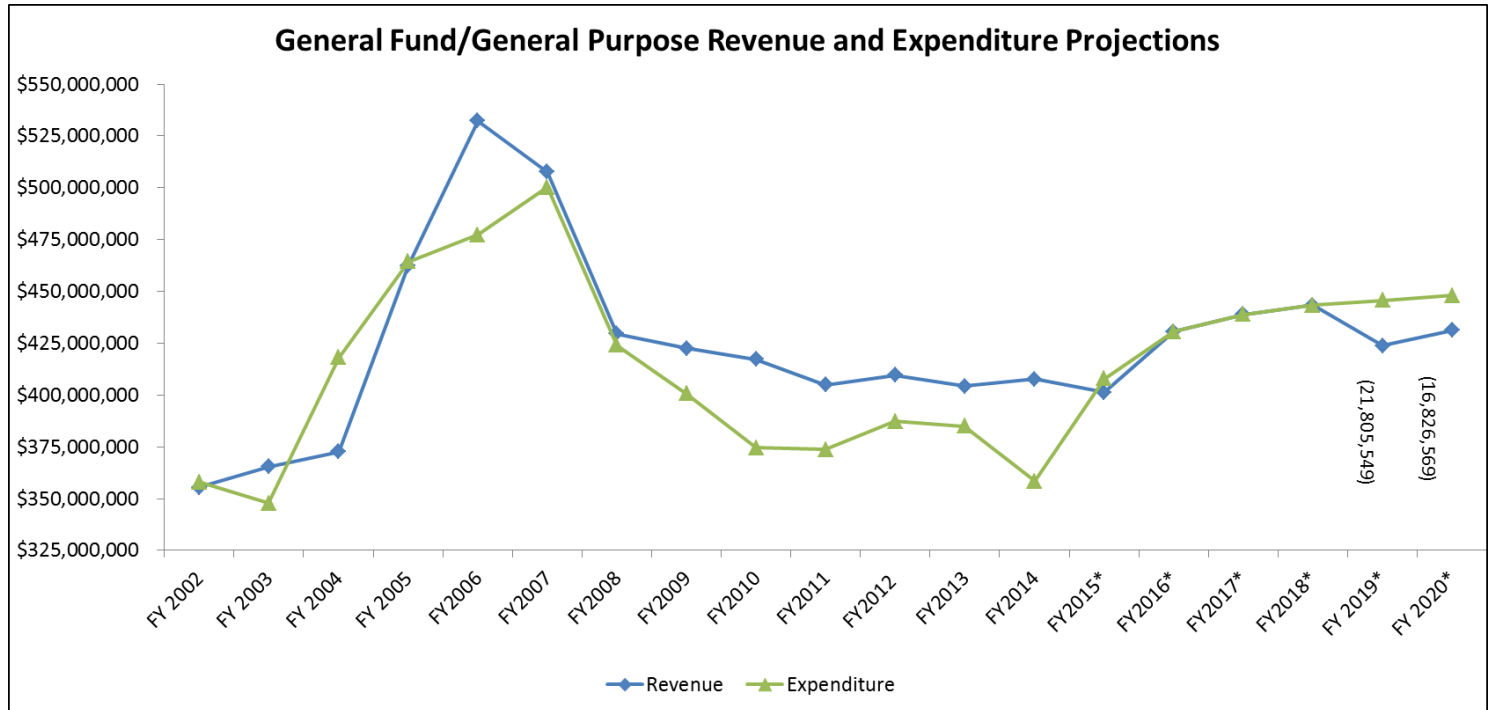
The County self-insures its employee healthcare plan which can have fluctuating results from year to year. Over the two-year period of FY 2013 – 2014, the average annual cost increase was \$2.4 million or 6%. The County anticipates this trend to continue and has included a 6% annual increase in the FY 2016 – 2018 budget.

Other benefits include an OakFit employee wellness program, increase in tuition reimbursement limits, increasing Retiree Health Savings (RHS) plan contributions and restoration of a \$300 annual employer match for the 457(b) Deferred Compensation plan.

The chart on the next page still indicates that there is more work to be done. Even with all the actions taken to this point, *if County officials take no further action*, revenue shortfalls are projected for FY 2019 (\$21.8 million) and FY 2020 (\$16.8 million). This chart projects the worst case scenario, because it assumes that the County will not respond to these projected shortfalls. However, not only has Oakland County continually demonstrated the willingness and ability to respond to revenue reductions, plans are in place to balance FY 2019 and FY 2020.

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

Oakland County General Fund / General Purpose Revenue & Expenditure
Growth (Actual 2002-2014 Projected 2015 – 2020)

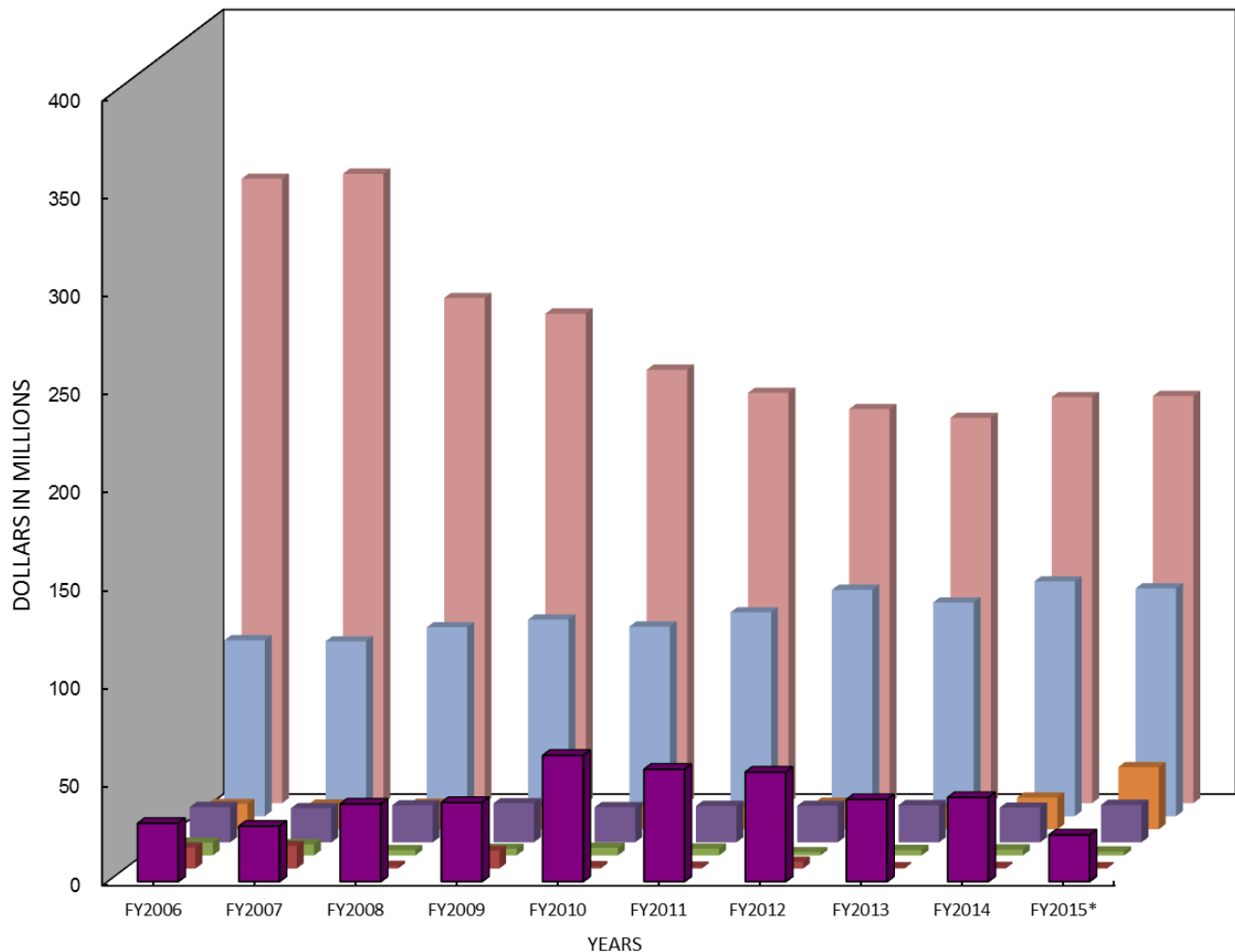


FY 2002 - FY 2014 are based on actual amounts

*FY 2015 are based on estimated actuals and FY 2016 – FY 2020 are projected amounts

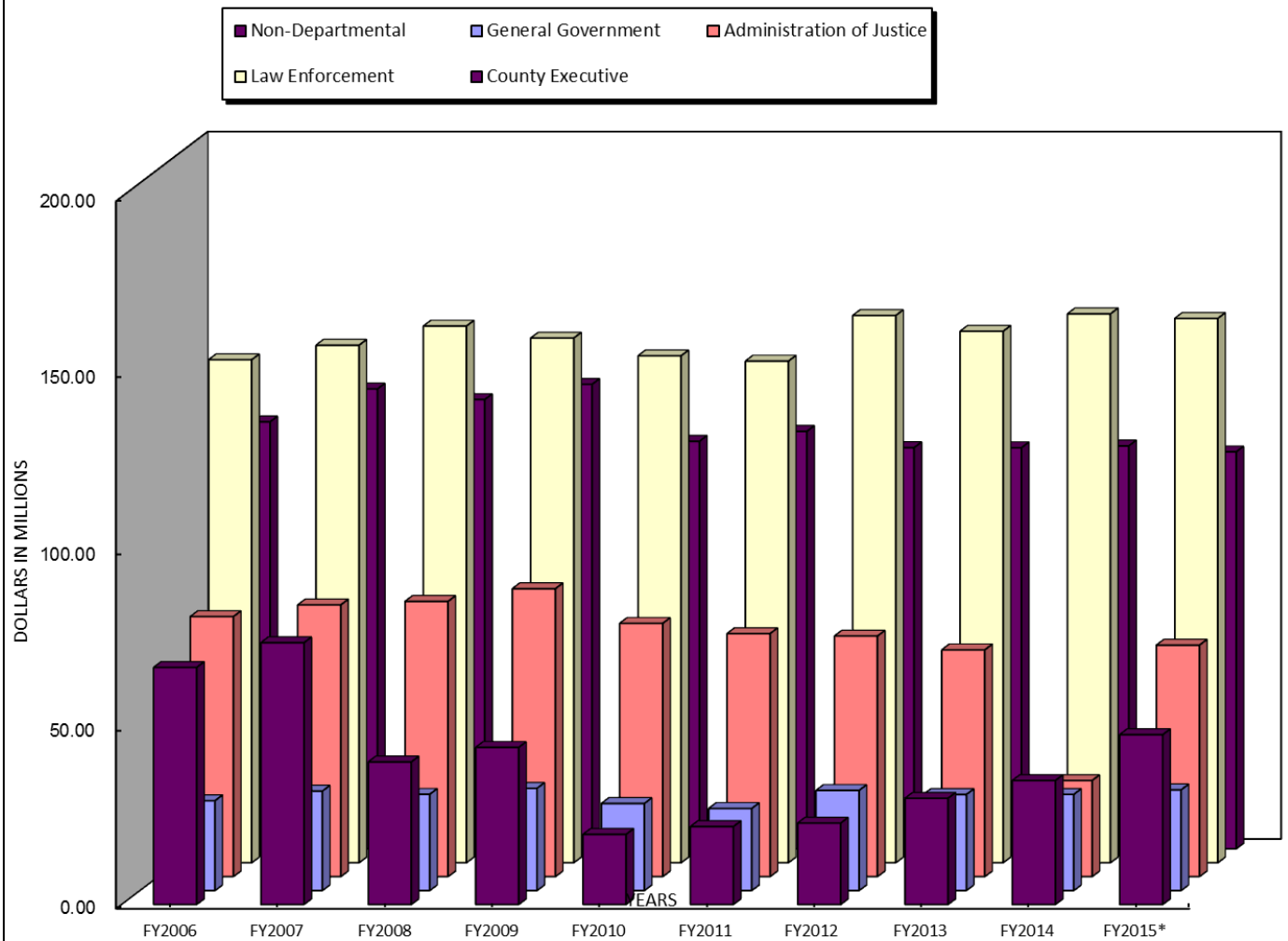
GENERAL FUND/GENERAL PURPOSE BUDGET REVENUE FY 2006 - FY 2015

- Operating Transfers In
- Investment Income
- Intergovernmental
- Taxes
- Other Revenues
- State and Federal Revenue
- Charges for Services

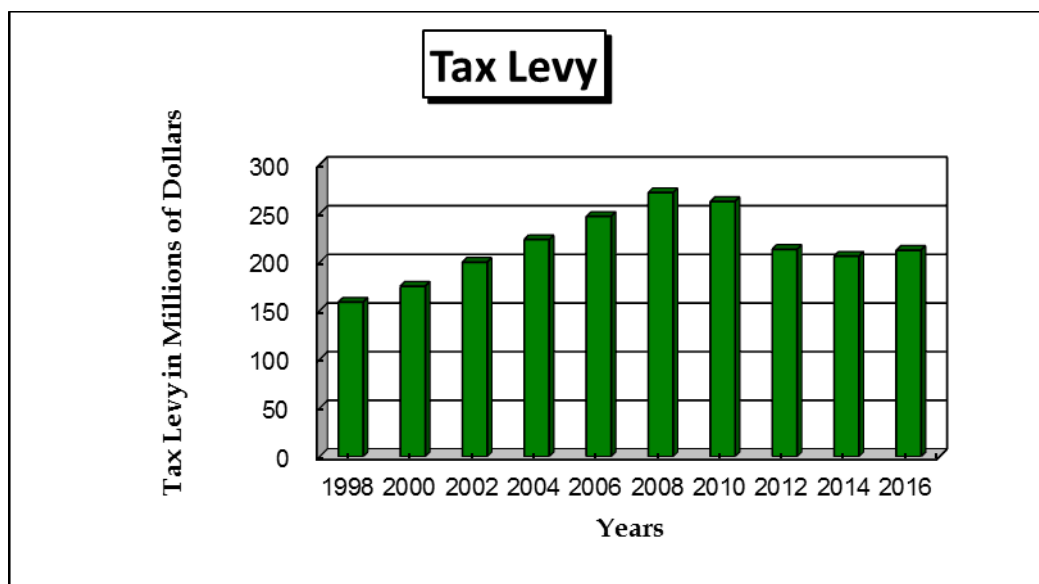
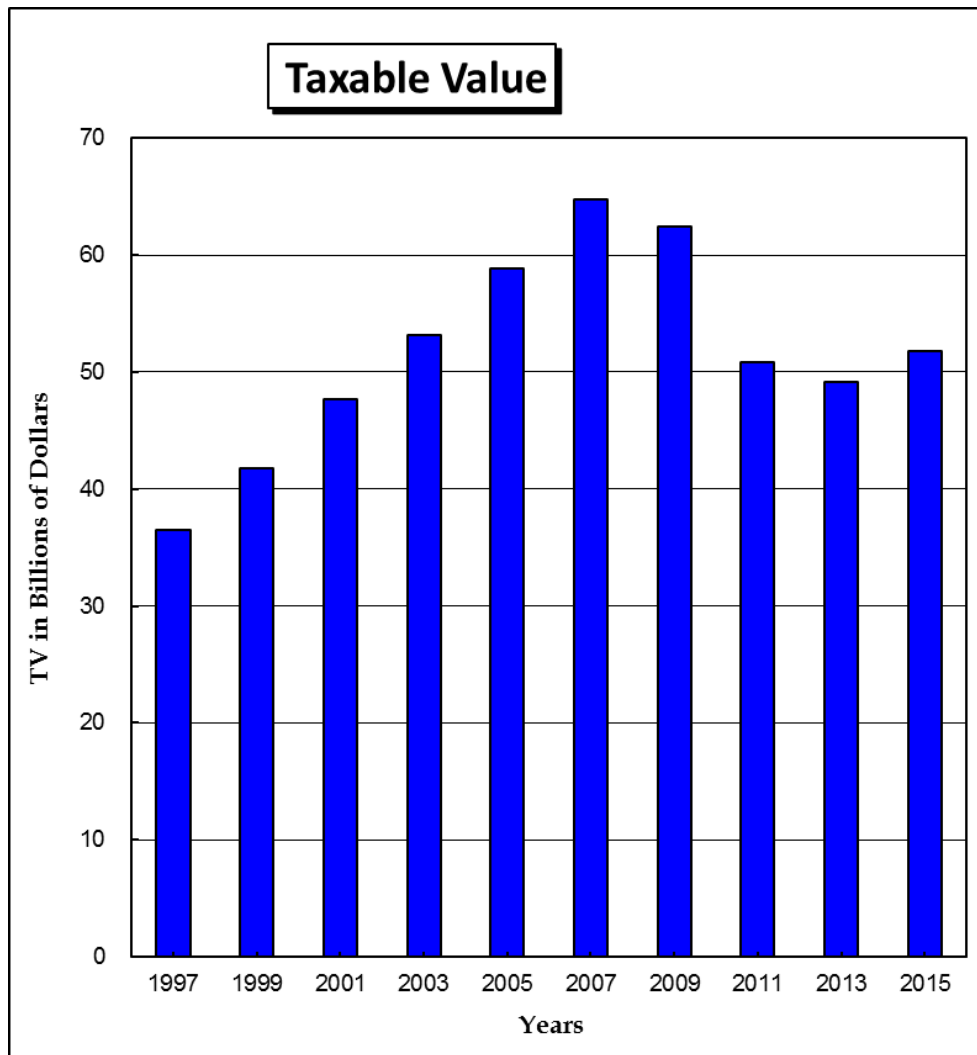


* unaudited

GENERAL FUND/GENERAL PURPOSE BUDGET EXPENDITURES FY 2006 - FY 2015



* unaudited



Personnel Summary

Department	FY 2016 Budget			
	GFGP	Proprietary	Special Revenue	Total Personnel
Circuit Court	275	-	140	415
District Court	187	-	3	190
Probate Court	52	-	-	52
Prosecuting Attorney	144	-	25	169
Sheriff	1,138	-	31	1,169
County Clerk	104	-	8	112
Treasurers Office	40	6	-	46
Board of Commissioners	36	-	-	36
Parks & Recreation	-	441	-	441
Water Resources Commissioner	1	369	-	370
County Executive	51	9	-	60
Management and Budget	179	8	1	188
Central Services	19	42	-	61
Facilities Management	8	186	-	194
Human Resources	29	19	-	48
Health and Human Services	486	-	94	580
Public Services	138	-	15	153
Information Technology	-	166	-	166
Economic Development & Community Affairs	55	-	38	93
Total Personnel	2,942	1,246	355	4,543

Note: Additional position Reports are located in the appendix.

Position History

Position History FY 2012 through FY 2016	ADOPTED BUDGET				
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
ADMINISTRATION OF JUSTICE					
Circuit Court					
Circuit Court - Judicial Administration	95	95	95	98	102
Circuit Court - Court Business	21	19	20	20	19
Circuit Court - Civil/Criminal	24	25	26	25	25
Circuit Court - Family Division	269	271	269	269	269
TOTAL CIRCUIT COURT	409	410	410	412	415
District Court					
Administration	4	4	4	4	4
Division I - (Novi)	59	59	60	61	61
Division II - (Clarkston)	30	30	30	30	31
Division III - (Rochester Hills)	57	58	58	58	58
Division IV - (Troy)	35	37	34	35	36
TOTAL DISTRICT COURT	185	188	186	188	190
Probate Court					
Judicial / Administration	21	21	21	21	21
Estate and Mental Health	28	28	28	30	31
TOTAL PROBATE COURT	49	49	49	51	52
TOTAL ADMINISTRATION OF JUSTICE	643	647	645	651	657
LAW ENFORCEMENT					
Prosecuting Attorney	172	170	171	170	169
Sheriff	1,119	1,088	1,107	1,117	1,169
TOTAL LAW ENFORCEMENT	1,291	1,258	1,278	1,287	1,338
GENERAL GOVERNMENT					
Clerk/Register of Deeds	116	112	112	112	112
County Treasurer	46	46	47	47	46
Board of Commissioners	34	34	30	30	30
Library Board	10	7	7	7	6
Parks & Recreation	379	378	421	425	441
Water Resources Commissioner	263	263	266	314	370
TOTAL GENERAL GOVERNMENT	848	840	883	935	1,005
COUNTY EXECUTIVE DEPARTMENTS					
County Executive Administration					
Auditing *	5	5	-	-	-
Compliance Office *	-	-	17	17	17
Corporation Counsel	27	27	28	28	28
County Executive	15	15	15	15	15
TOTAL COUNTY EXECUTIVE ADMIN.	47	47	60	60	60
Management and Budget					
Purchasing *	15	15	-	-	-
Equalization	89	89	89	88	88
Fiscal Services	98	99	99	99	99
Administration	1	1	1	1	1
TOTAL MANAGEMENT AND BUDGET	203	204	189	188	188

Position History

Position History FY 2012 through FY 2016	ADOPTED BUDGET				
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Central Services					
Aviation and Transportation	26	26	26	26	26
Support Services	31	32	32	33	34
Administration	1	1	1	1	1
TOTAL CENTRAL SERVICES	58	59	59	60	61
Facilities Management					
Facilities Maintenance and Operations	173	172	174	175	179
Facilities Engineering	13	13	13	13	13
Administration	2	2	2	2	2
TOTAL FACILITIES MANAGEMENT	188	187	189	190	194
Human Resources					
Workforce Management	21	20	20	21	21
Benefits Administration	20	20	20	21	21
Administration	6	6	6	6	6
TOTAL HUMAN RESOURCES	47	46	46	48	48
Health and Human Services					
Health Division	373	370	369	366	365
Homeland Security	16	12	12	11	11
Children's Village	189	192	192	201	203
Administration	1	1	1	1	1
TOTAL HEALTH & HUMAN SERVICES	579	575	574	579	580
Public Services					
Veterans' Services	16	16	16	16	16
Community Corrections	58	60	59	59	59
MSU Extension - Oakland County	15	15	15	13	13
Animal Control	33	36	36	37	38
Medical Examiner	26	26	26	26	26
Administration	1	1	1	1	1
TOTAL PUBLIC SERVICES	149	154	153	152	153
Information Technology	161	161	159	160	166
Economic Development and Community Affairs					
Planning & Economic Development Svcs.	46	46	48	49	48
Community and Home Improvement	23	23	22	22	22
Workforce Development	9	9	9	9	9
Administration	12	12	12	12	14
TOTAL ECON DEV & COMM AFFAIRS	90	90	91	92	93
TOTAL COUNTY EXECUTIVE DEPTS	1,522	1,523	1,520	1,529	1,543
TOTAL COUNTY POSITIONS	4,304	4,268	4,326	4,402	4,543

* Effective November 3, 2012, per Misc. Resolution #12257 (Auditing and Purchasing Reorganization), Purchasing is now included within the Compliance Office Division under the County Executive Administration Department.

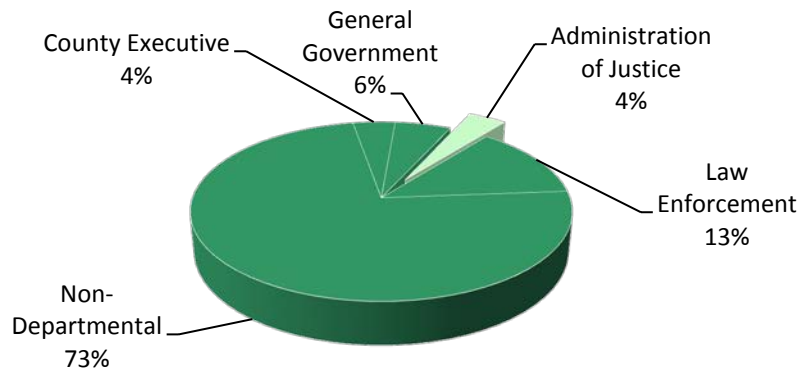


DEPARTMENT PROGRAM BUDGETS

FY2016-FY2018 Triennial Budget & Appropriations Act

AS ADOPTED & AMENDED ON SEPTEMBER 17, 2015

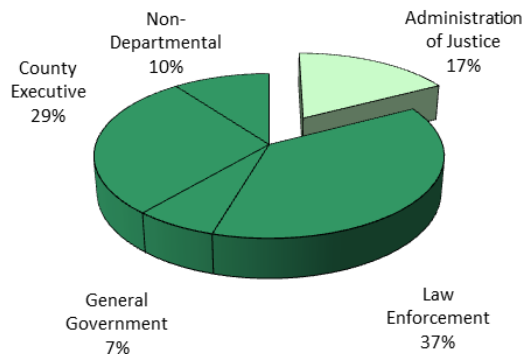
FY 2016 General Fund/General Purpose Revenues:



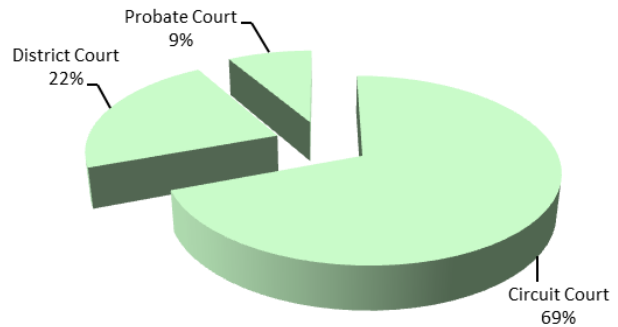
Administration of Justice Revenues	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose:					
Circuit Court					
Other Intergovern. Revenues	4,012	4,500	4,500	4,500	4,500
Charges for Services	4,584,291	4,843,000	4,543,000	4,543,000	4,543,000
Contributions	69,740	76,778	0	0	0
Total	\$4,658,043	\$4,924,278	\$4,547,500	\$4,547,500	\$4,547,500
District Court					
Other Intergovern. Revenues	1,841	1,800	1,800	1,800	1,800
Charges for Services	11,641,697	12,196,185	11,456,650	11,456,650	11,456,650
Investment Income	2,586	2,400	2,400	2,400	2,400
Other Revenues	209	0	0	0	0
Total	\$11,646,334	\$12,200,385	\$11,460,850	\$11,460,850	\$11,460,850
Probate Court					
Charges for Services	538,461	507,600	507,600	507,600	507,600
Other Revenues	3	0	0	0	0
Total	\$538,464	\$507,600	\$507,600	\$507,600	\$507,600
Total GF/GP Revenues	\$16,842,841	\$17,632,263	\$16,515,950	\$16,515,950	\$16,515,950
Other Funds:					
Drug Court Circuit Adult SCAO	53,839	65,940	47,000	47,000	47,000
Drug Court Circuit Juveni SCAO	96,579	100,838	43,000	43,000	43,000
Drug Court District 52 2 SCAO	0	0	0	0	0
Drug Court District 52 3 SCAO	1,150	0	0	0	0
Drug Court District 52 4 SCAO	7,593	70,000	70,000	70,000	70,000
Drug Court Dist 52 1 Probation	38,068	76,093	64,998	64,998	64,998
Urban Drug Court	120,108	282,000	282,000	282,000	282,000
FOC Access Visitation	15,555	8,800	12,000	12,000	12,000
Friend of the Court	14,617,237	15,096,036	15,925,874	15,925,874	15,925,874
JAG 2014 DJ BX 0581	0	13,300	13,300	13,300	13,300
Juvenile Acct Incentive Block	2,886	2,000	2,000	2,000	2,000
Local Law Enforcement Block	0	4,860	0	0	0
Mich Mental Health SCAO	36,978	60,000	60,000	60,000	60,000
Total Other Funds	\$14,989,993	\$15,779,867	\$16,520,172	\$16,520,172	\$16,520,172
Total Revenues	\$31,832,834	\$33,412,130	\$33,036,122	\$33,036,122	\$33,036,122

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

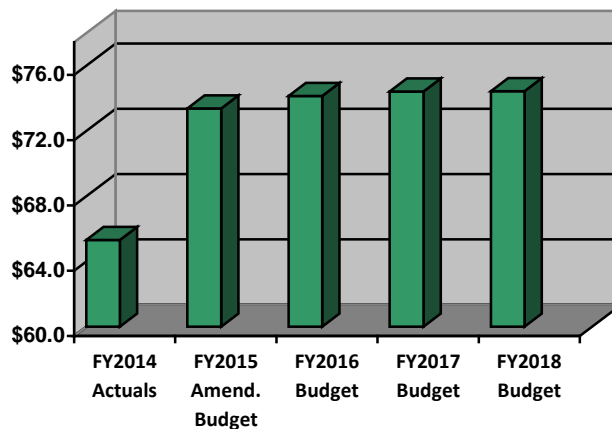
Total County 2016 Adopted Budget



Administration of Justice 2016 Adopted Budget



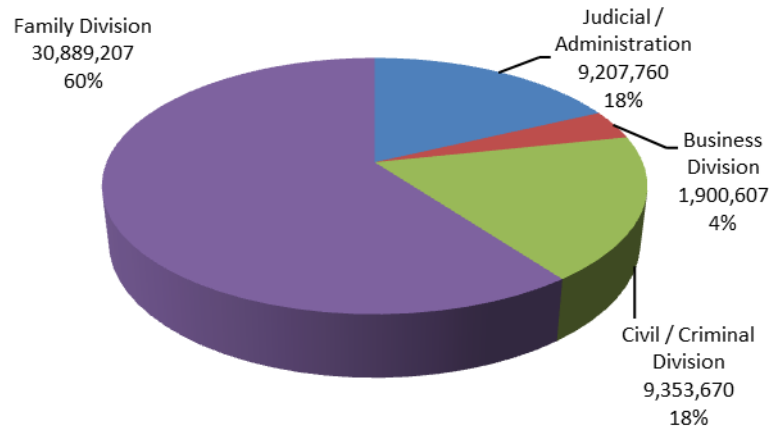
Administration of Justice GF/GP Expenditures (\$ in millions)



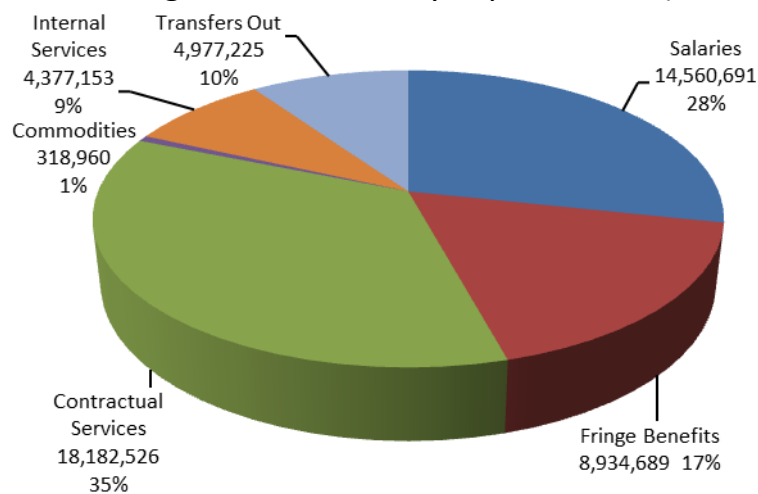
Administration of Justice Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Circuit Court	43,757,317	50,866,393	51,351,244	51,573,735	51,583,892
District Court	15,598,782	16,374,647	16,550,943	16,591,238	16,598,525
Probate Court	5,962,588	6,139,889	6,233,680	6,262,285	6,263,567
Total Expenditures	\$65,318,687	\$73,380,929	\$74,135,867	\$74,427,258	\$74,445,984

Administration of Justice Personnel by Department (GF/GP)	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Circuit Court	272	272	272
District Court	187	187	187
Probate Court	52	52	52
Total Personnel	511	511	511

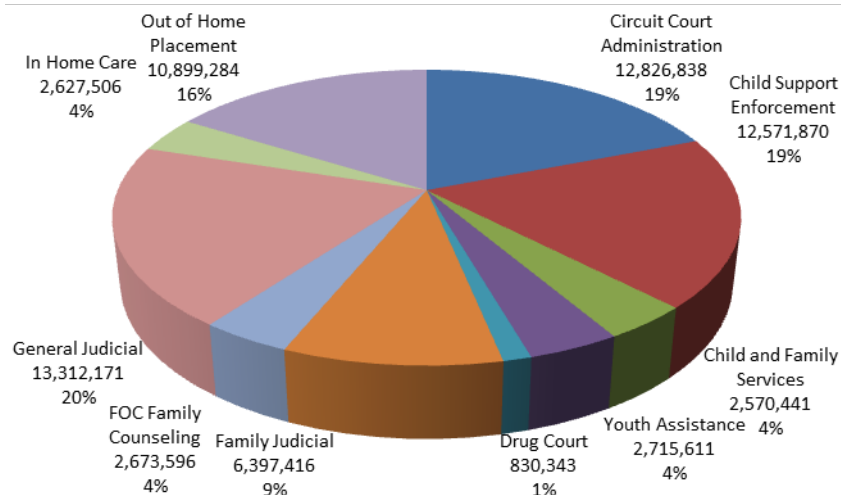
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Description Summary

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

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

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

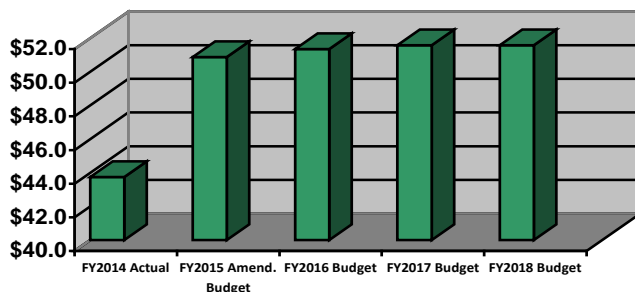
Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Judicial / Administration	8,362,673	9,239,836	9,207,760	9,229,445	9,230,441
Business Division	1,891,167	1,961,419	1,900,607	1,906,090	1,906,337
Civil / Criminal Division	8,719,918	9,419,823	9,353,670	9,487,239	9,493,357
Family Division	24,783,559	30,245,315	30,889,207	30,950,961	30,953,757
Total Expenditures	\$43,757,317	\$50,866,393	\$51,351,244	\$51,573,735	\$51,583,892

Current Issues

- The Combat Veterans Treatment Court was created in 2013 by Chief Judge Nanci Grant as a way to help citizens who literally placed themselves in harm's way to protect our freedoms. To be accepted into the program, participants cannot have a criminal record prior to their service and they must have been honorably discharged. Veterans are in the program because their service and the effects of their service, whether physical or emotional, led directly to their involvement with the criminal justice system.

The program includes intense supervision, mental health and substance abuse treatment, readjustment counseling, and mentoring with military veterans who can relate to their experiences.

Department Expenditures (\$ in millions)



Current Issues (Cont.)

- Circuit Court's implementation of the business court docket (Public Act 333 of 2012) remains in effect today. The purpose of the business court is to establish best practices for the resolution of business cases, to improve the efficiency of the courts, to utilize technology in managing business court cases and to enhance the accuracy, consistency, and predictability of decisions in business and commercial cases.
- All 17 circuit courts in Michigan (those with at least three judges) had to create a business court and have them up and running by July 1. The Supreme Court assigned Judges Wendy Potts and James Alexander to our business court.
- A case must be assigned to the business court if the amount in controversy is greater than \$25,000 and all or part of the action includes a business or commercial dispute.

Department Goals

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

Department Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	13,246,052	14,204,365	14,560,691	14,560,691	14,560,691
Fringe Benefits	8,478,890	8,610,506	8,934,689	8,934,689	8,934,689
Contractual Services	12,365,680	18,299,304	18,182,526	18,182,526	18,182,526
Commodities	187,204	479,039	318,960	318,960	318,960
Capital Outlay	14,116	0	0	0	0
Internal Services	5,038,245	4,540,116	4,377,153	4,599,644	4,609,801
Transfers Out	4,427,130	4,733,063	4,977,225	4,977,225	4,977,225
Total GF/GP Expenditures	\$43,757,317	\$50,866,393	\$51,351,244	\$51,573,735	\$51,583,892
Other Funds					
Drug Court Circuit Adult SCAO	56,941	65,940	47,000	47,000	47,000
Drug Court Circuit Juvenile SCAO	91,109	100,838	43,000	43,000	43,000
Urban Drug Court	199,400	282,000	282,000	282,000	282,000
FOC Access Visitation	15,555	8,800	12,000	12,000	12,000
Friend of the Court	14,789,511	14,926,819	15,616,532	15,616,532	15,616,532
JAG 2014 DJ BX 0581	0	13,300	13,300	13,300	13,300
Juvenile Acct Incentive Block	2,886	2,000	0	0	0
Local Law Enforcement Block Gr	0	4,860	0	0	0
Mich Mental Health SCAO	58,087	60,000	60,000	60,000	60,000
Total Other Funds	\$15,213,489	\$15,464,557	\$16,073,832	\$16,073,832	\$16,073,832
Total Expenditures	\$58,970,806	\$66,330,950	\$67,425,076	\$67,647,567	\$67,657,724

Summary of Major Program Changes
Revenue

The Circuit Court will decrease revenue over the next three years. This is due to an anticipated decrease in the net collection of various fees and costs in Charges for Services due to a decrease in caseload and an additional decrease due to funds transferred in FY 2015 from Circuit Court General Jurisdiction's Civil Mediation Payments account to the Judicial Administration's Expendable Equipment expense account to allow funding for judicial chambers. In addition, a decrease in Contributions is due to a non-recurring donation from the Restore Foundation in FY 2015 for the Adult Drug Court Grant MR #14270 and Juvenile Drug Court Grant MR #14271.

Expenditures

The Court has increased its overall expenditures from FY 2016 to FY 2018. Controllable Personnel for FY 2016 includes a 3% increase in salary and associated fringe benefits. However, this increase is offset by a manual adjustment to remove the general salary increase and related benefits for Judges as their compensation is controlled at the state level. In addition, an increase in Transfers Out (Friend of the Court) reflects the FY2016 CRP extension. Building Space Cost Allocation increased because Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. The increase is partially offset by a decrease in commodities (Expendable Equip) to purchase furniture for Judicial Chambers in FY 2015. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations.

Department Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Circuit Court Administration	7,546,703	12,540,130	12,826,838	13,049,329	13,059,486
Child Support Enforcement	16,412,098	12,144,180	12,571,870	12,635,587	12,635,587
Child and Family Services	2,415,302	2,507,310	2,570,441	2,570,441	2,570,441
Youth Assistance	2,661,568	2,648,888	2,715,611	2,715,611	2,715,611
Drug Court	835,150	901,308	830,343	830,343	830,343
Family Judicial	5,666,818	6,212,086	6,397,416	6,397,416	6,397,416
FOC Family Counseling	2,396,986	2,492,030	2,673,596	2,609,879	2,609,879
General Judicial	12,203,547	13,356,919	13,312,171	13,312,171	13,312,171
In Home Care	2,360,347	2,628,815	2,627,506	2,627,506	2,627,506
Out of Home Placement	6,472,287	10,899,284	10,899,284	10,899,284	10,899,284
Total Expenditures	\$58,970,806	\$66,330,950	\$67,425,076	\$67,647,567	\$67,657,724

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Child and Family Services	33	33	33
Child Support Enforcement	118	118	118
Circuit Court Administration	32	32	32
Drug Court	6	6	6
Family Judicial	56	56	56
FOC Family Counseling	19	19	19
General Judicial	99	99	99
In Home Care	21	21	21
Youth Assistance	31	31	31
Total Personnel	415	415	415

Circuit Court – Programs

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

Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
<u>Referee Activity:</u>				
Motion/Evidentiary hearing/oral arguments heard	10,132	10,911	9,570	9,622
Orders entered as a result of referee recommendation	9,621	9,801	9,448	9,517
Appeals to Family Division Judges	511	531	548	426
Show cause enforcement hearings scheduled	22,771	23,906	25,588	24,004
Early Intervention Conferences schedule	2,647	2,780	2,532	2,358
Job placement/Work First referrals	1,456	1,896	1,249	1,080

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

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

Performance Measure	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Referrals Received from the Court	638	549	448	504

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	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Standard Probation Average Caseload	765	752	689	532
Intensive Probation Average Caseload	70	68	72	78

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

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

Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
New Youth Assistance Cases (Total)	2,336	2,466	2,107	2,022
Consultative Cases	2,201	1,582	1,506	1,531
Mentors Serving Caseload Youth	69	84	120	143
U-Turn Participants	99	104	91	91
Youth and Adults Participating in Programs Sponsored by Volunteer Boards	29,980	32,618	47,049	36,862

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

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

Performance Measure	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 YTD
<u>Adult Drug Court:</u>				
Program Participants	109	121	110	110
Program Graduates	17	19	27	30
<u>Juvenile Drug Court:</u>				
Program Participants	38	30	36	29
Program Graduates	18	6	9	6

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

Performance Measure	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
<u>Juvenile/Adoptions</u>				
Authorized Delinquency Petitions	1,695	1,667	2,033	1,582
Authorized CPP (child protective proc.) Petitions	274	295	405	395
Unofficially Closed Delinquency Complaints	916	798	777	627
Unofficially Closed CPP Complaints	40	40	20	26
Supplemental Delinquency Complaints	269	259	226	222
Juvenile Traffic Tickets	100	72	73	49
Authorized Adoption Petitions	<u>407</u>	<u>340</u>	<u>351</u>	<u>323</u>
Subtotal	3,701	3,471	3,885	3,224
<u>Domestic Relations</u>				
No Children	2,425	2,496	2,341	2,345
With Children	2,356	2,411	2,159	2,063
Paternity	986	905	905	910
URESA (Uniform Reciprocal Enforce. Supp. Act)	94	73	66	58
Support	1,095	1,123	1,171	1,242
Other	<u>256</u>	<u>294</u>	<u>339</u>	<u>339</u>
Subtotal	7,212	7,302	6,981	6,957
Personal Protection Orders	2,414	2,763	2,469	2,269
<u>Miscellaneous Family</u>				
Name Changes	<u>559</u>	<u>518</u>	<u>496</u>	<u>513</u>
Total New Filings	13,886	14,054	13,831	12,963

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

Objectives

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

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

Objectives

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

Performance Measure	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Civil Cases Disposed	8,457	7,548	7,155	6,634
Criminal Cases Disposed	4,997	4,861	4,739	4,540
Appeals Disposed	759	744	548	568
Juries provided for Civil Trials	101	62	61	86
Juries provided for Criminal Trials	204	133	120	123
Jurors Summoned	48,151	45,751	45,062	46,103
Jurors who Served	14,291	11,094	10,831	11,134
Jurors Impaneled	3,347	2,158	2,038	2,208

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

Objectives

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

Performance Measure	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Youth served by STRIDE	381	404	372	318
Youth served by Intensive Probation	207	231	237	157
Youth served by Wraparound	15	15	26	11

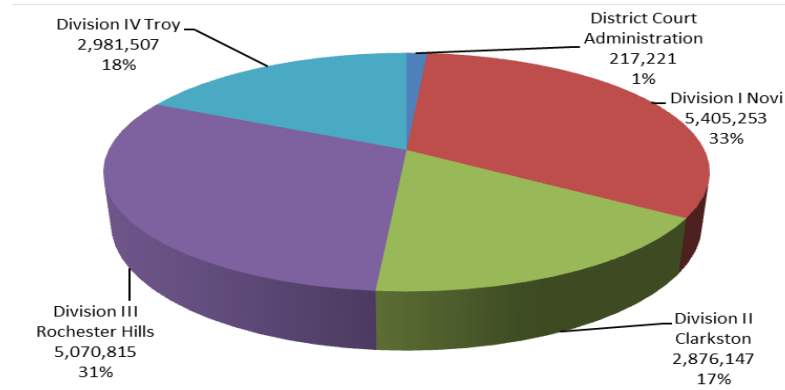
- **Out-of-Home Placement** - The Out-of-Home Placement program provides services to youth that have come under the jurisdiction of the Family Court. Foster care and shelter care programs provide a safe environment for children who are the victims of abuse or neglect. Secure detention, residential treatment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

Objectives

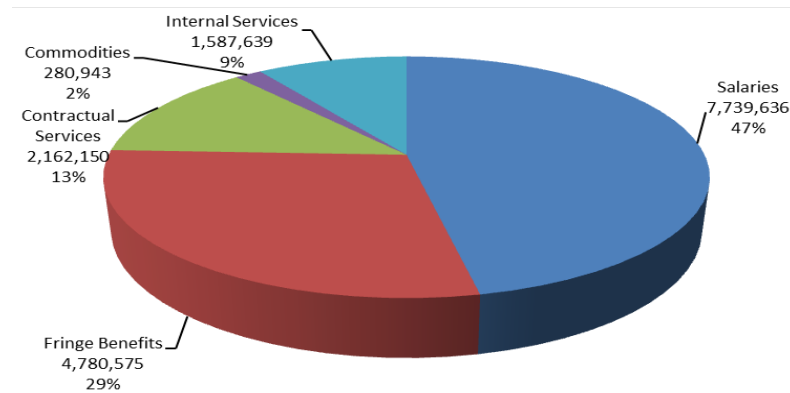
- Provide a safe and secure environment to children who are the victims of abuse and neglect.
- Provide treatment services to youthful offenders to enable them to return to and function in a normal home and community environment.

Performance Measure	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Total Delinquents in Placement at Year End	332	316	349	354
MCI 220 Permanent State Wards	220	182	162	179
Temporary Neglect Wards	529	554	628	619
PA150 Delinquent Permanent State Wards	73	61	54	62

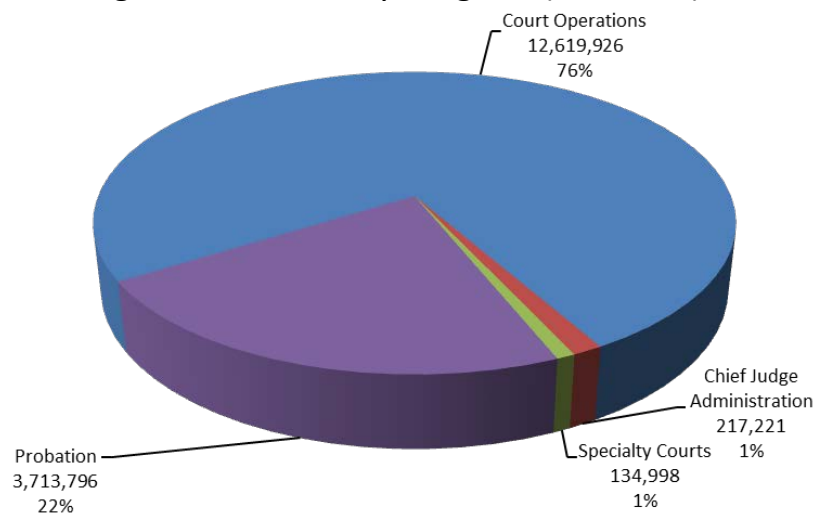
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Summary

The District Court was established by the Legislature in 1968 and became a court of record in 1973. The District Court is considered to have more citizen contact than any other court in our judicial system. The Court has jurisdiction over all misdemeanor, ordinance and charter violations and preliminary examinations on all felony cases. The District Court has exclusive jurisdiction of General Civil actions when the amount in controversy does not exceed \$25,000, Landlord Tenant and Land Contract Forfeiture cases, as well as Small Claims cases with disputes not exceeding \$5,500. The District Court may also conduct marriages.

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

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

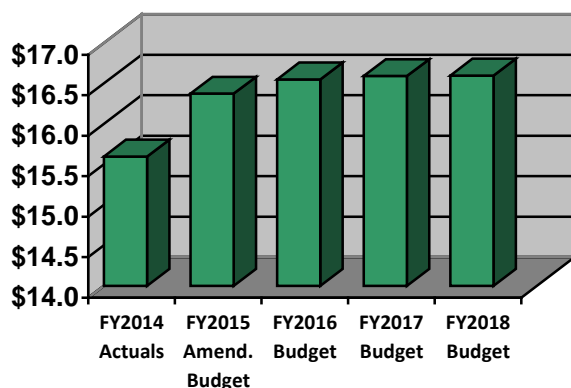
Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
District Court Administration	197,580	210,883	217,221	217,224	217,224
Division I Novi	5,165,901	5,529,004	5,405,253	5,405,801	5,405,801
Division II Clarkston	2,669,546	2,786,817	2,876,147	2,882,097	2,887,865
Division III Rochester Hills	4,706,571	4,898,895	5,070,815	5,104,226	5,105,745
Division IV Troy	2,859,184	2,949,048	2,981,507	2,981,890	2,981,890
Total Expenditures	\$15,598,782	\$16,374,647	\$16,550,943	\$16,591,238	\$16,598,525

Current Issues

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

- The 52nd District Court continues involvement in technological enhancements such as electronic ticket filing for law enforcement agencies, and electronic payment options.
- In a collaborative effort with the Department of Information Technology, the 52nd District Court instituted an on-line payment for citizens to pay most violations. Those programs are: Pay Tickets (instituted in 2003), total number of violations paid since its inception: 150,479 Over the Counter Credit Card Payments (OTC) (instituted in 2013) total number of violations paid since its inception: 30,594 and Misdemeanor Online Payment (instituted in 2013), total number of violations paid since its inception: 3,508. These three programs have allowed 184,581 total violations to be paid on-line, generating \$24,934,388 in revenue since their inception and \$1,062,930 in Enhanced Access Fees to Oakland County.
- All four divisions of the 52nd District Court converted to the State of Michigan's Judicial Information System (JIS) for case processing in 2011. The switch has and will continue to increase efficiency, providing a direct link with the Secretary of State and provide automatic programming updates for all future legislative changes. Additionally, the switch will position the Court to use the State's MICourt system when it becomes available.

Department Expenditures (\$ in millions)



Current Issues (Cont.)

- The 52nd District Court continues its efforts to service the public by providing programs such as Sobriety or Drug Courts in all four divisions, and a Veteran's Court in the 1st division. All of the divisions of the 52nd District Court work with their respective communities and local school districts promoting involvement with the court system such as the Teen Court Program, and Court in Schools, where official court proceedings are held at area schools.
- All divisions of the 52nd District Court are actively utilizing the Oak Video Arraignment system. This system allows the Court to conduct arraignments and other proceedings with the jail, police agencies, and various correctional facilities in the state. This eliminates the need to transport the individual to the court, improving cost efficiency and reducing security threats for both the Court and the law enforcement community.
- In 2015, and in accordance with Michigan Supreme Court Administrative Order 2014-25, the 52nd District Court, and the Department of Information Technology established video conferencing capability that may be utilized for court proceedings.
- The Court continues to identify and implement the "Best Practices" in regard to revenue collection. These methods are described and supported in the Trial Court Collections Standards and Guidelines provided by the Michigan Supreme Court State Court Administrative Office. Each division has developed a collection program within these guidelines.

Department Goals

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

Department Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	7,135,041	7,562,560	7,739,636	7,739,636	7,739,636
Fringe Benefits	4,510,388	4,586,918	4,780,575	4,780,575	4,780,575
Contractual Services	1,977,970	2,149,214	2,162,150	2,167,805	2,173,573
Commodities	222,914	303,562	280,943	280,943	280,943
Capital Outlay	15,766	0	0	0	0
Internal Services	1,736,703	1,761,298	1,587,639	1,622,279	1,623,798
Transfers Out	0	11,095	0	0	0
Total GF/GP Expenditures	\$15,598,782	\$16,374,647	\$16,550,943	\$16,591,238	\$16,598,525
Other Funds					
Drug Court District 52 1 Probation	57,924	76,093	64,998	64,998	64,998
Drug Court District 52 2 SCAO	0	0	0	0	0
Drug Court District 52 3 SCAO	2,969	0	0	0	0
Drug Court District 52 4 SCAO	11,704	70,000	70,000	70,000	70,000
Total Other Funds	\$72,597	\$146,093	\$134,998	\$134,998	\$134,998
Total Expenditures	\$15,671,379	\$16,520,740	\$16,685,941	\$16,726,236	\$16,733,523

Summary of Major Program Changes

Revenue

It is anticipated that there will be a decrease in revenue for the 52nd District Court over the next three years due to a recent Michigan Supreme Court ruling which impacts Michigan Courts' ability to assess certain fees and costs.

Expenditures

The District Court's expenditures have increased for FY 2016 to FY 2018. Controllable Personnel for FY 2016 includes a 3% increase in salary and associated fringe benefits. In addition, one full-time District Court Clerk I position has been created. However, these increases are offset by a manual adjustment to remove the general salary increase and related benefits for Judges as their compensation is controlled at the state level. Increased Building Space Cost Allocation rates for the Rochester Hills District Court are due to Facilities Maintenance & Operations determining rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations.

Department Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Court Operations	12,083,821	12,595,119	12,619,926	12,660,215	12,667,502
Chief Judge Administration	197,580	210,883	217,221	217,224	217,224
Specialty Courts	72,597	157,188	134,998	134,998	134,998
Probation	3,317,381	3,557,550	3,713,796	3,713,799	3,713,799
Total Expenditures	\$15,671,379	\$16,520,740	\$16,685,941	\$16,726,236	\$16,733,523

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Court Operations	129	129	129
Chief Judge Administration	4	4	4
Specialty Courts	3	3	3
Probation	54	54	54
Total Personnel	190	190	190

District Court Programs

- **Chief Judge Administration** - The Michigan Supreme Court selects one judge biannually from one of the four divisions to be Chief Judge. The Chief Judge is responsible for all administrative matters that pertain to the staff of the four divisions of the 52nd District Court, in addition to operational programs such as the weekend/holiday arraignments for all participating Oakland County courts.
- **Court Operations** - Under the 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	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
<u>New Cases Filed:</u>				
Division I - Novi	43,663	42,942	42,063	40,662
Division II - Clarkston	18,495	17,389	20,481	22,577
Division III - Rochester	41,746	39,075	37,099	39,278
Division IV - Troy	19,956	20,237	18,677	16,830

- **Probation** - A Probation Department is funded for each division of the 52nd District Court and provides a sentencing alternative in which an offender is supervised in the community and required to abide by certain rules and conditions set by the Judge. Probation is often an alternative to jail. Additional functions of the Probation Department include pre-sentence investigations and substance abuse assessments. Each division is licensed by the State of Michigan to conduct substance abuse assessments.

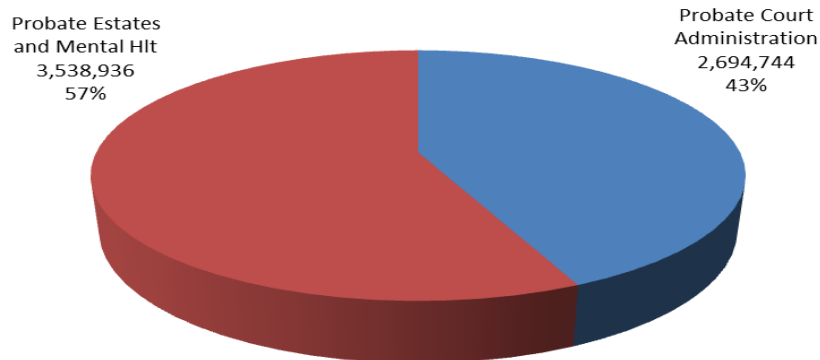
Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
<u>New Cases Filed:</u>				
Division I - Novi	2,432	2,370	1,654	1,462
Division II - Clarkston	812	607	673	721
Division III - Rochester	2,238	2,032	1,894	1,782
Division IV - Troy	1,001	1,312	1,053	1,036

Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
<u>Supervised Probation Cases:</u>				
Division I - Novi	2,022	2,009	1,993	1,611
Division II - Clarkston	702	701	636	692
Division III - Rochester	2,291	2,203	1,751	1,754
Division IV - Troy	1,031	1,208	1,250	1,075

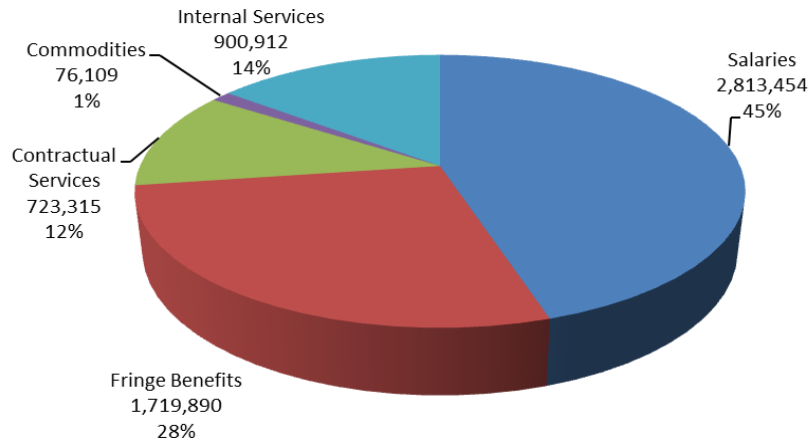
Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
<u>Pre-Sentence Investigations and Substance Abuse Assessments Completed:</u>				
Division I - Novi	2,293	2,282	1,654	1,288
Division II - Clarkston	835	750	718	719
Division III - Rochester	2,148	1,767	1,924	1,748
Division IV - Troy	1,059	1,198	1,264	1,088

- **Specialty Courts** – Each division of the 52nd District Court has an operational specialty court or courts. These programs (Drug Court, Sobriety Court, Veterans Court) all focus on addiction issues with intensive probation supervision and regular judicial involvement over an extended period of time. Program participants are monitored closely to ensure compliance with stringent alcohol and/or drug testing and treatment with the goal of reducing recidivism.

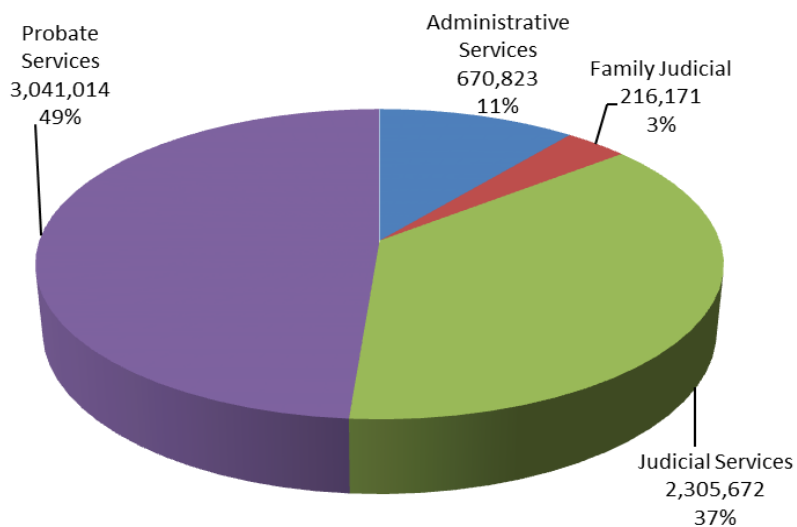
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Summary

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

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Probate Court Administration	2,608,983	2,639,528	2,694,744	2,710,415	2,711,130
Probate Estates and Mental Hlt	3,353,604	3,500,361	3,538,936	3,551,870	3,552,437
Total Expenditures	\$5,962,587	\$6,139,889	\$6,233,680	\$6,262,285	\$6,263,567

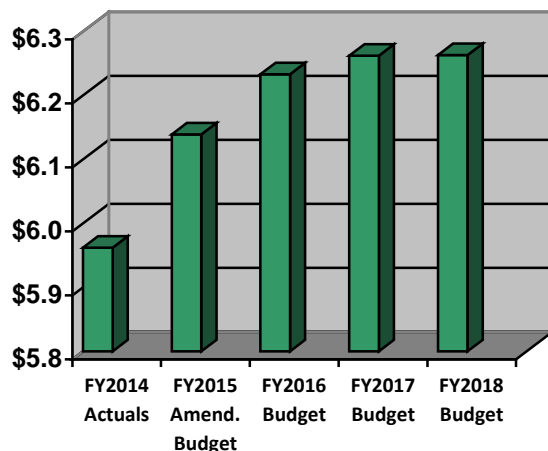
Current Issues

- Three new positions were added to Probate Court staffing (two Office Assistant I positions in FY 2015 and one Technical Assistant position in FY 2016). These positions were added to assist in addressing ongoing concerns with the Court's ability to respond to the public due to previous budget reductions and increasing workload demands. These concerns will continue to have an impact on the Court operations.
- Continued high numbers of mental health commitment petitions and expected growth in adult guardianships and conservatorships are anticipated to strain available resources for defense attorney fees and independent psychological exam costs.

Department Goals

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

Department Expenditures (\$ in millions)



Division Descriptions

Probate Court Administration

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

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

Estates and Mental Health

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

Department Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	2,535,252	2,678,430	2,813,454	2,813,454	2,813,454
Fringe Benefits	1,616,989	1,645,739	1,719,890	1,719,890	1,719,890
Contractual Services	738,205	723,315	723,315	723,315	723,315
Commodities	76,252	98,109	76,109	76,109	76,109
Internal Services	995,889	994,296	900,912	929,517	930,799
Total GF/GP Expenditures	\$5,962,587	\$6,139,889	\$6,233,680	\$6,262,285	\$6,263,567
<u>Other Funds</u>					
Total Other Funds	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,962,587	\$6,139,889	\$6,233,680	\$6,262,285	\$6,263,567

Summary of Major Program Changes

Revenue

The Probate Court's budgeted revenue has remained the same from FY2016-FY2018.

Expenditure

The Probate Court's expenditures have increased for FY 2016 to FY 2018. Controllable Personnel for FY 2016 includes a 3% increase in salary and associated fringe benefits. In addition, one full-time Technical Assistant position has been created. However, these increases are offset by a manual adjustment to remove the general salary increase and related benefits for Judges as their compensation is controlled at the state level. Increased Building Space Cost Allocation rates are due to Facilities Maintenance & Operations determining rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. This increase is partially offset by a decrease in IT Operations which is based on rate and usage for computers and related equipment. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations.

Department Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administrative Services	514,055	672,235	670,823	671,170	671,170
Family Judicial	249,509	258,957	216,171	228,442	229,002
Judicial Services	2,198,961	2,229,264	2,305,672	2,309,031	2,309,186
Probate Services	3,000,063	2,979,433	3,041,014	3,053,642	3,054,209
Total Expenditures	\$5,962,587	\$6,139,889	\$6,233,680	\$6,262,285	\$6,263,567

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administrative Services	4	4	4
Family Judicial	4	4	4
Judicial Services	16	16	16
Probate Services	28	28	28
Total Personnel	52	52	52

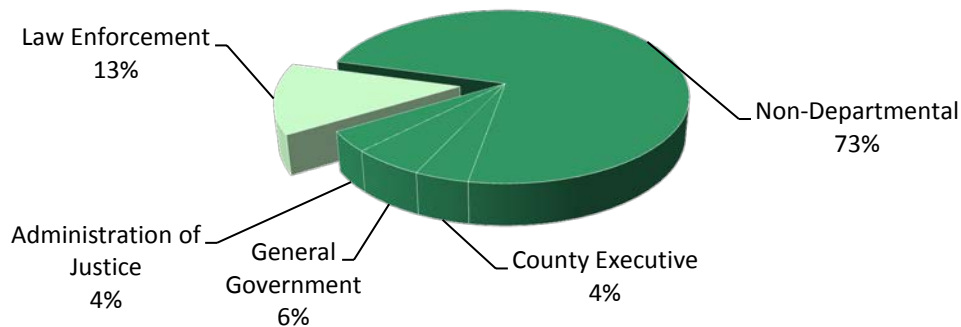
Probate Court – Program

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

Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
New Files Opened:				
Supervised/Unsupervised/Small Estates	2,439	2,576	2,528	2,528
Trusts	228	241	238	250
Adult Guardianships	969	972	928	1,025
Minor Guardianships	612	540	554	545
Adult Conservatorships	396	386	332	354
Minor Conservatorships	100	128	116	91
Mentally Ill Guardianships (Developmentally Disabled)	3,058	2,793	2,823	2,796
Reopened Estates	352	287	356	459
Protective Orders	205	195	239	223
Civil and Other Matters	47	55	70	64
	87	107	100	99
Total	8,493	8,280	8,284	8,434
Active Cases:				
Estate and Trust Cases	4,463	4,683	4,926	5,070
Adult Guardianships	3,869	3,981	4,028	4,168
Adult Conservatorships	1,733	1,755	1,706	1,693
Minor Guardianships	2,459	2,335	2,303	2,269
Minor Conservatorships	1,138	1,087	1,038	972
Guardianships (Developmentally Disabled)	1,729	1,747	1,861	2,006
Civil and Other Matters	63	54	29	38
Total	15,454	15,642	15,891	16,216

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

FY 2016 General Fund/General Purpose Revenues:



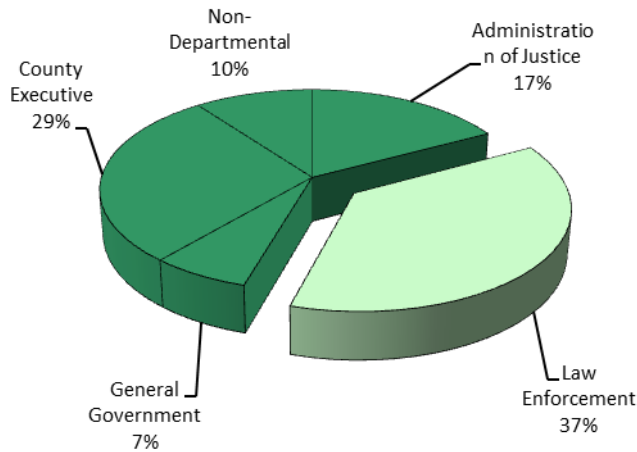
Law Enforcement Revenues	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose:					
Prosecuting Attorney					
Federal Grants	65,684	85,500	202,500	202,500	202,500
State Grants	65,684	85,500	2,500	2,500	2,500
Charges for Services	253,479	322,000	287,000	287,000	287,000
Total	\$384,847	\$493,000	\$492,000	\$492,000	\$492,000
Sheriff					
Federal Grants	26,233	82,000	82,000	82,000	82,000
State Grants	285	450	0	0	0
Other Intergovern. Revenues	288,975	300,000	300,000	300,000	300,000
Charges for Services	51,483,943	54,100,402	55,457,915	55,479,302	55,345,001
Investment Income	16	0	0	0	0
Other Revenues	172,974	11,000	11,000	11,000	11,000
Transfers In	1,300,059	340,584	68,546	68,546	68,546
Insurance Recoveries	183,718	220,000	0	0	0
Total	\$53,456,202	\$55,054,436	\$55,919,461	\$55,940,848	\$55,806,547
Total GF/GP Revenues	\$53,841,049	\$55,547,436	\$56,411,461	\$56,432,848	\$56,298,547
Other Funds:					
JAG FY2011 to FY2014	12,395	0	0	0	0
ATPA Grants	1,025,012	1,102,758	1,102,758	1,102,758	1,102,758
Community Corrections	481,602	494,884	494,884	494,884	494,884
Criminal Justice Train Grant	109,690	150,000	150,000	150,000	150,000
Domestic Preparedness Equip	14,428	88,000	88,000	88,000	88,000
Drug Policy Grant	402,527	434,107	434,107	434,107	434,107
Competitive Grant Assistance	12,852	0	0	0	0
Friend of the Court	47,874	916,666	917,267	917,267	917,267
JAG 2012 DJ BX 0255	39,989	0	0	0	0
JAG 2013 DJ BX 0388	51,363	0	0	0	0
JAG 2014 DJ BX 0581	0	135,031	135,031	135,031	135,031
Jail Diversion	0	211,394	0	0	0
Juvenile Acct Incentive Block	81,895	25,600	(15,245)	(15,245)	(15,245)
Local Law Enforcement Block	0	29,784	0	0	0
MSP Community Services	0	7,500	0	0	0

Budget at a Glance: Law Enforcement Revenues

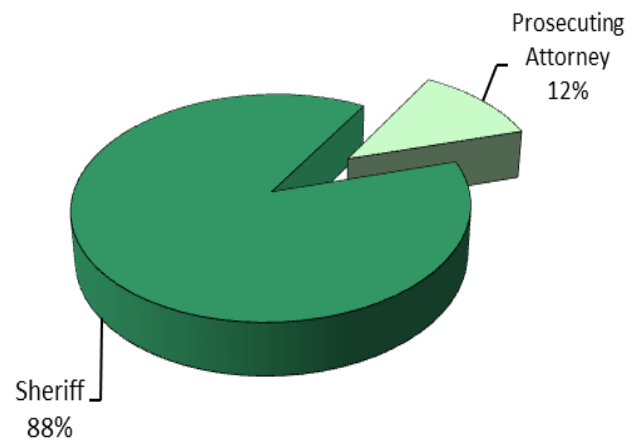
Law Enforcement Revenues (continued)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Paul Coverdell Grant	0	95,000	0	0	0
Prosecutor Co Op					
Reimbursement	2,223,104	2,653,183	2,725,129	2,725,129	2,725,129
Prosecutor VOCA	79,414	86,936	0	0	0
Sheriff Road Patrol	537,523	786,687	786,687	786,687	786,687
Traffic Safety Assistance	0	10,493	0	0	0
Total Other Funds	\$5,119,669	\$7,228,023	\$6,818,618	\$6,818,618	\$6,818,618
Total Revenues	\$58,960,718	\$62,775,459	\$63,230,079	\$63,251,466	\$63,117,165

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

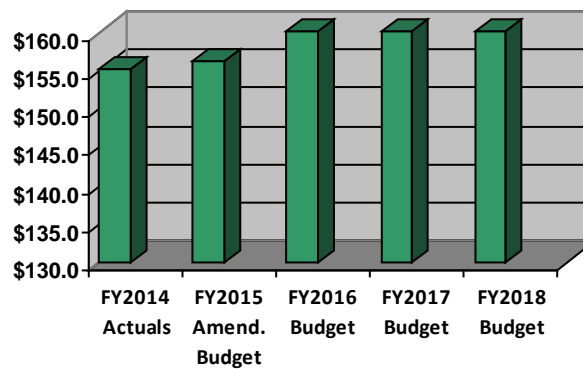
Total County 2016 Adopted Budget



Law Enforcement 2016 Adopted Budget



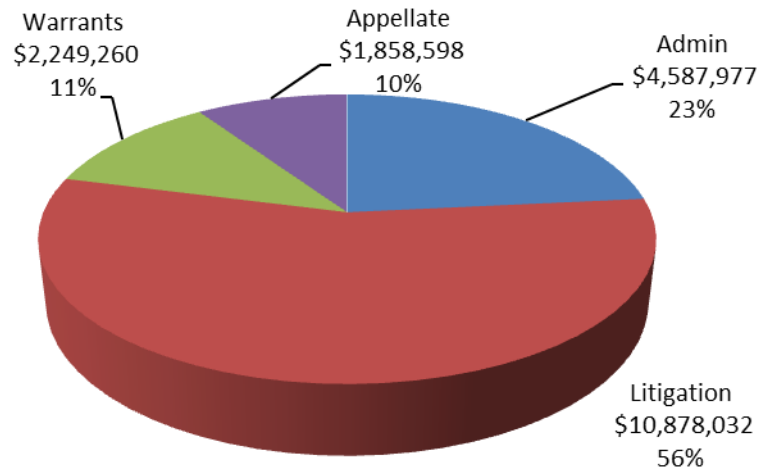
Law Enforcement GF/GP Expenditures (\$ in millions)



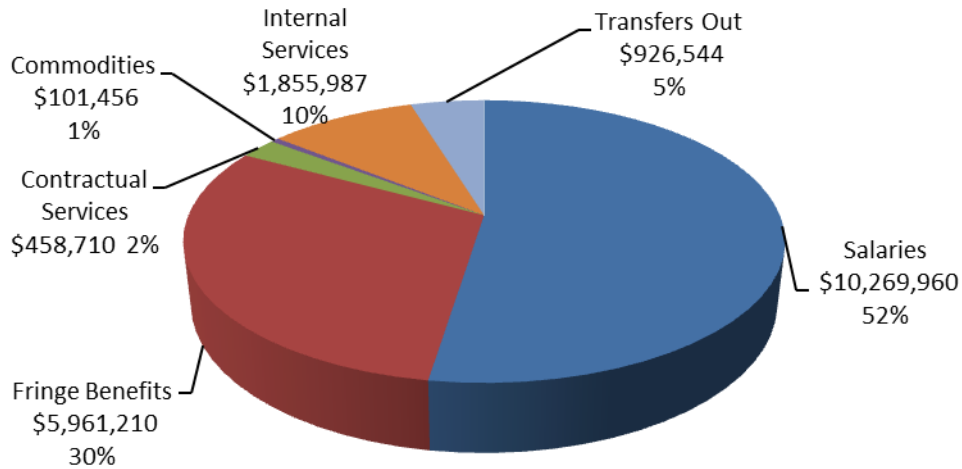
Law Enforcement Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Prosecuting Attorney	18,426,900	18,978,762	19,573,867	19,685,712	19,689,213
Sheriff	136,732,424	137,257,895	141,369,640	141,848,815	141,748,521
Total Expenditures	\$155,159,324	\$156,236,657	\$160,943,507	\$161,534,527	\$161,437,734

Personnel by Department (GF/GP)	FY 2016 Budget	FY 2017 Budget	FY 2017 Budget
Prosecuting Attorney	144	144	144
Sheriff	1,137	1,137	1,137
Total Personnel	1,281	1,281	1,281

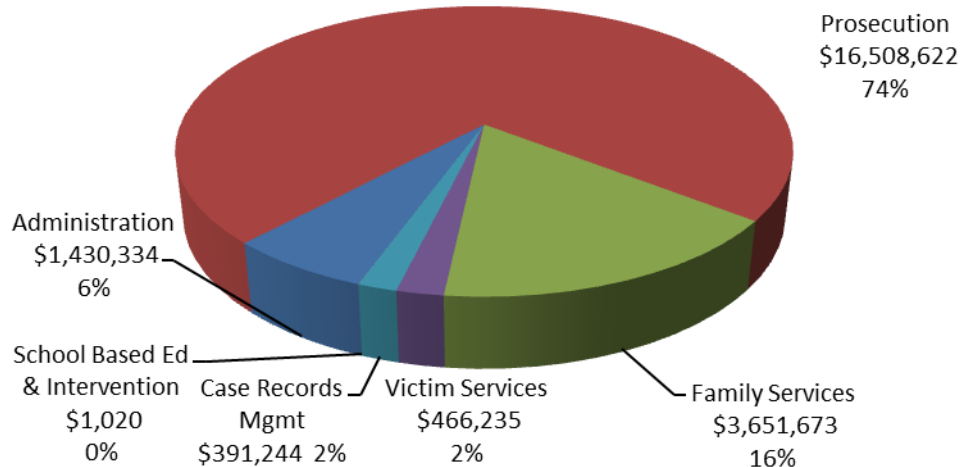
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Mission

Our mission is to do Justice ethically and professionally in accordance with the Federal and State Constitutions.

Department Summary

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

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Prosecuting Attorney Admin	4,693,849	4,579,141	4,587,977	4,699,822	4,703,323
Prosecuting Attorney Litigation	9,940,311	10,458,656	10,878,032	10,878,032	10,878,032
Prosecuting Attorney Warrants	2,071,836	2,155,744	2,249,260	2,249,260	2,249,260
Prosecuting Attorney Appellate	1,720,904	1,785,221	1,858,598	1,858,598	1,858,598
Total Expenditures	\$18,426,900	\$18,978,762	\$19,573,867	\$19,685,712	\$19,689,213

Current Issues

As a result of the State's and the County's recent economic difficulties, the Prosecutor's Office has experienced significant budget reductions in recent years. As a result, this Administration continues with an intensive assessment of present staffing assignments throughout the Office. This evaluation has proven to identify areas of responsibility that could be consolidated and case management streamlined. Assistant Prosecutors and support staff are being cross-trained so that they can assume additional responsibilities and maintain the high standards of professional and ethical representation to the People of the State of Michigan, the victims of crime, and the legal system in an environment of decreasing budgets and staff cuts.

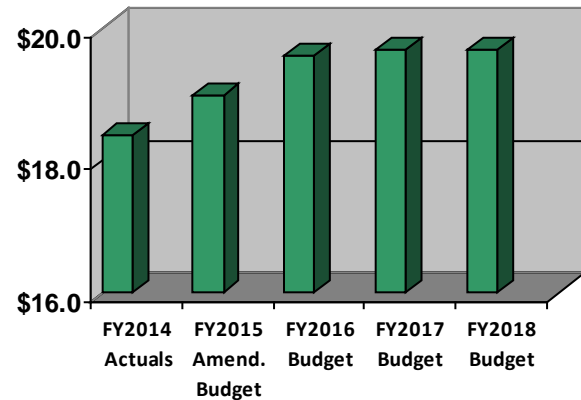
Department Goals

- To effectively and efficiently carry out the duties and responsibilities as the chief law enforcement officer of Oakland County by ensuring that laws are faithfully enforced.
- To represent the People of the State of Michigan in all State law criminal matters before all courts in Oakland County.
- To provide superior courtroom advocacy that are in the interest of justice and enhance public safety.
- To ensure the most highly trained and qualified prosecutors are in the courtroom as advocates for the victims of crime.
- To successfully argue appeals of lower court decisions and post-conviction proceedings brought before the 6th Judicial Circuit Court, the Michigan Court of Appeals, and the Michigan Supreme Court from cases that have arisen out of Oakland County.

Department Goals (Cont.)

- To provide assistance to the Michigan Attorney General's Office by litigating murder convictions and other capital cases where Habeas has been granted on our cases by the federal courts.
- To advocate new legislation and other reforms to improve the criminal justice system.
- To identify and initiate programs to assist the various divisions in accomplishing their respective goals and responsibilities.
- To keep assistant prosecutors and law enforcement personnel abreast of changes in the law.
- To timely interact with 42 separate police and investigative agencies; review search warrants, criminal complaints, and juvenile petitions.
- To seek reimbursement of the costs of prosecution, as allowed by statute and case law for the purpose of reimbursing the County's general fund.

Department Expenditures (\$ in millions)



- Review parole decisions authorized by the Michigan Department of Corrections, and where appropriate, file legal objections.
- To establish paternity and support for minor children.
- To lift children out of poverty and reduce their dependence on public assistance.

Department Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	9,173,071	9,919,007	10,269,960	10,269,960	10,269,960
Fringe Benefits	5,815,287	5,762,171	5,961,210	5,961,210	5,961,210
Contractual Services	436,772	458,710	458,710	458,710	458,710
Commodities	76,620	101,456	101,456	101,456	101,456
Capital Outlay	38,341	0	0	0	0
Internal Services	1,948,926	1,804,829	1,855,987	1,967,832	1,971,333
Transfers Out	937,883	932,589	926,544	926,544	926,544
Total GF/GP Expenditures	\$18,426,900	\$18,978,762	\$19,573,867	\$19,685,712	\$19,689,213
Other Funds					
Drug Policy Grant	131,646	150,132	150,132	150,132	150,132
Juvenile Acct Incentive Block	81,895	38,845	0	0	0
Prosecutor Co Op Reimbursement	2,480,602	2,653,183	2,725,129	2,725,129	2,725,129
Prosecutor VOCA	82,190	86,936	0	0	0
Total Other Funds	\$2,776,333	\$2,929,096	\$2,875,261	\$2,875,261	\$2,875,261
Total Expenditures	\$21,203,233	\$21,907,858	\$22,449,128	\$22,560,973	\$22,564,474

Summary of Major Program Changes

Revenues

Charges for Services - State Approp Victim Witness revenue decreased (\$35,000). The decrease represents historical funding levels from the State of Michigan for the Crime Victim Rights reimbursement.

Expenditures

The Prosecuting Attorney has increased its overall expenditures from FY 2016 to FY 2018. Controllable Personnel for FY 2016 includes a 3% increase in salary and associated fringe benefits. Furthermore, the overall increase in Internal Services from Building Space Cost Allocation was due to Facilities Maintenance & Operations determining the rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations.

Department Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	1,373,925	1,410,252	1,430,334	1,430,334	1,430,334
Prosecution	15,520,425	16,036,388	16,508,622	16,620,467	16,623,968
Family Services	3,325,520	3,508,772	3,651,673	3,651,673	3,651,673
Victim Services	568,341	559,869	466,235	466,235	466,235
Case Records Mgmt	408,783	391,557	391,244	391,244	391,244
Investigations	6,238	0	0	0	0
School Based Ed & Intervention	0	1,020	1,020	1,020	1,020
Total Expenditures	\$21,203,233	\$21,907,858	\$22,449,128	\$22,560,973	\$22,564,474

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	17	17	17
Case Records Mgmt	7	7	7
Family Services	25	25	25
Prosecution	114	114	114
Victim Services	6	6	6
Total Personnel	169	169	169

Prosecuting Attorney Programs

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

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

Objectives

- To be the crime victim's advocate.
- To advocate for legislative changes that enhance public safety.
- To ensure that the assistant prosecutors are kept abreast with changes in the law and continuously trained to ensure excellence in the courtrooms.
- To provide quality training to the law enforcement community.
- To provide timely responses to outside parties with concerns relating to the Prosecutor's Office.
- To prudently expend finite resources, while at the same time, providing staff with the tools necessary to carry out the goals of the Office.
- To seek "costs of prosecution" as allowable under the State statutes.
- Constantly review and initiate cost saving measures that will not impinge the primary duties of the Prosecutor's Office.

Performance Measures – Training*	CY2013 Actual	CY2014 Actual
Training Sessions	98	103
Hours of Instruction Provided	185	188
Individuals Trained (other than assistant prosecutors)	11,962	12,300
Assistant Prosecutors Trained - (Career Prosecutor Advanced Training)	8	10

*Includes community based educational presentations

Performance Measures - Grants	CY2013 Actual	CY2014 Actual
Grants administered	6	5
Contracts administered (DHS contract)	1	1

- **Prosecution** - The Prosecution program is a core activity of the Office in the enforcement of criminal laws in the state of Michigan as mandated by law. The Prosecutor's Office represents the People of the State of Michigan in state law criminal matters pending before all courts in Oakland County as cases progress through the criminal justice system from inception through post-conviction.

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

Most of these cases are presented through the OakVideo System, a communications system that allows for the presentment of cases without the officer being physically present at the Prosecutor's Office. The OakVideo System saves the police substantial time and travel expense by allowing them to present cases directly from their offices to the Prosecutor's Office, rather than personally delivering their investigations. This gives officers more time to pursue their other duties in their communities. Additionally, the Prosecutor's Office has been working with the Oakland County Sheriff's Office to review additional ways OakVideo could be implemented to assist the Sheriff's Office on such tasks as "weekend arraignments" and "pre-trial hearings" for defendants held in custody with the Michigan Department of Corrections.

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

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

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

Objectives

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

Performance Measures - Warrants	CY2013 Actual	CY2014 Actual
Warrant requests submitted for review	10,787	10,806
Average per month	899	901
Total complaints and warrants issued	8,231	8,201
Felony	4,295	4,154
High Misdemeanor	98	79
Misdemeanor	3,540	3,731
Habitual offender actions filed	1,698	1,661

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

Objectives

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

When fully staffed, the District Court Division of the Oakland County Prosecutor's Office consists of 18 district court assistant prosecuting attorneys who are responsible for covering the dockets of 34 judges in 16 district courts located throughout Oakland County. Assistant prosecutors assigned to this Division handle all misdemeanor level criminal cases authorized by complaint and warrant as well as extensive ticket and civil infraction dockets from the pre-trial stage through final disposition. The District Court Division conducts preliminary examinations on felony level criminal cases that have not been specifically designated to a special section of the Prosecutor's Office. District Court prosecutors and support staff prepare the discovery for defense counsel on all criminal cases including tickets and civil infractions. District Court Division assistant prosecutors will also assist in the drafting of responses on motions to quash on felony cases they bind over to Circuit Court.

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

Performance Measures - (District Court Division including SVS, NS, and MCP Cases)	CY2013 Actual	CY2014 Actual
Total cases set in district court	20,811	22,904
Monthly average cases set in district court	1,734	1,909
Total felonies set	8,938	8,184
Total misdemeanors set	11,681	12,577
Total civil infractions set	938	2143
Total ticket cases set	1,761	3,543
Bound over to circuit court	3,905	3,497
Reduced Pleas	291	270
Dismissals	214	174
Nolle Prosequi	5	8
Misdemeanors		
Convictions/Pleas	4,011	3,043
Overall conviction rate	88%	92%
Trials	169	109
Convictions	119	80
Overall conviction rate at trial	71%	73%
Total civil infractions resolved in district court	938	2143

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

Performance Measures - (Circuit Court Division including SVS, NS, and MCP Cases)	CY2013 Actual	CY2014 Actual
Total cases set in circuit court	5,344	5,200
Monthly average cases set in circuit court	445	433
Total cases resolved in circuit court	4,170	4,157
Convictions/Pleas	3,946	4,033
Overall conviction rate	97%	97%
Trials	119	117
Convictions	103	101
Overall conviction rate	87%	86%

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

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

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

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

Performance Measures - (MCP at Circuit Court)	CY2013 Actual	CY2014 Actual
Total cases resolved in circuit court	392	311
Convictions/Pleas	355	295
Overall conviction rate	98%	95%
Trials	26	18
Convictions	26	17
Overall trial conviction rate	100%	94%

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

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

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

Objectives

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

Performance Measures - (SVS at Circuit Court)	CY2013 Actual	CY2014 Actual
Total cases resolved in Circuit Court	389	380
Convictions/Pleas	366	368
Overall conviction rate	94%	97%
Trials	32	38
Convictions	24	36
Overall conviction rate	75%	95%

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

Objectives

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

Performance Measures - (NS at Circuit Court)	CY2013 Actual	CY2014 Actual
Total cases resolved in Circuit Court	316	334
Convictions/Pleas	300	325
Overall conviction rate	95%	97%
Trials	32	17
Convictions	24	17
Overall conviction rate	75%	100%

Juvenile Justice Division – There are 16 assistant prosecutors assigned to the Juvenile Justice Division. This Division handles child protection and delinquency matters that affect Oakland County residents. When a youth commits a criminal offense that may require formal court intervention, the Juvenile Justice Division works with law enforcement to determine if a delinquency petition should be drafted. Where there is probable cause that a crime has been committed, a Juvenile Justice assistant prosecutor will draft the complaint and represent the People at the delinquency proceedings.

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

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

Performance Measures - (Delinquency)	CY2013 Actual	CY2014 Actual
Cases submitted for review	1,672	1,379
Monthly average of cases submitted for review	139	114
Number of petitions reviewed	1,012	1,379
Felony issued	399	231
High Misdemeanor issued	26	9
Misdemeanor issued	1,247	985
Total petition charges	1,672	1,225
Total cases resolved	681	572
Convictions/pleas	650	546
Overall conviction rate	95%	95%
Trials	122	119
Convictions/pleas	102	110
Overall conviction rate	84%	92%

Performance Measures - (Child Protection/Neglect)	CY2013 Actual	CY2014 Actual
Number of neglect petitions authorized	243	222

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

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

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

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

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

Objectives

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

Performance Measures -	CY2013 Actual	CY2014 Actual
Total dispositions – Supreme Court/Court of Appeals/Circuit Court	544	524
Convictions affirmed	313	442
Convictions reversed	2	1
Legal assistance:		
Evidentiary hearing/2 nd chair	3	8
Research projects assigned	50	28
Parole Board:		
Commutation hearings	3	5
Victim Parole Board interviews	10	6
Decisions:		
Parole denied	9	5
Parole granted	1	1
Parole appeals filed	0	0
Parole files reviewed	451	467
Responses to FOIA/Subpoena requests	112	111

First Offender Program - The First Offender Program is directed toward adult defendants charged with non-violent offenses who do not have a prior criminal record. After accepting full responsibility for the crime and successfully completing all sentencing requirements, the case is resolved without registering as a conviction. This program is overseen by the Chief of the District Court Division.

Economic Recovery Section (ERS) – The Economic Recovery Section is comprised of 2 attorneys and 1 shared legal secretary. Working closely with law enforcement agents throughout Oakland County, the Economic Recovery Section operates as a civil deterrent to a number of criminal activities. This Section assists law enforcement by seeking forfeiture of illegal proceeds of crimes such as narcotics trafficking, and the recycling of those proceeds to law enforcement use. Additionally, the program works to deter drunk driving in an effort to increase safety on our highways.

This Section is also responsible for pursuing bond forfeitures which, in turn, assists the courts in compelling the defendant to appear where a defendant fails to appear at a scheduled hearing.

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

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

Objectives

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

Performance Measures – Economic Recovery	CY2013 Actual	CY2014 Actual
Narcotics Cases:		
Total number of narcotics cases reviewed for forfeiture	23	13
Number of cases declined	4	1
Total proceeds ordered to law enforcement	\$968,087	\$280,792
*Operating While Impaired (Drunk Driving) Cases:		
Total number of OWI cases reviewed for forfeiture	98	75
Number of cases processed/in process	85	103
Total proceeds ordered to law enforcement	\$13,169	\$24,300

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

Objectives

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

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

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

Performance Measures – Family Support	CY2013 Actual	CY2014 Actual
Child support referrals reviewed	3,628	3,632
Child support cases filed	2,140	2,276
Child support orders granted	1,691	1,849
Amount of child support ordered	\$426,677	\$497,424
Felony non-support charges issued	28	28
Arrearage owed on felony cases	\$941,403	\$1,025,509
Paternities established	684	784

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

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

Objectives

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

Performance Measures – Victim Services	CY2013 Actual	CY2014 Actual
Individuals that have initiated their rights as a victim	4,807	4,251
Victims receiving ongoing advocacy (specially assigned cases)	1,058	927
Death related cases	28	27

- **Case Records Management** - The Case Records program manages case flow activity for all divisions within the Office, beginning with case initiation in the Warrants Division through post-conviction appellate proceedings. Case records staff are responsible for the management of criminal case files and all incoming and outgoing correspondence. With the aid of computers and automated filing equipment, the 9 staff members, 5 students, and 1 supervisor records and distributes legal pleadings, prepares general information and orders for filing with the court, prepares subpoenas for distribution to police agencies, and controls case file traffic for assistant prosecutors. Additionally, Case Records staff records the results of court activities into the Office case management system which enables the production of case status reports, caseload allocation studies, and statistical analysis of individual assistant prosecutor performance.

Objectives

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

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

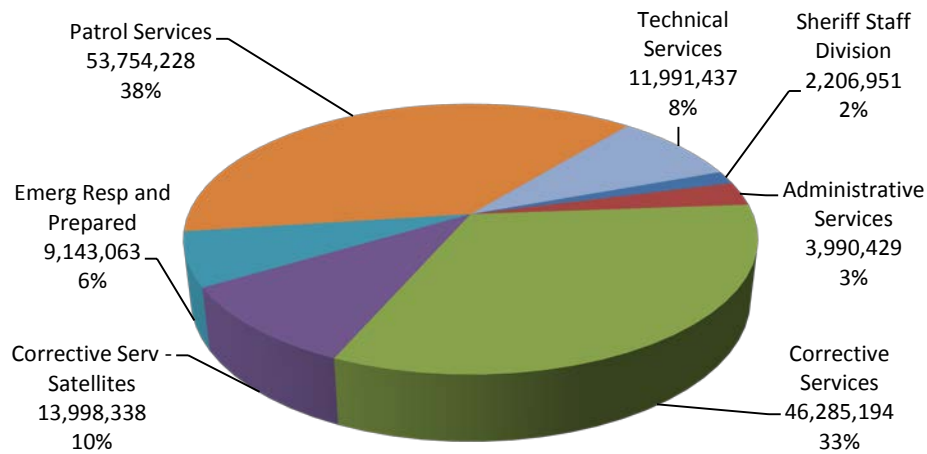
Performance Measures – Teen Court	CY2013 Actual	CY2014 Actual
Referrals	43	75
Participants entering the program	107	73
Participants exiting the program*		
Participants that successfully completed program requirements	65	74
Participants that failed to complete program requirements	10	20
Overall rate of participants successfully completing program requirements**	61%	101%

** - Overall rate over 100% for CY2014 due to carry over participants.

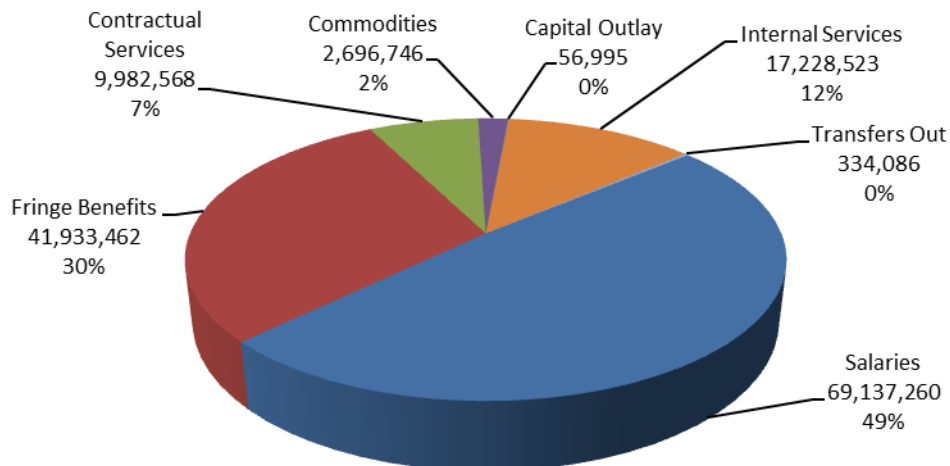
School Truancy - The Prosecutor's Office, Oakland Schools Administration, and most Oakland County school districts participate in a partnership aimed at reducing school truancy. When the Prosecutor's Office receives a truancy referral, a determination is made whether formal intervention within the Family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

Performance Measures - Truancy	CY2013 Actual	CY2014 Actual
Number of truancy referrals received	194	232
Number of truancy petitions filed	61	45

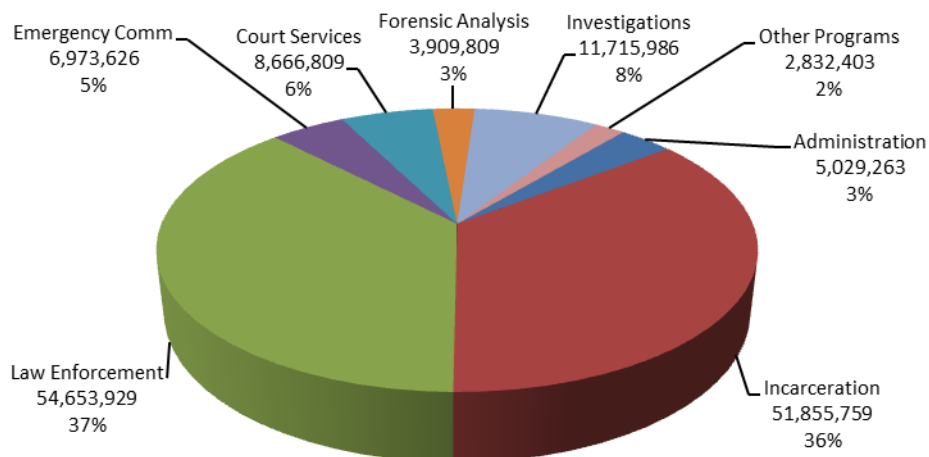
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Purpose

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

Mission Statement

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

Values

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

Department Summary

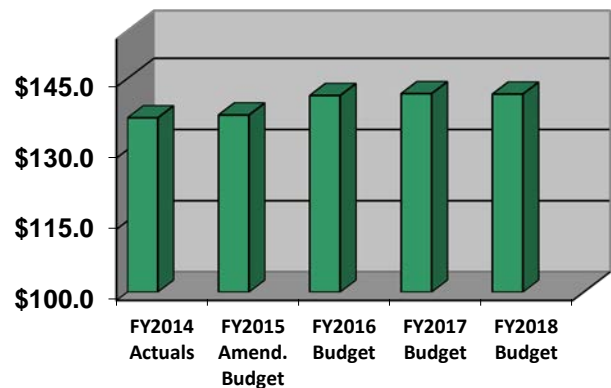
The Office of the Sheriff is organizationally divided into seven (7) divisions: Sheriff's Office, which houses the command staff; Administrative Services, which conducts the business operations; Corrective Services, which oversees operations of the Main Jail and inmate support services; Corrective Services/Satellites,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

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Sheriff Staff Division	2,188,601	2,050,950	2,206,951	2,228,281	2,229,610
Administrative Services	3,653,035	3,804,579	3,990,429	3,990,650	3,990,650
Corrective Services	46,023,798	45,839,083	46,285,194	46,631,032	46,646,710
Corrective Services - Satellites	13,734,185	12,681,886	13,998,338	14,089,595	14,102,982
Emerg Resp and Preparedness	7,596,165	8,763,303	9,143,063	9,129,248	9,130,766
Patrol Services	50,894,949	52,326,408	53,754,228	53,736,301	53,601,688
Technical Services	12,641,691	11,791,686	11,991,437	12,043,708	12,046,115
Total Expenditures	\$136,732,424	\$137,257,895	\$141,369,640	\$141,848,815	\$141,748,521

Current Issues

- Jail overcrowding remains an operational challenge for the Sheriff's Office. The agency continues to work with the judiciary, County officials, and members within the criminal justice system to provide optimum inmate management, safety and security within the correctional facilities, and protection of the public.
- The Corrections Division continues to operate a successful electronic monitoring Work Release and Home Confinement program for sentenced, non-assaultive inmates who have been approved by their judge to participate in these electronic monitoring programs. The Programs assist in improved management of the inmate population by increasing jail bed availability for assaultive, high-risk inmates. The electronic monitoring programs average approximately 45 inmates per day. In 2014, 610 inmates completed the program for an overall successful completion rate of 90%.
- The Sheriff's Office continues to contract with Correct Care Solutions (CCS), to administer health care services for inmates incarcerated in the Oakland County Jail. CCS was selected after a thorough review process of all proposals submitted. CCS was established in 2003 and has grown into the second largest provider of correctional health care services in the country. CCS has quality staff recruitment and retention practices, experience and knowledge with maintaining National Commission on Correctional Healthcare accreditation, highly developed cost-containment practices, and has a comprehensive, detailed plan to deliver medical and dental services to the inmates.
- Providing adequate inmate mental health services remains a priority for the Sheriff's Office. Many years of critical planning have resulted in a solid relationship between the Sheriff's Office and Oakland County Community Mental Health Authority and their contractors. A partnership exists between the Jail's Program Services Unit and Easter Seals to provide the Jail psychiatric services, medication administration, transition to community services, and post-book jail diversion services for people with mental illnesses and/or developmental disabilities.
- County-wide emergency communications is an area of focus. The need for updated technologies to expand and efficiently provide emergency communications throughout the county continues.
- County-wide Homeland Security issues and court security is a priority for all parties involved. The Courts need to have a secure setting for both the public and government to operate in.

Department Expenditures (\$ in millions)



Department Goals

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

Department Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	64,021,413	66,790,806	69,137,260	69,100,359	69,030,439
Fringe Benefits	42,231,375	39,901,617	41,933,462	41,925,801	41,885,207
Contractual Services	9,320,463	10,187,106	9,982,568	9,984,630	9,984,630
Commodities	2,173,650	2,772,368	2,696,746	2,697,048	2,696,187
Capital Outlay	649,433	497,995	56,995	56,995	56,995
Internal Services	17,159,783	16,176,738	17,228,523	17,749,896	17,760,189
Transfers Out	1,176,307	931,265	334,086	334,086	334,874
Total GF/GP Expenditures	\$136,732,424	\$137,257,895	\$141,369,640	\$141,848,816	\$141,748,521
<u>Other Funds</u>					
JAG FY2011 to FY2014	12,395	0	0	0	0
ATPA Grants	1,025,012	1,102,758	1,102,758	1,102,758	1,102,758
Community Corrections	481,603	494,884	494,884	494,884	494,884
Criminal Justice Train Grant	78,947	150,000	150,000	150,000	150,000
Domestic Preparedness Equipme	86,533	88,000	88,000	88,000	88,000
Drug Policy Grant	270,881	283,975	283,975	283,975	283,975
Competitive Grant Assistance	12,852	0	0	0	0
Friend of the Court	1,114,827	1,085,883	1,226,609	1,226,609	1,226,609
JAG 2012 DJ BX 0255	39,989	0	0	0	0
JAG 2013 DJ BX 0388	51,363	0	0	0	0
JAG 2014 DJ BX 0581	0	135,031	135,031	135,031	135,031
Jail Diversion	0	211,394	0	0	0
Local Law Enforcement Block Gr	0	29,784	0	0	0
MSP Community Services Grant	0	7,500	0	0	0
Paul Coverdell Grant	0	95,000	0	0	0
Sheriff Road Patrol	786,687	786,687	786,687	786,687	786,687
Traffic Safety Assistance	0	10,493	0	0	0
Total Other Funds	\$3,961,089	\$4,481,389	\$4,267,944	\$4,267,944	\$4,267,944
Total Expenditures	\$140,693,513	\$141,739,284	\$145,637,584	\$146,116,759	\$146,016,465

Summary of Major Program Changes

Revenues

Charges for Services increased overall by \$1,196,734. Sheriff Special Deputies increased \$832,472 due to an increase in the number of deputies under contract with cities, villages and township (CVT's) and due to billing rate adjustments. Dispatch Services revenue increased \$169,248 to reflect current dispatch contract rates and number of calls projected for FY 2016. It is partially offset by Reimbursement Salaries of (\$10,068) due to changes in the number of contracted Auxiliary Deputy positions. Drug Testing increased by \$236,108 due to an increase in the number of inmates with the ability to pay. Gun Registrations increased \$43,000 due to increased activity. Inmate Board and Care increased \$60,000 as collections from jail inmates continue to rise. Also, Registration Fees increased by \$65,000 for the State of Michigan sex offenders registration fees (see corresponding increase in Professional Services expenditures). The overall increase is partially offset by Civil Action Service Fee which decreased (\$200,000) due to a lower number of foreclosures and requests for civil services (see corresponding decrease in Fees Civil Service expenditures). Insurance Recoveries decreased (\$220,000) due to final insurance recovery monies received in FY 2015 for Sheriff aviation microwave downlink system which was damaged in FY 2014. Transfers In decreased by (\$194,401). This budgeted line item is appropriated during the year as authorized by the Board of Commissioners. In FY 2015, a Chemist Forensic Lab position was funded by the transfer of \$89,409 from Law Enforcement Lab Fee restricted funds. For FY 2016, the increase in Drug Testing Fee revenue will fund this position. Other Transfers-In of \$104,992 were for law enforcement equipment, maintenance, and training related to the Forensic DNA Lab.

Expenditures

Controllable Personnel for FY 2016 includes a 3% salary increase and associated fringe benefits. Two positions were also created: one full-time Supervisor Forensic Lab for \$114,883 and one full-time Forensic Toxicologist Chemist for \$91,260. As a result, Salaries and Fringe Benefits increased overall by \$3,628,909. There was also an increase in budgeted overtime of \$73,885 largely related to patrol and law enforcement contracts. An overall decrease in Contractual Services of (\$248,050) is primarily due to Fees Civil Service (\$200,000) (see corresponding revenue reductions in Civil Action Service Fees) as there are a lower number of foreclosures and requests for civil services. Also, a reduction in outside Drug Testing (\$150,000) is due to increased in-house testing performed by new Forensic Toxicologist Chemist. Decreases are partially offset by an increase in Professional Services \$65,000 due to the sex offender registration fees (see corresponding increase in Registration Fees revenue) and an overall increase of \$48,450 in Rent and other operational expenses related to the new storage facility. Building Space Cost Allocation increased because Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for building maintenance and operations.

Department Expenditures by Programs	FY 2014 Actual	FY 2015 Amend. Bdgt.	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	5,525,490	5,618,454	5,029,263	5,050,814	5,052,143
Incarceration	53,844,177	51,470,481	51,855,759	52,261,349	52,279,788
Law Enforcement	50,361,194	53,266,438	54,653,929	54,636,002	54,501,389
Emergency Communication	5,862,318	6,627,429	6,973,626	6,958,805	6,960,277
Court Services	7,217,616	7,400,183	8,666,809	8,698,314	8,708,940
Forensic Analysis	4,613,805	4,167,719	3,909,809	3,925,737	3,926,472
Investigations	11,319,989	11,296,488	11,715,986	11,752,329	11,754,001
Records Management	99,949	111,204	1,037,046	1,037,046	1,037,046
Training	1,848,975	1,780,888	1,795,357	1,796,363	1,796,409
Total Expenditures	\$140,693,513	\$141,739,284	\$145,637,584	\$146,116,759	\$146,016,465

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	26	26	26
Court Services	134	134	134
Emergency Communications	68	68	68
Forensic Analysis	41	41	41
Incarceration	360	360	360
Investigations	62	62	62
Law Enforcement	448	448	448
Records Management	17	17	17
Training	13	13	13
Total Personnel	1,169	1,169	1,169

Sheriff Programs

- **Administration** - This Division is in charge of managing and coordinating the activities of the Sheriff's Office. This includes the development of all policies and procedures, business and personnel operations, information systems, and the day-to-day activities of all other Divisions. Additional activities include administering the patrol contracts, providing ongoing training, and providing public education as it relates to law enforcement, and responding to public inquiries and requests for information.

Objectives

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

- **Records Management** – The Records Unit is designed to meet the public's need for retrieval of documents, gun registration, sex offender registration, and finger printing for all concealed weapon license processing. These functions are provided at the customer service counter, by mail, fax, and through the Freedom of Information Office. A major function of Records is responding to citizen and agency requests for various paper and electronically retained pieces of data including incident reports, traffic tickets, vehicle lock-out slips, background checks, and jail inmate file information.

Objectives

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

Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Guns Registered	8,201	11,465	12,101	10,007
Gun Permits Issued	9,227	9,558	12,619	10,560
Fingerprints	13,539	14,782	18,851	17,121
Sex Offenders Processed	3,324	3,521	3,607	3,814
Documents provided	7,014	8,614	7,527	7,680

- **Incarceration** - The Sheriff is mandated by statute to operate a county jail and the Corrections Division is still the largest expenditure within the Sheriff's Office. The system consists of three different correctional facilities including the Main Jail / Annex which is under the Corrections main division. The Main Jail / Annex has a general capacity of 1,074 with holding for 156 inmates in the Intake areas, and 25 special needs beds in an observation area, bringing the total capacity to 1,255. Also, included in the correctional system is a satellite facility, the East Annex, located behind the Main Jail, for general population inmates with a capacity of 398. This satellite facility housed the former Work Release Program which is now an electronic monitoring program. This change has freed up additional beds for high-risk inmates. The total capacity for the entire Corrections Division is 1,653. The Sheriff's Office continues to work closely with the Michigan Department of Corrections to house parole violators while they are awaiting return to prison. An Inmate Worker Program continues to operate which provides various labor details for non-profit agencies and municipalities.

Objectives

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

Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Inmate Admissions	19,889	19,796	19,913	19,317
Inmate Classification Interviews	13,277	13,087	13,802	13,334
Inmate Worker Details	2,700	2,974	3,110	3,535

- **Law Enforcement** - The Oakland County Sheriff's Patrol Services Division provides primary police services to over 351,419 citizens in Oakland County. The Patrol Services Division contracts with ten townships, three cities and two villages in Oakland County to provide around the clock police protection to municipalities. Contracted police services include uniform patrol, traffic enforcement, weighmaster enforcement, patrol investigators, school liaison officers and various levels of police command. The division is composed of many units including: Aviation Unit, Traffic/416 Unit, Crash Reconstruction Unit, Motor Unit, Alcohol Enforcement Unit, Canine Unit, Marine Unit, Mounted Unit, Parks Unit, Reserve Deputy Unit, and the Cadet Program.

The Aviation Unit provides aerial patrol and emergency response to every municipality and police agency in Oakland and adjacent counties. The Aviation Unit is available to all Oakland County police agencies, 24 hours a day. The various traffic enforcement units patrol all areas of the county, investigate fatal or serious accidents, specialize in drunken driving enforcement and provide assistance to other police agencies with traffic details in Oakland County. The Canine Unit responded to 1,997 requests for police service during the year 2014. They successfully located missing persons, robbery suspects, and fleeing criminals. They recovered large quantities of narcotics, stolen property, and evidence from crime scenes. The Canine Unit is composed of 11 Narcotic and Tracking dogs, 2 Bomb and Explosives dogs, and 1 Arson Detection dog. The Marine Unit is charged with the responsibility of patrolling over 450 lakes in Oakland County. The Marine Unit maintains a 12 member, highly trained Dive and Rescue Team. The Mounted Unit has 29 part-time deputies assigned to the Unit. The Mounted Unit is assigned to a variety of details including park patrols and special events. The Parks Unit provides contract police service to ten Oakland County Parks. The Reserve Unit is a group of highly dedicated civilian volunteers that assist Deputies with patrol, special events, and other related duties. Reserve Deputies worked 19,428.5 hours during 2014. The Cadet Program 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 all situations to any law enforcement agency in the County.
- To provide officers with additional equipment and training to respond to Homeland Security concerns, both foreign and domestic.
- To provide a high level of public service and satisfaction to both our contracting units and the citizens we serve during these periods of rapid growth within the County.

Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Calls for Service	168,737	197,792	171,659	205,000
Violation Citations	44,230	40,706	42,791	46,559
Hours of Lake Patrol	2,628.25	2,398.25	4,281.5	3,612.5
Boater Safety Students Certified	460	145	280	332
Drunk Drivers Arrested	343	247	305	321

- **Communications** - The Sheriff's Operations Center supports all divisions of the Sheriff's Office and provides dispatching services for other police agencies and fire departments. The Communications Unit answers incoming calls from twenty-two 9-1-1 telephone lines, ten 10-digit telephone lines, and 30 non-emergency and administrative lines. The Center is equipped with additional phone lines to be utilized for direct communication with command personnel during emergencies as well as Crime Tip Lines and Alarm Company dedicated phone lines.

This Division is led by one Chief, one Quality Assurance Supervisor for Fire/EMS, one Quality Assurance Supervisor for Law Enforcement, one Office Assistant, five Dispatch Specialist Shift Leaders and fifty-nine Dispatch Specialists.

The Oakland County Sheriff's Operations Center services units of the Sheriff's Office, Lake Angelus, Wolverine Lake, Walled Lake, Wixom, Holly Village, and Milford Police Departments, and all five campuses of Oakland Community College Public Safety. The fire agencies served are Addison Township, Brandon Township, Commerce Township (which provides services to the Village of Wolverine Lake), Groveland Township, Highland Township, Independence Township, Lyon Township, Milford Township, North Oakland Fire (Holly Township and Rose Township), Oakland Township, Orion Township, Oxford Township, City of Rochester Hills, Springfield Township, City of Walled Lake, City of Wixom, and the Franklin/Bingham Farms Fire Department. The Operations Center also provides EMS dispatch services to the City of Pontiac.

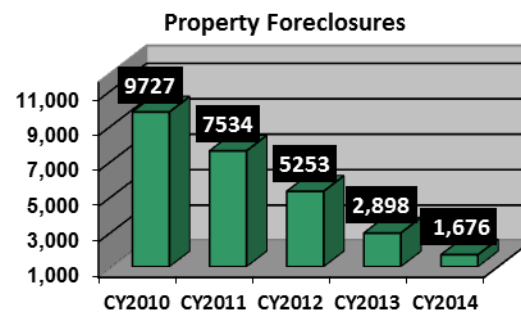
The Center is also the designated back-up 911 answering point for Southfield, Shelby Township, Novi, Oxford, Waterford Police Departments and the SERESA (Roseville, Eastpointe, and St Clair Shores) Dispatch Center in the event of an emergency.

Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Non-Emergency Calls	295,742	326,653	273,620	279,414
Wireline 9-1-1 Calls	27,976	25,680	29,962	28,732
Wireless 9-1-1 Calls	112,475	177,117	199,653	214,855
Total Dispatch Calls	436,193	529,450	503,235	523,001

The Sheriff's Operations Center features enhanced 911 capabilities, computer-aided dispatch (CAD), video-link from the Sheriff's Office Aviation Unit helicopters, and an 800 MHz Harris trunked system linked to every law enforcement agency and fire department throughout Oakland County, as well as a statewide MPSCS radio console patched directly into our countywide system. Emergency Medical Dispatching, Emergency Fire Dispatching, and Emergency Police Dispatching protocols enable dispatchers to assist during medical, fire, and law enforcement emergencies with lifesaving pre-arrival instructions for the caller. The Oakland County Sheriff's Operations Center is the only agency in Michigan performing all three disciplines of medical, fire and police dispatch protocols which benefits:

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

Civil Unit staff is responsible for the processing and service of Personal Protection Orders, the service of seizure and foreclosure of homes and the auction of those properties. The number of foreclosures has decreased dramatically. In 2011 there were 7,534 property foreclosures and in 2014 there were 1,676 property foreclosures. Foreclosures peaked in 2010 at 9,727.



- **Training Unit** - The Training Unit has many responsibilities but continues to be one of the central forces of the Sheriff. The Training Unit oversees all range activities, field training programs, police and corrections academy functions, in-service training classes, special unit instruction, mandated training requirements, and off site course scheduling. The Training Unit is also utilized for community education, policy development and implementation, research and development and recruitment. The Training Unit has developed many training standards that have been adopted statewide. The focus continues to be scenario based training utilizing an adult learning model. The Training Unit conducts three in-service training programs per year. Two of the in-services are developed to meet the standards set by the Michigan Sheriff's Coordinating and Training Council (M.S.C.T.C) and the Michigan Commission on Law Enforcement Standards (M.C.O.L.E.S). All Sheriff's Office sworn personnel are required to attend these in-service trainings. The third in-service is focused on mandated training for high risk / low frequency events in each of the individual disciplines: Law Enforcement, Corrections, Communications and Court Security. This continued training is necessary to maintain the core skill sets needed when responding to critical incidents.

P.A. 302 of 1982 provides approximately \$100,500 per year in funding for Michigan Commission of Law Enforcement Standards licensed officers to participate in various training programs. The County also provides over \$90,000 per year to assist in various specialty instruction as well as standard training for sworn and civilian personnel.

Objectives

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

Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
In-Service Training Hours	1,814	2,894	2,786	3,645
Vendor-Provided Training Hours	6,212	8,689	8,036	8,545

- Court Services** - Court Services is under the Corrections / Courts / Program & Support Services Division of the Sheriff's Office. This Unit provides security for the Circuit Court Building, including the Treasurer's Office, County Clerk's Office, Reimbursement Office, and for the County Commissioners. Additionally, security is provided for the West Annex which houses the Prosecutor's Office, Corporation Counsel, Elections Division, and the Oakland County Law Library. Further, the Court Services Unit provides security for all four County subsidized District Courts (52/1, 52/2, 52/3, & 52/4) and contracted entry screening for four of the Class III District Courts (43rd Hazel Park, 43rd Madison Heights, 47th Farmington, and 48th Bloomfield). Court Services is also responsible for all prisoner transports not only to the Circuit Court, but throughout Oakland County. The Sheriff's Office also provides prisoner transports throughout the State of Michigan during the execution of writ pick-ups and returns. Court Services also provides any prisoner medical appointment transports.

Objectives

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

Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Inmates Handled in Circuit Court	10,749	11,068	10,850	10,274
Visitors to Circuit Court Building	762,454	598,928	786,194	661,173
Circuit Court Trials Requiring Security	102	75	70	53
Prisoner Medical Transports	770	384	533	573

- Forensic Laboratory** – The Sheriff's Office Forensic Science Laboratory continued to meet customer requirements and improve service by enhancing testing operations and maintaining ISO 17025:2005 and ASCLD/LAB International accreditation. The Drug Chemistry Section has kept pace with new designer drug research and the increase in medical marijuana and heroin casework submissions. Expansion of the CLEMIS AFIS palm print database resulted in a significant increase in latent palm print identifications. The Toxicology Section added alcohol testing to its urine drug testing services. The Firearms Unit focused resources to achieve a 48 hour casework turnaround time for entering firearms test shots into the Integrated Ballistics Identification System (IBIS). The Crime Scene Unit added state-of-the-art 3D scanning technology for reconstruction of crime scenes and continued to train evidence technicians to expand crime scene processing capabilities.

Construction of the Sheriff's DNA lab was completed in 2014. Advanced DNA equipment and testing methodologies were acquired and included robotics to ensure accurate and efficient casework testing. Validation testing of instruments was conducted and laboratory personnel started testing DNA in 2015. However, this information cannot be used in court or for arrests until the lab is certified. We anticipate validations will be completed in the 1st quarter of 2016.

Forensic Science Laboratory Testing Totals	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Cases Received from Outside Agencies	2,133	2,774	2,429	2,819
Sheriff Department Cases	1,670	1,188	1,428	1,226
Crime Scene Independent Investigations	228	171	134	105
Drug Cases	2,052	2,131	2,048	2,011
Drug Type Tests*	3,645	4,354	5,042	4,673
Firearm/Toolmark Cases	536	535	606	1,106
Firearm/Toolmark Examinations	1,627	1,510	1,621	2,717
Latent Print Cases	987	1,125	1,069	823
Latent Print Examinations	5,314	6,034	8,141	7,988
Toxicology Urine Drug Tests (for results program)	27,785	30,292	29,237	30,529

*Each sample is tested for the presence of multiple drugs

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

Objectives

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

The **Fire Investigation Unit (F.I.U.)** is comprised of four court-qualified experts in the field of fire investigations and bombing incidents. One of the investigators is partnered with a K9 deputy who is trained in accelerant detection. This highly trained Unit is available to respond to any calls for investigative assistance on a 24 hour a day basis. The Fire Investigation Unit has been the primary investigative unit utilized by nearly all fire departments within Oakland County. The Unit has been the recipient of numerous local, regional, state, and international awards for their investigative skills.

Fire Investigation Activity	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Total Fires Investigated:	177	171	162	164
Accidental	57	42	47	33
Arson	67	58	37	60
Undetermined	53	71	78	71
Sheriff's Department Contracted Areas	137	98	95	103
Assist to Other Fire/ Law Enforcement	38	73	66	60
Total Arrests	21	17	11	17
Dollar Value Loss Investigated	\$16,631,820	\$17,565,525	\$15,466,100	\$13,488,110

The **Auto Theft Unit (A.T.U.)** is a multi-agency task force, funded 50% by the Auto Theft Prevention Authority (A.T.P.A.). The goal is to reduce, deter, and investigate auto theft, carjacking, insurance fraud, and other related crimes. Auto theft investigations have become increasingly more complex over the years. Today's criminals are far more sophisticated and organized in their approach to stealing cars and using fraudulent documents, stolen identities, and other elaborate schemes to perpetrate their crimes. Information obtained in these investigations has led to arrests in several other crimes including homicide, home invasion and identity theft. Since the units inception in 1987, the auto theft rate has dropped 79% in Oakland County leading to a \$51.00 savings on vehicle insurance policies for Oakland County.

Auto Theft Activity	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Recovered Stolen Vehicle	164	216	171	226
Recovered Value	\$1,714,314	\$2,010,799	\$1,519,920	\$2,304,790
Number of Cases	532	576	502	509
Warrants Obtained	226	205	209	177
Total Arrests	206	206	169	187

The **Special Investigations Unit (S.I.U.)** is the Major Crimes and Professional Standards Unit of the Oakland County Sheriff's Office. S.I.U. is comprised of six detective sergeants with significant experience and expertise in the investigation, supervision, administration, and prosecution of complex criminal cases at both the state and federal levels. S.I.U. provides investigative support to all divisions of the Sheriff's Office as well as to a wide variety of other law enforcement agencies, including local, state, and federal agencies and the Oakland County Prosecutor's Office. S.I.U. provides investigative assistance on major crimes, including homicides, sexual assaults, robbery, serial crimes of violence, and financial crimes. The financial crimes section of S.I.U. is responsible for all mortgage and deed fraud investigations. S.I.U. is also the Oakland County Sheriff's Office professional standards unit (i.e. internal affairs) which investigates criminal and serious disciplinary matters involving all members of the Sheriff's Office, including officer involved shooting investigations. S.I.U. is also frequently called upon by other police agencies to conduct, assist, or review similar investigations within the requesting agency. S.I.U. has recently added a certified polygraph examiner to assist all cases within the County.

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

Fugitive Apprehension Team Activity	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
FAT Arrests	198	290	324	593
Assist other Agency	20	16	13	4
Total Fugitive Arrests	218	306	337	597
U.S. Marshal Task Force Arrests	395	480	402	463
Total Arrests	613	786	739	1056
Extraditions	26	32	30	42
Number of Complaints Open	302	410	378	594
Number of Complaints Closed/No Arrest	53	65	21	5

The **Computer Crimes Unit** is responsible for forensic examinations. Every year, since its inception, the Computer Crimes Unit has analyzed more data than each previous year. This is due to the increasing amount of hard drive space offered by computer makers as well as the increasing amount of data individuals now store on other digital media such as “smart phones” and external USB/hard drives. Since electronic media has become a part of every person’s life, it has also become a part of nearly every crime.

This year, the CCU added an examiner and with a recent promotion, the Unit has two examiners who are starting the certification process which should conclude in spring of 2016. Each examiner is responsible for the large number of forensic examinations and the sheer amount of data included in each of these cases.

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

Computer Crimes Unit Activity	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Forensic Examination Cases	157	199	267	199
Items of Media Analyzed	446	492	561	492
Amount of Data Analyzed	18 TB	39 TB	104.5 TB	39 TB
Search Warrant/C.C.U Cases	39	44	45	44
Search Warrant/Agency Assists	189	127	146	127
Arrest Warrants C.C.U.	11	25	36	25
Internet Safety Presentations	6	16	20	16

The **Warrants Unit** investigators are responsible for picking up defendants that are arrested on Oakland county warrants by other law enforcement agencies throughout the State of Michigan. The investigators also locate and arrest individuals wanted on Oakland county warrants, with an emphasis on clearing nearly 11,000 misdemeanor warrants currently outstanding. Additional responsibilities include facilitating extradition of violators wanted by out-of-state agencies and arraignment of misdemeanor offenders.

Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
Extradition Hearings	89	67	110	93
Dispatched Pick-Ups	578	522	521	482
Warrant Arrests	614	582	555	482
Warrants Cleared	687	589	562	533

The **Oakland County Narcotics Enforcement Team (N.E.T.)** has been led by the Oakland County Sheriff’s Office since January, 2001. NET is a task force consisting of 16 local police agencies along with state and federal agencies. NET works closely with the Drug Enforcement Agency (D.E.A.) to successfully disrupt and dismantle drug trafficking organizations. Listed below is the chart showing that N.E.T. seized approximately \$14,792,438 worth of illegal narcotics throughout Oakland County. N.E.T. has successfully forfeited and closed cases that resulted in the distribution of \$1.2 million to the local participating agencies. Oakland County continued to follow the national drug threat trend with marijuana, heroin, and cocaine being the top three drug threats. In 2014, N.E.T. experienced an increase of 233% in heroin related arrests. These drug threats appear to mirror the drug trends throughout southeast Michigan.

Narcotic Enforcement Team Activity	CY2012 Actual	CY2013 Actual	CY2014 Actual
Investigations Initiated	778	709	801
Arrests	260	178	376
Arrests – Charges	567	350	837
Drugs Purchased/Seized			
Cocaine	6,248.5 grams	11,289.83 grams	7337.53 grams
Crack	697.8 grams	376.37 grams	1004.23 grams
Marijuana	4,252.48 pounds	8779.38 pounds	1136.90 pounds
Marijuana Plants	-	-	2679.00 units
Heroin	739.82 grams	886.08 grams	2172.30 grams
Ecstasy	279.47 units	417.99 units	1498.70 units
LSD	208 units	309.30 units	212.00 units
Hash	299.8 grams	396.50 grams	770.90 grams
Meth	-	2,346.49 grams	473.50 grams
GHB	-	9,729.50 grams	128.00 grams
Prescription Drugs	-	2,132.00 grams	13479.00 units
Other Dangerous Drugs	30,187.1 units	16,933.06 units	10613.11 units
Approximate Value of Drugs Purchased/Seized	\$13,327,238	\$13,886,139	\$14,792,438

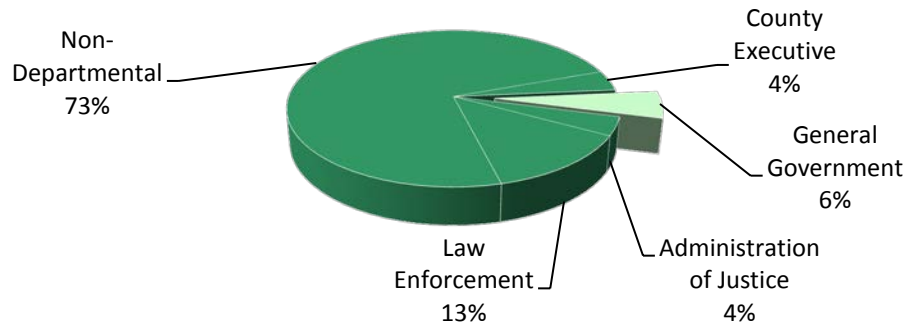
The **Friend of the Court Enforcement Unit (F.O.C.)** consists of a sergeant, six Deputy II investigators, and three part-time Oakland County Sheriff's Office LEIN Clerks.

On a rotational schedule, one investigator is designated as the weekly 'Duty Investigator'. This investigator is responsible for early morning video arraignments at the Jail, weekend/holiday prisoner transport, and assisting at the FOC Warrants Office during the busy office hours.

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

Performance Measures	CY2011 Actual	CY2012 Actual	CY2013 Actual	CY2014 Actual
New Bench Warrants Issued	5,524	6,184	6,159	5,605
FOC Investigator Initiated Arrests	539	365	414	467
Bench Warrants Canceled	5,429	6,081	5,965	5,808
Prisoner Pick-ups (Statewide)	589	741	841	818
Resulting Surrenders/Compliance	2,767	3,069	3,371	3,163

FY 2016 General Fund/General Purpose Revenues:



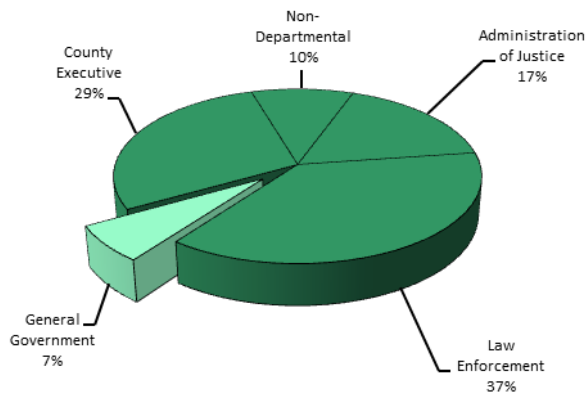
General Government Revenues	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose:</u>					
<u>Clerk - Register of Deeds</u>					
Charges for Services	15,052,468	12,273,850	11,847,800	11,774,800	11,780,800
Investment Income	47,524	2,500	2,500	2,500	2,500
Other Revenues	4,255	0	0	0	0
Total	\$15,104,246	\$12,276,350	\$11,850,300	\$11,777,300	\$11,783,300
<u>Board of Commissioners</u>					
Charges for Services	34,168	21,900	26,500	26,500	26,500
Contributions	4,267	0	0	0	0
Total	\$38,435	\$21,900	\$26,500	\$26,500	\$26,500
<u>Water Resources Commissioner</u>					
State Grants	0	90,000	90,000	0	0
Charges for Services	1,950,691	1,831,848	1,837,226	1,838,945	1,839,822
Other Revenues	1,746	0	0	0	0
Total	\$1,952,437	\$1,921,848	\$1,927,226	\$1,838,945	\$1,839,822
<u>Treasurers Office</u>					
Property taxes	504,091	223,000	1,293,500	1,293,500	1,293,500
Charges for Services	11,703,535	6,301,200	5,032,300	5,032,300	5,032,300
Investment Income	277,056	60,000	100,000	100,000	100,000
Other Revenues	1,240	0	0	0	0
Transfers In	4,626,247	4,005,543	3,419,698	3,048,178	3,000,000
Total	\$17,112,169	\$10,589,743	\$9,845,498	\$9,473,978	\$9,425,800
Total GF/GP Revenues	\$34,207,287	\$24,809,841	\$23,649,524	\$23,116,723	\$23,075,422
<u>Other Funds:</u>					
Clerk Survey Remonumentation	304,661	386,611	386,611	386,611	386,611
MI Financial Empowerment	9,003	0	0	0	0
Register of Deeds Automation	1,192,802	2,747,729	2,738,559	2,735,756	2,735,756
Concealed Pistol Licensing	0	0	400,000	400,000	400,000
Clinton-Oakland SDS	35,807,952	37,148,154	38,203,812	37,221,007	37,231,053
Delinquent Tax Revolving	19,500,804	20,424,034	19,702,040	17,555,260	17,529,957
Delinquent Personal Tax Admin	667,476	936,038	721,261	733,062	736,319
Drain Equipment	30,468,560	34,508,005	38,813,701	39,976,215	40,265,458
George Kuhn SDS	46,747,927	50,118,827	50,020,273	50,041,027	50,054,759
Evergreen-Farmington SDS	40,225,368	39,740,136	41,491,813	41,510,794	41,524,834

Budget at a Glance: General Government Revenues

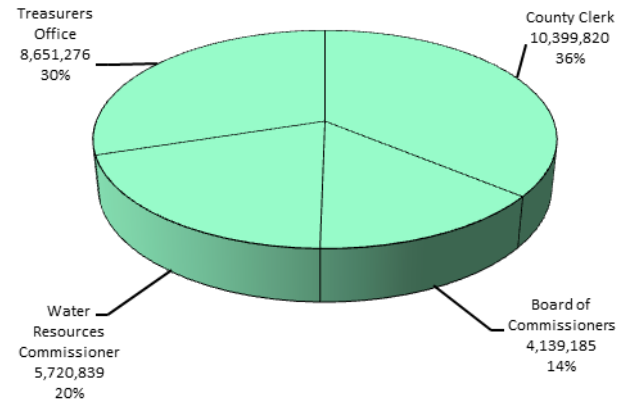
General Government Revenues (continued)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>Other Funds (continued):</u>					
Huron-Rouge SDS	5,120,572	6,381,524	6,109,117	6,102,171	6,103,503
Water and Sewer Trust	82,713,419	89,163,352	85,568,646	85,793,858	85,941,391
Parks and Recreation	20,731,575	25,561,432	24,283,545	24,768,945	25,213,945
Total Other Funds	\$283,490,118	\$307,115,842	\$308,439,378	\$307,224,706	\$308,123,586
Total Revenues	\$317,697,406	\$331,925,683	\$332,088,902	\$330,341,429	\$331,199,008

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

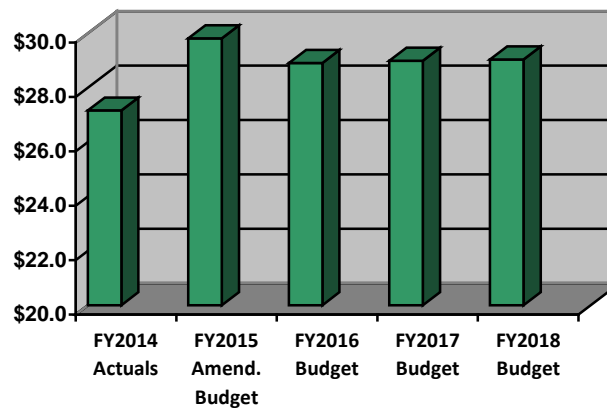
Total County 2016 Adopted Budget



General Government 2016 Adopted Budget



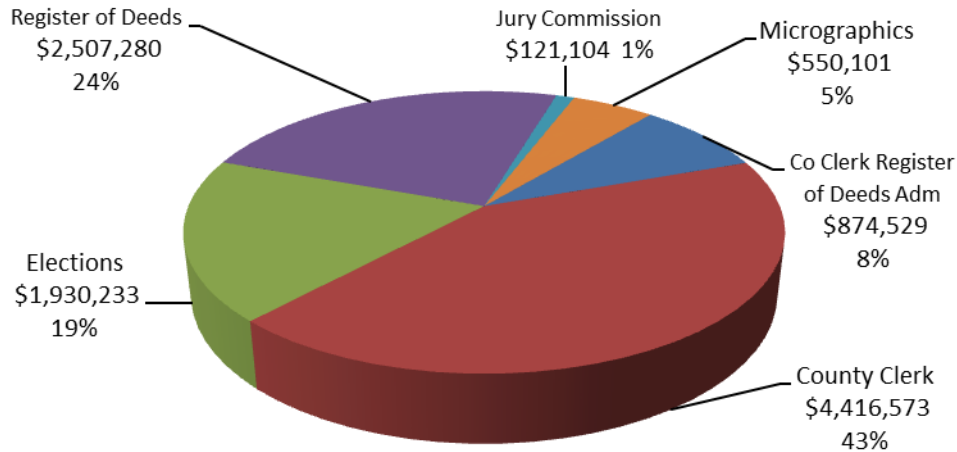
General Government GF/GP Expenditures (\$ in millions)



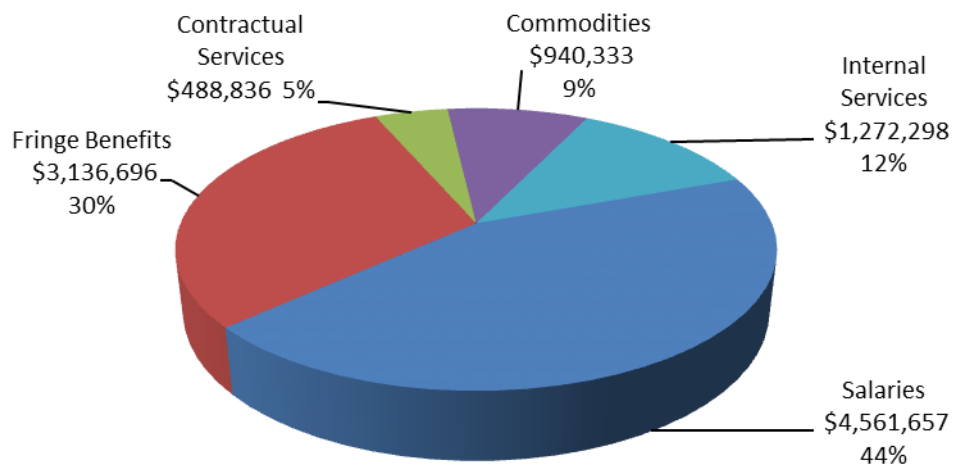
General Government Expenditures by Department (GF/GP)	FY 2014 Actual	FY 2015 Amend Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Clerk - Register of Deeds	9,002,058	10,365,919	10,399,820	10,463,394	10,466,357
Treasurers Office	8,707,588	10,174,607	8,651,276	8,665,654	8,666,273
Board of Commissioners	3,970,853	4,047,094	4,139,185	4,167,592	4,173,525
Water Resources Commissioner	5,485,997	5,231,178	5,720,839	5,702,832	5,735,455
Total Expenditures	\$27,166,496	\$29,818,798	\$28,911,120	\$28,999,472	\$29,041,610

General Government Personnel by Department (GF/GP)	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Clerk - Register of Deeds	104	104	104
Treasurers Office	40	40	40
Board of Commissioners	36	36	36
Water Resources Commissioner	1	1	1
Total Personnel	181	181	181

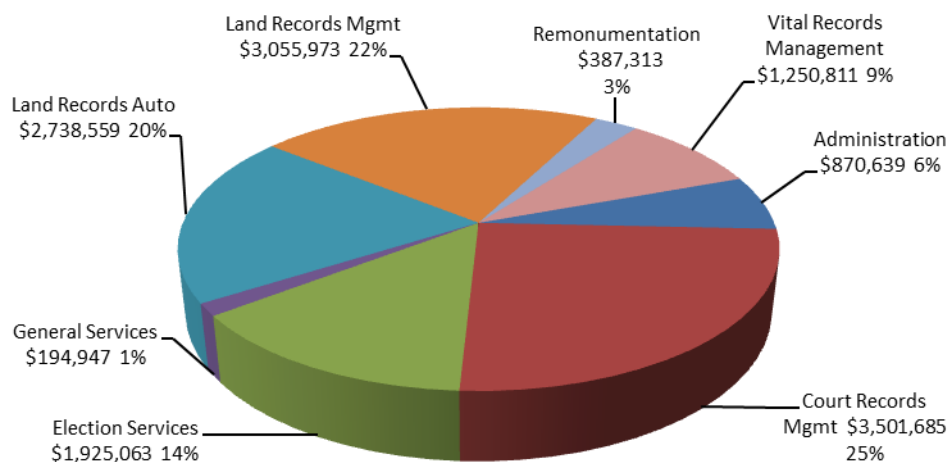
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Mission

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

Department Description Summary

This office has three (3) separate divisions which are mandated by statute and also operates the Micrographics and Jury Commission divisions. We strive to make government more accessible by putting as many documents as we can on the Internet for easy retrieval.

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Co Clerk Register of Deeds Adm	810,058	865,093	874,529	877,005	877,118
County Clerk	4,003,681	4,556,487	4,416,573	4,440,116	4,441,236
Elections	1,295,149	1,859,923	1,930,233	1,946,898	1,947,664
Register of Deeds	2,253,564	2,429,226	2,507,280	2,520,548	2,521,161
Jury Commission	106,315	118,142	121,104	123,385	123,489
Micrographics	533,290	537,048	550,101	555,442	555,689
Total Expenditures	\$9,002,057	\$10,365,919	\$10,399,820	\$10,463,394	\$10,466,357

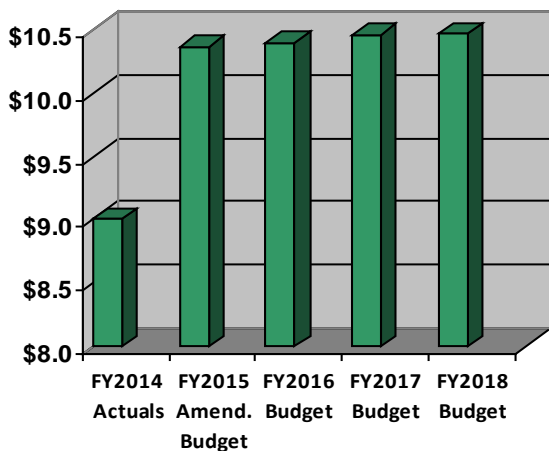
Current Issues

- Reduce fraudulent recordings in Register of Deeds division.
- Monitor legislation regarding changes to election law.
- Implement CPL statutory changes.

Department Goals

- Continue to provide quality services and be accountable to the public we serve.
- Assist the State in the procurement of new voting equipment.
- Utilize state of the art technology for recording, maintaining and retrieving public documents in the most cost efficient manner possible.
- Provide enhanced election training and support for local clerks and poll workers.
- Utilize technology to facilitate legal and vital records storage retrieval and transmission.
- Increase community outreach through voter registration drives at high schools, college campuses, and naturalization ceremonies and local office visits.
- Introduce Property Records Notification System.
- Ensure all documents being recorded in the Register of Deeds office meet legal requirements.
- Make services more accessible for everyone.
- Increase efficiency in Register of Deeds office.

Department Expenditures (\$ in millions)



Department Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	3,870,983	4,498,761	4,561,657	4,561,657	4,561,657
Fringe Benefits	2,792,648	3,056,721	3,136,696	3,136,696	3,136,696
Contractual Services	437,224	507,211	488,836	488,836	488,836
Commodities	443,539	962,333	940,333	940,333	940,333
Capital Outlay	882	0	0	0	0
Internal Services	1,456,781	1,340,893	1,272,298	1,335,872	1,338,835
Total GF/GP Expenditures	\$9,002,057	\$10,365,919	\$10,399,820	\$10,463,394	\$10,466,357
Other Funds					
Clerk Survey Remonumentation	292,951	386,611	386,611	386,611	386,611
Register of Deeds Automation	2,184,083	2,747,729	2,738,559	2,735,756	2,735,756
Concealed Pistol Licensing	0	0	400,000	400,000	400,000
Total Other Funds	\$2,477,034	\$3,134,340	\$3,525,170	\$3,522,367	\$3,522,367
Total Expenditures	\$11,479,091	\$13,500,259	\$13,924,990	\$13,985,761	\$13,988,724

County Clerk

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

Register of Deeds

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

Elections Division

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

Micrographics

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

Jury Commission

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

Summary of Major Program Changes

Revenue

The increase in revenue for FY 2016 is due to anticipated reimbursement from the State of Michigan for the 2016 Presidential Election. There is an additional revenue increase in Charges for Services due to statutory changes regarding concealed pistol licenses.

Expenditures

The Clerk/Register of Deeds has increased its budget for overall expenditures in FY 2016 to FY 2018. Controllable Personnel for FY 2016 includes a 3% increase in salary and associated fringe benefits. In addition, an increase in Internal Services from Building Space Cost Allocation was due to Facilities Maintenance & Operations determining the rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations.

Department Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	803,055	859,300	870,639	873,115	873,228
Court Records Mgmt	3,344,357	3,794,921	3,501,685	3,521,167	3,522,090
Election Services	1,294,425	1,854,753	1,925,063	1,941,728	1,942,494
General Services	773,366	891,377	194,947	195,064	195,064
Land Records Auto	2,183,995	2,747,729	2,738,559	2,735,756	2,735,756
Land Records Mgmt	2,786,394	2,965,166	3,055,973	3,074,582	3,075,442
Remonumentation	293,499	387,013	387,313	387,313	387,313
Vital Records Management	0	0	1,250,811	1,257,036	1,257,337
Total Expenditures	\$11,479,091	\$13,500,259	\$13,924,990	\$13,985,761	\$13,988,724

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	6	6	6
Court Records Management	41	41	41
Election Services	10	10	10
General Services	1	1	1
Land Records Automation	6	6	6
Land Records Management	36	36	36
Vital Records Management	12	12	12
Total Personnel	112	112	112

Clerk/Register of Deeds- Programs

- **Administration Program** - The Administration program sets the overall policies and procedures for, and gives directions to, all divisions. It is responsible for tracking legislation and assists in the shaping of statewide policies.
 - Provide employees and public with state of the art technology.
 - Insure prompt and professional services in recording, maintaining and retrieving records.
 - Promote professional, friendly and courteous service .
 - Serve on the Election Commission.
 - Officiate wedding ceremonies.
 - Register citizens to vote at high schools, college campuses and naturalization ceremonies.
- **Courts Records Management** - Receives, files, maintains and retrieves all court records for the 6th Judicial Circuit Court in such a manner to allow easy accessibility by the public.

Performance Measures	CY2013 CASELD	CY2014 CASELD	CY2015 CASELD*
Appeals	556	498	239
Civil	6,409	6,118	2,812
Criminal	4,481	4,239	2,051
Domestic	6,981	6,957	3,435
PPO	2,412	2,245	1,157
Name Change	462	482	255

*as of June 30, 2015

- **Vital Records Management** – Receives, files, maintains and retrieves various official County records, such as birth, death, marriage, military discharge, business registrations and notary public applications.
- **CPL records Management** – Receives, processes, files, and maintains concealed Pistol License applications for Oakland County residents.

Performance Measures	CY2013	CY2014	CY2015*
Births	19,856	20,516	9,891
Deaths	11,658	11,870	6,561
Marriages	7,166	7,336	2,978
CPL's	16,798	14,982	8,047
Assumed Names & Co-Partnerships	5,874	5,530	2,858
Notaries	3,751	2,900	1,331
Military Discharge	1,489	1,169	381

*as of June 30, 2015

County Clerk/Register of Deeds - Programs

- **Election Services** - Election Services is responsible for overseeing all county-wide and multi-jurisdictional elections, maintaining permanent records of elections, and campaign finance records for local offices. In addition, this division performs functions related to the Qualified Voter File (QVF). This division also records and maintains official minutes of the Oakland County Board of Commissioners and accepts passport applications.

Performance Measures	CY2012 Actual	CY2013 Actual	CY2014 Actual	CY2015 Actual*
Voter Registrations Processed	53,098	46,483	32,854	18,393
Passport Applications			530	525
County-wide elections programmed	3		2	1
Special Elections Programmed	5	49	6	43

*as of June 30, 2015

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

Performance Measures	CY2012 Actual	CY2013 Actual	CY2014 Actual	CY2015 Actual*
Deeds (b)	49,235	53,649	46,347	35,891
Mortgages (b)	60,168	65,464	44,622	41,664
Misc. Recordings (a)(b)	180,160	190,514	156,182	117,781
Plats	5	4	4	2
Condos/Amendments	14	32	45	26
Sheriffs Deeds	5,085	2,887	1,824	1,240
Clerks Deeds	20	11	6	6
Foreclosures Redeemed	1,064	573	319	209
Documents Filed Electronically	63,966	90,809	83,445	85,921

*as of June 30, 2015

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

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

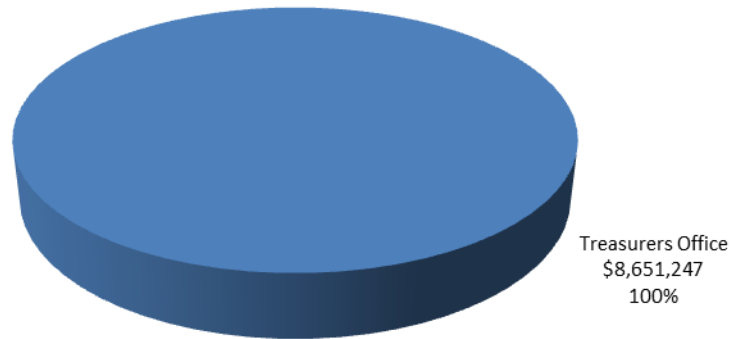
- **Micrographics** - The Micrographics program is responsible for preserving county documents for various departments. Presently, this program is microfilming documents for Register of Deeds, Record Retention, Circuit Court, Probate Court, and Treasurers Office. This is accomplished by first preparing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

Performance Measures	CY2012 Actual	CY2013 Actual	CY2014 Actual	CY2015 Actual*
Hard Copies (8 ½ x 11 sheets)	24,583	22134	42652	28176
Film Duplicating (rolls)	3,381	1825	1661	1403
Microfilming (approx. for all projects)	3,787,320	4,169,417	3,612,970	2,814,323
Plats (11 x 17)	137	228	22	37
Plats (18 x 24)	21	109	37	34
Jackets and Indexing		39	28355	15539
Laminated Plats (11 x 17)	1,573	132	11	49
Laminated Plats (18 x 24)	72	18	6	2
Laminated Plats (8 x 11)	18	339	277	59

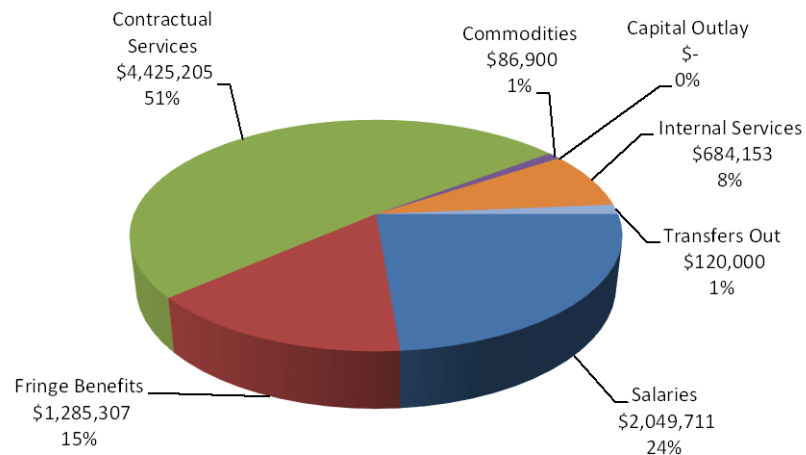
*as of June 30, 2015

- Remonumentation** - Act 345 of the Public Acts of 1990 requires all counties to establish and submit a model plan for the monumentation and remonumentation of property controlling corners. Property controlling corners are used by surveyors to establish property lines and to develop the grid that is the foundation of the County's geographic information system (GIS). This program coordinates the accurate location of each corner and also the on-going maintenance of monument boxes to identify the corner. The State provides funding through a grant.
 - Ensure that property controlling corners are accurately identified.
 - Provide ongoing maintenance to monument boxes that have been destroyed or moved.
- Land Records Automation** - Public Act 698 of 2002 took effect on March 31, 2003 and required counties to establish an "Automation Fund" to be used to upgrade technology within the Register of Deeds. Two examples of initiatives that have been created from the Automation fund are the Super Index and the Property Records Notification service. Oakland County is the **first** in the country to have a system that allows the enrollee to be notified of documents being recorded in the Register of Deeds office by any search term – all other systems have been by name only.

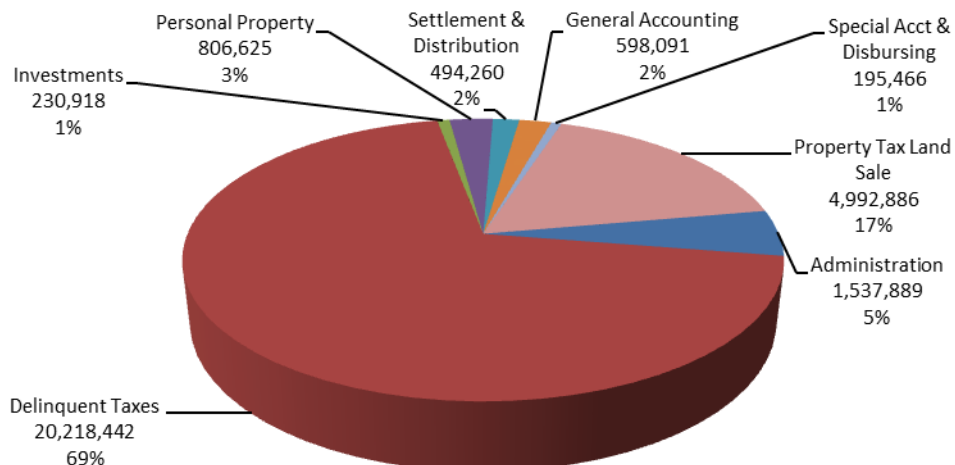
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Mission

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

Vision

Oakland County taxpayers understand and easily access the services and resources of the Treasurer's Office. The Treasurer's Office adapts to new challenges facing taxpayers, including foreclosure, neighborhood stabilization and financial literacy.

Department Summary

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

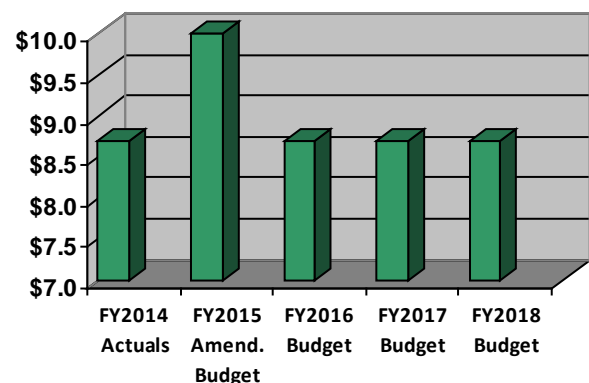
In addition, the Oakland County Treasurer performs several other important functions, including: collection of delinquent real and personal property taxes through the use of monthly payment plans; administration of the Oakland County Land Sale where tax foreclosed properties are sold at public auction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

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Treasurer's Office	8,707,588	10,174,607	8,651,276	8,665,654	8,666,273
Total Expenditures	\$8,707,588	\$10,174,607	\$8,651,276	\$8,665,654	\$8,666,273

Current Issues

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

Department Expenditures (\$ in millions)



Department Goals

- Timely and efficient collection of delinquent real and personal property taxes through the use of monthly payment plans, which allow taxpayers to take responsibility for their delinquency and the County to collect needed revenues.
- Partnership with the private sector to overcome real estate and land use challenges associated with mortgage and property tax foreclosure.
- Ensure the prudent investment and stewardship of public funds so that the County can meet its short and long term financial obligations, and maintain its coveted AAA bond rating.
- Serve taxpayers, governmental, and private sector partners with respect, professionalism, and a renewed commitment to customer service and innovative problem-solving.

Department Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	1,819,445	1,958,273	2,049,711	2,049,711	2,049,711
Fringe Benefits	1,240,768	1,246,178	1,285,307	1,285,307	1,285,307
Contractual Services	4,552,410	4,599,705	4,425,205	4,425,205	4,425,205
Commodities	70,338	92,735	86,900	86,900	86,900
Capital Outlay	1,531	0	0	0	0
Internal Services	1,023,096	958,693	684,153	698,531	699,150
Transfers Out	0	1,319,023	120,000	120,000	120,000
Total GF/GP Expenditures	\$8,707,588	\$10,174,607	\$8,651,276	\$8,665,654	\$8,666,273
<u>Other Funds</u>					
MI Financial Empowerment	9,003	0	0	0	0
Delinquent Tax Revolving	20,728,556	20,424,034	19,702,040	17,555,260	17,529,957
Delinquent Personal Tax Admin	757,525	936,038	721,261	733,062	736,319
Total Other Funds	\$21,495,084	\$21,360,072	\$20,423,301	\$18,288,322	\$18,266,276
Total Expenditures	\$30,202,672	\$31,534,679	\$29,074,577	\$26,953,976	\$26,932,549

Summary of Major Program Changes
Revenue

Property values are stabilizing throughout the County; coupled with a declining number of delinquent parcels returned to the County Treasurer for collection. The Treasurer's overall revenue budget decreased (\$744,245). The primary cause for this decrease is due to less transfers-in from the Delinquent Tax Revolving Fund (DTRF). The amount that is transferred in is dependent on the number of parcels returned delinquent; the lower number of delinquencies results in lower collection fees and interest and penalties earned. The Transfers-In from DTRF assist in the support of General Fund/General Purpose Operations.

Expenditures

Controllable Personnel for FY 2016 includes a 3% salary increase and associated fringe benefits. However, the overall decrease in expenditures for Fiscal Years 2016 through 2018 continues to reflect the economic stabilization within the County. A portion of the overall decrease is a reduction in the number of delinquencies requiring due process servicing and internal department efficiency changes. Furthermore, the overall decrease in expenditures for Internal Services is due to rate and usage adjustments for various line items such as Telephone Communications. Info Tech Development and Maintenance Department Charges also decreased as the appropriations for these areas are budgeted in a Non-Departmental account and transferred to departments as needed per the General Appropriation Act. These reductions are offset by a rate and usage increase in Info Tech Operations and Building Space Cost Allocation. Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. There has also been a reduction in Transfers Out from FY 2015 to FY 2016 due to the purchase and implementation of the Treasurer's Office Tax Management System. FY 2017 – FY 2018 building rates are based on a full cost recovery for building maintenance and operations.

Department Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	1,803,897	1,831,490	1,537,889	1,552,267	1,552,886
Delinquent Taxes	16,436,401	20,910,728	20,218,442	18,071,662	18,046,359
Investments	239,857	242,306	230,918	230,918	230,918
Personal Property	773,537	1,023,821	806,625	818,426	821,683
Settlement & Distribution	497,109	524,399	494,260	494,260	494,260
General Accounting	547,926	542,357	598,091	598,091	598,091
Special Acct & Disbursing	173,034	197,885	195,466	195,466	195,466
Property Tax Land Sale	4,949,666	6,261,693	4,992,886	4,992,886	4,992,886
Debt Service	4,781,245	0	0	0	0
Total Expenditures	\$30,202,672	\$31,534,679	\$29,074,577	\$26,953,976	\$26,932,549

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	7	7	7
Delinquent Taxes	9	9	9
General Accounting	8	8	8
Investments	2	2	2
Personal Property	4	4	4
Property Tax Land Sale	8	8	8
Settlement / Distribution	6	6	6
Special Acct / Disbursing	2	2	2
Total Personnel	46	46	46

Treasurer Programs

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

Objectives

- Assessing, measuring and allocating staff resources in a manner that increases productivity, identifies efficiencies, enhances the work experience of our valued staff, and provides the greatest value to Oakland County taxpayers.
- Ensuring that the office operates cost-effectively, leveraging state of the art technology and national best practices in all functions.
- **Investments** - Under state law, the County Treasurer is authorized to invest excess revenues on a short-term basis. Pursuant to state law and the Oakland County Investment Policy, the Oakland County Treasurer employs a conservative investment strategy focusing first on safety and capital preservation, then liquidity considerations and, finally, yields. These prudent investment practices have resulted in Oakland County's investment portfolio consistently and significantly outperforming its benchmark, the 30-day U.S. Treasury T-Bill. In addition, the Treasurer is the Bond Debt Manager for the County, responsible for administering existing and future debt on behalf of the County and County departments, including verification of debt service payments and helping to manage relationships with bond ratings agencies. This Section, in conjunction with our General Accounting Section and various departments, determines and facilitates disbursements for the daily cash needs of the County. The Investment Section operates and maintains a Local Government Investment Pool providing cities, villages, townships and other departments an opportunity to achieve higher yields, while minimizing risk and maintaining appropriate liquidity. In addition, the County Treasurer's Investment Section monitors and verifies the activities of the three retirement funds: Pension, Voluntary Employee Benefit Account (VEBA) and Superseding Retiree Medical Benefits Trust (SRMBT) working with the Investment Managers and Custodian to ensure sufficient cash for retiree payments and that all funds are invested consistent with the various contracts.

Objectives

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual
Investment Purchases	165	138	145	154
Funds Managed	1,091	1,154	993	1,010
Current Number of Investments	141	173	160	197
Performance Over Benchmark	95 bps	69 bps	79 bps	80 bps
Average Value of Investments	\$8,414,225	\$7,811,027	\$8,746,878	\$6,999,273
Interest Earned (annual)	\$10,409,517	\$8,602,242	\$9,872,658	\$17,033,365
Interest Earned (since purchase)	\$15,672,365	\$12,295,078	\$12,642,741	\$20,032,209
Local Government Pool (1)	\$232,901,461	\$299,887,832	\$368,071,149	\$406,414,221
Total Investments	\$1,186,405,748	\$1,351,307,747	\$1,399,500,535	\$1,378,856,725

(1) 41 Non-County Participants

bps – basis points

- **Delinquent Taxes** - The Delinquent Tax Section of the County Treasurer's Office is responsible for billing and collection of all real property taxes returned delinquent by the County's sixty-three cities, villages and townships. Additionally, this Section bills and collects Special Assessments for the Oakland County Road Commission and Water Resource Commissioner, certifies warranty deeds, covenant deeds and land contracts and responds to incoming telephone calls and personal visits from taxpayers, businesses and the general public. The Delinquent Tax Section administers all elements of Public Act 123 of 1999, including notice to taxpayers of delinquencies, administrative show cause hearings, the Oakland County Land Sales, taxpayer assistance meetings and, where appropriate, payment plans. Since January of 2013, TARP funds were made available for delinquent tax assistance through a program called Step Forward Michigan. Through this program, the Oakland County Treasurer's Office has received over \$6.8 million for delinquent taxes. In 2014, the Oakland County Treasurer created the Oakland County Financial Empowerment Center through a grant with Community Economic Development Association of Michigan (CEDAM). The Financial Empowerment Center co-locates free one-on-one financial counseling in the Treasurer's Office and assisted over 160 taxpayers with budgeting, credit repair, debt management and banking solutions.

Objectives

- Ensuring that every eligible delinquent taxpayer is offered a monthly payment plan allowing them to take responsibility for their delinquency, while generating revenue for the County and local governmental units.
- Achieving mortgage and tax foreclosure prevention through communication, outreach, resource sharing, and education.
- Promoting courteous customer service that consistently meets the needs of taxpayers, business owners and others, unsurpassed in promptness and professionalism.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual
Real Property Delinquent Parcels	63,211	60,694	54,734	52,047
Real Property Delinquent Taxes	\$130,215,501	\$107,675,895	\$ 89,668,642	\$ 80,115,401
Special Assessment Billings	3,278	3,225	2,930	2,589
Special Assessment Rolls	115	109	97	94
Payments Processed (full & partial)	60,841	65,163	65,992	65,881
Notices Mailed	123,404	132,350	151,324	156,322
Deeds Certified	18,063	17,231	17,069	23,730
Payment Plans	3,174	3,977	4,949	4,981
Payment Plan Revenue	\$14,401,038	\$14,723,411	\$23,213,225	\$25,038,865

- **Property Tax Land Sale** - Real property taxes returned delinquent by the County's sixty-three cities, villages and townships are sold at public auctions administered by the County Treasurer if they remain unpaid after a twenty-five month period. The Property Tax Land Sale Section of the County Treasurer's Office acts as foreclosing governmental unit (FGU), executing the preparation and analysis of land sale data, administering two annual sales, and subsequently accounting for monies collected, including net proceeds to the County. PA 123 of 1999 requires a title search to identify all interested parties on every parcel subject to tax foreclosure to ensure due process notification through mailed notices and personal service. Taxpayer Assistance Meetings are offered as an additional measure to prevent tax foreclosure as a one on one meeting with the Treasurer or a Deputy Treasurer to offer payment plans to eligible taxpayers and suggest referrals to other available resources. As a final check of due process, every parcel receives a thorough review prior to going to the land sale. To encourage participation in the land sale, a partnership with REALTORS was developed to encourage homeownership and provide access to select properties. Parcels that are not sold at the annual land sale nor accepted by the local unit of government are returned to the County Treasurer as Surplus Property. The goal of the surplus property program is to responsibly return the unsold property to the tax rolls through a rigorous application process.

Objectives

- Verifying due process was achieved for former owners and former interested parties.
- Ensuring responsible participation in the land sale by encouraging good stewardship and discouraging real estate speculation.
- Providing for a full accounting of all funds collected from the tax foreclosure sale.
- Providing the County General Fund with subsidies during times of economic challenge.
- Responsibly returning tax foreclosed property to the tax rolls.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual
Title Searches Processed	11,162	10,362	10,968	9,680
Personal Services Processed	11,121	8,640	8,461	7,694
Taxpayer Assistance Meetings	1,144	1,312	3,573	3,880
Number of Parcels Forfeited	14,900	13,767	12,988	12,117
Number of Foreclosed	3,871	4,401	3,796	4,142
Parcels Offered at Auction	1,651	1,089	834	570
Parcels Sold at Auction	498	420	289	209
Auction Total Sold	\$7,519,625	\$9,514,358	\$11,712,441	\$9,541,443
Proceeds (above min. bid)	\$2,627,527	\$4,804,243	\$7,187,215	\$5,522,435
Average Sale Price (August)	\$25,009	\$19,101	\$27,879	\$33,005
Average Sale Price (October)	\$5,494	\$4,528	\$3,966	\$6,292
Surplus Property Sales	67	269	389	256

- **Personal Property Tax and Bankruptcy** - The Personal Property Section of the County Treasurer's Office is responsible for the collection of delinquent Personal Property taxes levied on furniture, fixtures, equipment, and leasehold improvements of businesses. A great example of County-local collaboration, this Section operates through a contract with the County's sixty-three cities, villages and townships. County collectors make personal visits to delinquent taxpayers in an effort to work out payment plans, collect tax dollars and, where necessary, seize and sell personal property at auction to satisfy the personal property tax lien. This Section also collects delinquent real and personal property taxes on properties involved in bankruptcy by manually checking each bankruptcy case filed for any unpaid taxes and filing a Proof of Claim on behalf of the city, village or township for the amount due. The Personal Property Section also assists local treasurers with collection of current Personal Property Taxes and filing forms necessary to claim exemptions and enforce collection.

Objectives

- Protecting essential local services by ensuring timely collection of personal property taxes returned delinquent on behalf of local units of government.
- Assisting businesses in meeting their tax obligations through thoughtful case management and use of reasonable payment plans.
- Being understanding and sympathetic to taxpayers, helping them understand the Personal Property Tax laws and procedures, and the importance of filing a Personal Property tax form listing the value of their personal property.
- Filing Proof of Claims on Chapter 13 and Chapter 11 bankruptcy cases to obtain as much if not all tax dollars for city, townships, villages, schools and other public partners.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual
Personal Property Delinquent Parcels	8,372	7,679	7,802	5,492
Dollars Returned	\$6,416,824	\$5,821,566	\$5,825,083	\$4,867,769
Personal Payments Processed	10,246	9,836	10,032	9,542
Dollars Collected	\$7,921,841	\$6,691,442	\$6,837,564	\$6,309,753
Bankruptcy Payments Processed	1,440	801	1,114	1,072
Bankruptcy Dollars Collected	\$4,093,508	\$4,815,675.86	\$2,019,196	\$1,684,646

DATA IS REPORTED FOR TAX LEVY YEAR.

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

Objectives

- Adjusting and/or refunding taxes for taxpayers whose assessments are amended by local Boards of Review, Michigan Tax Tribunal, state and other agencies.
- Providing for the settlement of tax rolls with local treasurers facilitating the purchase of delinquent taxes through the Delinquent Tax Revolving Fund.
- Ensuring County dollars are received timely and accurately by working with assessors to effectively orchestrate tax certifications, and monitoring the current tax collections handled at the local level.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual
Bonded Dollars	\$910,461,625	\$894,349,804	\$909,253,588	\$931,343,211
Settlement Dollars (1)	\$2,205,092,982	\$2,165,069,324	\$2,180,020,955	\$2,227,615,812
Tax Rolls Audited	153	154	153	164
Parcels Settled	554,726	555,823	558,204	556,414
Capture Districts Audited	170	169	161	173
County Captured Dollars (2)	\$4,916,347	\$4,046,800	\$3,960,456	\$4,096,952
Tax Collections (3)	\$767,921,057	\$757,771,440	\$764,148,034	\$790,741,702
Delinquent Tax Load (1)	\$115,177,240	\$95,850,630	\$86,349,111	\$77,398,517
Amended Tax Roll Valuations (4)	50,788,863,787	49,107,380,531	49,247,351,764	50,206,556,614
Number of Adjustments (5)	9,669	13,228	9,616	6,517

All data is reported on tax levy year which is July 1st-June 30th except adjustments.

- (1) Real, leasehold and personal property dollars for all tax authorities.
- (2) County operating dollars lost due to capture districts.
- (3) Dollars passed through County July 1st through June 30th each year.
- (4) Taxable valuations before captures. As reported on assessor's warrant each year.
- (5) Adjustments processed January 1st through December 31st each year.

- **General Accounting** - The General Accounting Section of the County Treasurer's Office is responsible for the collection, accounting, depositing and balancing of all funds that come into the County. This Section is essentially the County's bank. Cash, check, charge, Account Clearing House (ACH), and E-check deposits to the system of bank accounts managed by the County Treasurer are balanced to the accounting postings on a daily basis. This Section, in conjunction with our Investment Section and various other departments, determines the daily cash needs of the County. The General Accounting Section also acts as the fund manager for many funds that fall under the responsibility of the County Treasurer. In FY2013, the Treasurer's Office joined Oakland County's Information Technology eGovernment unit to provide a centralized payment engine for credit card, electronic check, and invoiced payment of web-based products and services.

Objectives

- Providing electronic movement of funds from the Deposit Account to the General Account and from the General Account to the Disbursing Account.
- Accounting for and assuring the timely deposit of all money that comes to the County Treasurer.
- Implementing state of the art technology for the receiving and depositing of County funds in a way that ensures safety and fraud protection.
- Providing semi-annual cash handling training for County and other municipalities' employees.
- Providing excellent customer service for our taxpayers focused on respect, dignity and gratitude for their partnership.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual
Number of Cash Receipts	11,256	12,369	10,549	10,027
Number of Accts Recv Receipts	13,072	12,289	12,069	12,137
Delinquent Tax Receipts	\$194,403,009	\$232,966,516	\$173,442,823	\$138,341,573
Deltax E-tax Receipts	\$5,529,367	\$7,205,607	\$7,221,610	\$9,479,320
Accounts Receivable Receipts	\$197,093,257	\$212,220,904	\$163,498,817	\$180,653,310
All other Cash Receipts	\$323,154,311	\$282,717,902	\$267,353,975	\$248,983,628
Total Receipts Deposited	\$720,179,944	\$735,110,929	\$611,517,226	\$577,457,831
Total Cash	\$10,891,285	\$12,990,092	\$13,739,039	\$15,970,384
Total Checks	\$651,967,678	\$544,232,991	\$526,840,607	\$479,522,729
Total Charge Cards	\$23,459,309	\$28,310,460	\$32,483,602	\$36,876,026
Treas Over the Counter Charges			\$362,345	\$1,301,828
Accts Recv Wire Receipts	\$142,017,726	\$252,411,221	\$171,730,539	\$138,265,878
Other Wire Receipts	\$1,492,793,440	\$1,277,706,666	\$1,590,518,267	\$1,557,396,569
Total Wire Receipts	\$1,634,811,166	\$1,530,117,887	\$1,762,248,806	\$1,695,662,447
Total All Receipts	\$2,354,991,110	\$2,265,228,817	\$2,373,776,032	\$2,273,120,278

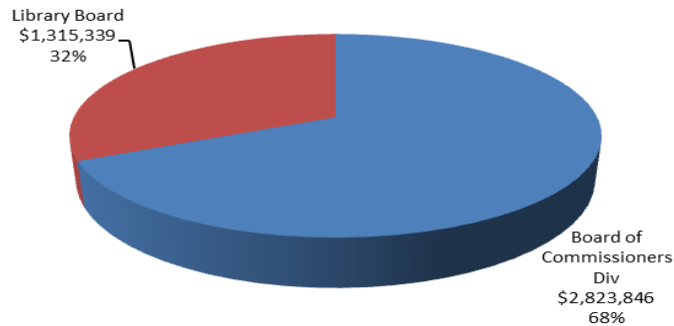
- **Special Accounting and Disbursing** - The Special Accounting and Disbursing Section of the County Treasurer's office provides accounting services related to delinquent real and personal property taxes, Road Commission for Oakland County, Oakland County Sheriff NET forfeitures, escheats, contractor retainage, missing legatees, petty cash, veteran's trust, public libraries, district courts, Economic Development Corporation, and the Business Finance Corporation. This section also assists the Fiscal Services Division with preparations of financial reports and annual audits; creates and distributes checks and electronic payment remittances for accounts payable, jury, restitution, payroll, retirement payroll, and the Road Commission for Oakland County; updates and reconciles the disbursement account and assists with the transmissions of check issued files to financial institutions as part of the County's check fraud deterrence program.

Objectives

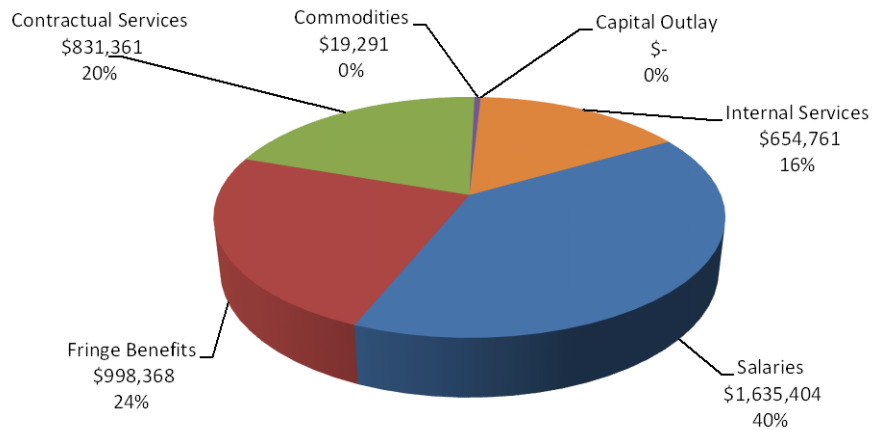
- Providing accounting services and information updates to special functions of the County.
- Accounting for and issuing all authorized County payments.
- Implementing state of the art technology for the safe disbursement of County funds and ensuring cost effectiveness.
- Increasing use of direct deposit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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual
<u>Total Dollars Disbursed:</u>	\$1,823,477,302	\$2,072,029,595	\$1,789,225,661	\$1,969,212,463
Number of Direct Deposits	15,933	17,670	18,899	19,770
Number of Checks	60,055	55,986	50,997	48,492
<u>Total Dollars Paid Payroll:</u>	\$158,321,114	\$160,182,730	\$155,471,486	\$157,676,399
Number of Direct Deposits	110,342	111,755	111,424	112,405
Number of Checks	18,326	16,096	14,977	14,104
<u>Total Dollars Paid Retirement:</u>	\$50,125,107	\$51,687,864	\$55,405,768	\$58,379,521
Number of Direct Deposits	30,307	31,366	32,274	33,180
Number of Checks	475	394	330	282

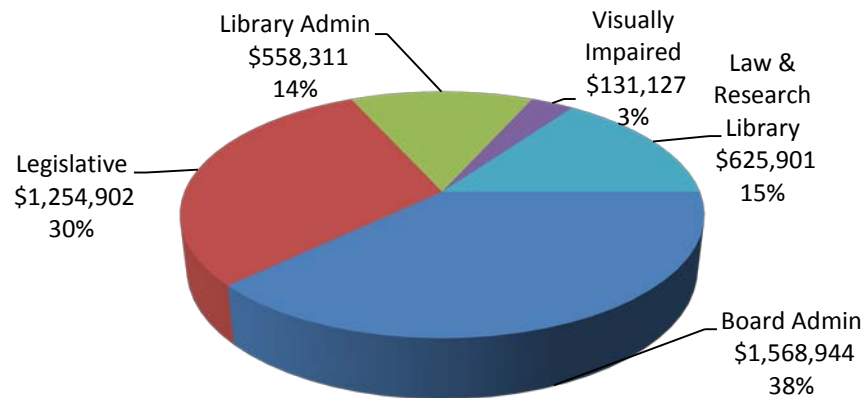
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Description Summary

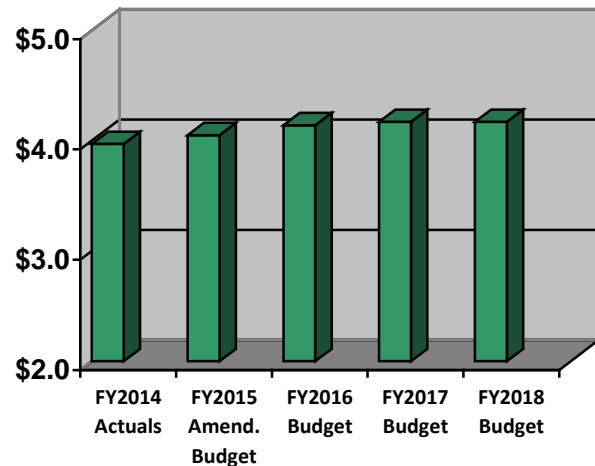
The twenty-one member Board of Commissioners is the governing body of Oakland County. The Commissioners represent 21 equally populated districts and are elected for a two-year term of office. The board is responsible for the adoption of the annual budget, establishing the county property tax millage rate, formulating and establishing county policies, making appointments to various boards and commissions, and adopting ordinances and rules. Five standing committees have been established to facilitate the business of the Board. Each Committee serves as liaison to appropriate county departments and elected officials.

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Board of Commissioners Div	2,633,785	2,749,856	2,823,846	2,819,048	2,819,586
Library Board	1,337,068	1,297,238	1,315,339	1,348,544	1,353,939
Total Expenditures	\$3,970,853	\$4,047,094	\$4,139,185	\$4,167,592	\$4,173,525

Current Issues

- Oakland County is one of the few counties that send more tax dollars to Lansing than it receives in State services. Due to the State of Michigan's budget difficulties, the County must remain poised to react to changing financial conditions.
- As a result of sound fiscal policies, Oakland County has been granted the highest possible bond rating, AAA, by both major bond-rating agencies. Maintaining this superior rating allows the County to finance projects at the lowest interest rate available.
- The Great Lakes Water Authority, a regional authority, established by the Board of Commissioners and neighboring counties, will have a significant impact on the rates the citizens of Oakland County will face and the future of water rates and quality going forward.

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



Department Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	1,503,389	1,573,211	1,635,404	1,623,487	1,623,487
Fringe Benefits	994,704	946,002	998,368	993,756	993,756
Contractual Services	751,146	876,799	831,361	835,295	839,347
Commodities	12,284	19,424	19,291	19,291	19,291
Capital Outlay	15,386	0	0	0	0
Internal Services	693,944	631,658	654,761	695,763	697,644
Total GF/GP Expenditures	\$3,970,853	\$4,047,094	\$4,139,185	\$4,167,592	\$4,173,525
<u>Other Funds</u>					
Total Other Funds	0	0	0	0	0
Total Expenditures	\$3,970,853	\$4,047,094	\$4,139,185	\$4,167,592	\$4,173,525

Department Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Board Administration	1,393,688	1,531,988	1,568,944	1,580,675	1,581,213
Legislative	1,240,097	1,217,868	1,254,902	1,238,373	1,238,373
Library Administration	579,604	532,135	558,311	587,393	588,736
Visually Impaired	123,600	127,308	131,127	135,061	139,113
Law Library (a)	603,092	584,635	625,901	626,090	626,090
Research Library	30,772	53,160	0	0	0
Total Expenditures	\$3,970,853	\$4,047,094	\$4,139,185	\$4,167,592	\$4,173,525

(a) FY 2016-2018 Budget: Research Library and Law Library combined programs

Division Summary

The Administration Division is responsible for coordinating and overseeing all Board of Commissioner activities, budget preparation and interacting with the County Departments and elected officials.

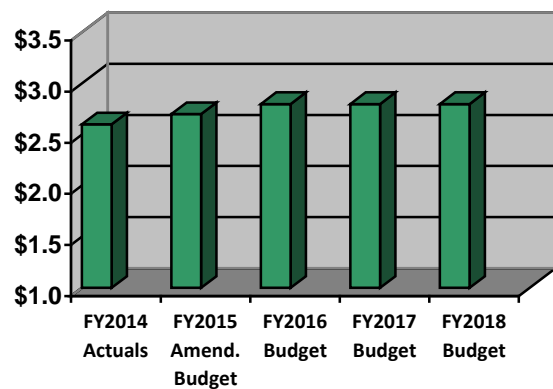
Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Board of Commissioners Div	2,633,785	2,749,856	2,823,846	2,819,048	2,819,586
Total Expenditure	\$2,633,785	\$2,749,856	\$2,823,846	\$2,819,048	\$2,819,586

Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	1,200,326	1,241,531	1,315,896	1,303,979	1,303,979
Fringe Benefits	802,285	790,426	835,531	830,919	830,919
Contractual Services	395,424	513,117	463,727	463,727	463,727
Commodities	7,515	11,578	11,578	11,578	11,578
Capital Outlay	15,386	0	0	0	0
Internal Services	212,849	193,204	197,114	208,845	209,383
Total GF/GP Expenditures	\$2,633,785	\$2,749,856	\$2,823,846	\$2,819,048	\$2,819,586
<u>Other Funds</u>					
Total Other Funds	0	0	0	0	0
Total Expenditures	\$2,633,785	\$2,749,856	\$2,823,846	\$2,819,048	\$2,819,586

Current Issues

- The Board of Commissioners will endeavor to continue the conservative fiscal policies that have resulted in Oakland County's healthy, viable financial condition.
- The Board of Commissioners will continue its commitment to provide responsive programs and services of the highest quality to the communities of Oakland County.
- The ongoing commitment of the Oakland County Board of Commissioners is to provide services that will enhance the quality of life for all residents with initiatives such as the free prescription drug program, the addition of new parks and recreation facilities, and using the latest technology to make governmental services more accessible, efficient and transparent.

Department Expenditures (\$ in Millions)



Summary of Major Program Changes

Revenue

The Board of Commissioners increased its overall revenues from FY 2016 to FY 2018 due to Fee Income for prescription royalties from the County's free prescription discount card program.

Expenditures

The Board of Commissioners has increased its overall expenditures from FY 2016 to FY 2018. Controllable Personnel for FY 2016 includes a 3% increase in salary and associated fringe benefits. Contractual Services decreased due to appropriations from assigned fund balance for various Special Projects in FY 2015. Furthermore, an increase in Internal Services from Building Space Cost Allocation was due to Facilities Maintenance & Operations determining the rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations.

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Board Administration	1,393,688	1,531,988	1,568,944	1,580,675	1,581,213
Legislative	1,240,097	1,217,868	1,254,902	1,238,373	1,238,373
Total Expenditures	\$2,633,785	\$2,749,856	\$2,823,846	\$2,819,048	\$2,819,586

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Board Administration	9	9	9
Legislative	21	21	21
Total Personnel	30	30	30

Board of Commissioners Programs

- **Board Administration** - Administration provides support for the activities of the Board of Commissioners, its Committees, leadership, and individual Commissioners.
- **Legislative** - The Legislative program describes activities unique to the legislative process. Included are public information, legal services and expenditures unique to legislative activities.

Mission

The mission of the Adams-Pratt Oakland County Law Library is to provide legal research assistance to the public, to the bench, to county departments, and to the bar.

Department Summary

Established in 1973 under PA 138 of 1917 and Board of Commissioners Resolution #6233, the Oakland County Library Board, is a division of the Oakland County Board of Commissioners and oversees the administration of the Adams-Pratt Law Library. For 38 years, the Library Board also administered the Library for the Visually and Physically Impaired. In 2012, this collection was transferred to the Rochester Hills Public Library. The Board also operated the Research Library from 1975 until October, 2015. At that time, this service was decommissioned. Members of the Library Board are appointed and include representatives from the Board of Commissioners, Circuit Court, County Executive, Oakland Schools, and the general public.

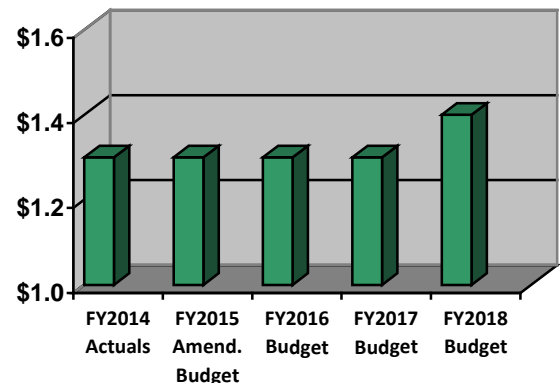
Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Library Board	1,337,068	1,297,238	1,315,339	1,348,544	1,353,939
Total Expenditure	\$1,337,068	\$1,297,238	\$1,315,339	\$1,348,544	\$1,353,939

Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	303,063	331,680	319,508	319,508	319,508
Fringe Benefits	192,419	155,576	162,837	162,837	162,837
Contractual Services	355,722	363,682	367,634	371,568	375,620
Commodities	4,769	7,846	7,713	7,713	7,713
Internal Services	481,095	438,454	457,647	486,918	488,261
Total GF/GP Expenditures	\$1,337,068	\$1,297,238	\$1,315,339	\$1,348,544	\$1,353,939
<u>Other Funds</u>					
Total Other Funds	0	0	0	0	0
Total Expenditures	\$1,337,068	\$1,297,238	\$1,315,339	\$1,348,544	\$1,353,939

Division Goals

- Meet the legal information needs of Oakland County and its people.
- Give Oakland County citizens access to government information and documents.
- Facilitate public access to the legal system.
- Participate in and Support Countywide and Statewide activities including: the Oakland County HELP Legal Aid Services Taskforce, Oakland County Historical Resources Consortium, and the Michigan Legal Help Taskforce.

Division Expenditures (\$ in millions)



Summary of Major Program Changes

Revenue

No changes.

Expenditures

The overall decrease in Personnel expenditures for Fiscal Years 2016 through 2018 reflect a reduction in staff due to the decommissioning of the Research Library and the deletion of one full-time Library Technician II position per MR# 15024. This reduction in personnel expenditures is partially offset by an increase in Controllable Personnel for FY 2016 due to a 3% increase in salary and associated fringe benefits. Contractual Services overall increased due to entering into an agreement with the Rochester Hills Public Library to provide services for the visually and physically impaired. The agreement also includes an annual increase of three percent. As a result of transferring the Library for the Visually and Physically Impaired services to the Rochester Hills Public Library, costs for Commodities, such as Office Supplies, were reduced. Increased Building Space Cost Allocation rates are due to Facilities Maintenance & Operations determining rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations.

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Library Administration	579,604	532,135	558,311	587,393	588,736
Visually Impaired	123,600	127,308	131,127	135,061	139,113
Law Library	603,092	584,635	625,901	626,090	626,090
Research Library	30,772	53,160	0	0	0
Total Expenditures	\$1,337,068	\$1,297,238	\$1,315,339	\$1,348,544	\$1,353,939

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Library Administration	2	2	2
Law Library	4	4	4
Total Personnel	6	6	6

Library Board Programs

- Administration - Administration coordinates the activities of the Adams-Pratt Law Library and works to ensure that service is provided in a cost-effective manner. Responsibilities include planning, budgeting, and personnel. The Director-Library Services reports to the Library Board.
- Visually Impaired - Contracted with the Rochester Hills Library to provide library services for the visually and physically impaired.
- Law Library - The Adams-Pratt Oakland County Law Library provides an extensive, up-to-date legal research collection for use by the general public and legal professionals alike. Although a legal collection has been available in Oakland County since 1904, the Clark J. Adams-Phillip Pratt Oakland County Law Library was not officially designated until 1976. Today it is the largest public county law library in the State of Michigan, serving the public, government and court employees, attorneys, students and other visitors.
 - Maintains an up-to-date federal and all states primary law collection and selected secondary law materials

- Directs patrons to resources pertinent to their questions about the law and instructs them on their use
- Provides free computer access for legal research
- Assists public access to justice through local and state court systems by serving as a Michigan Legal Help Self-Help Center as well as providing court rules, procedural information, and forms Refers patrons to resources beyond the library for legal aid assistance

Performance Measures	FY2013 Actual	FY2014 Actual	FY2015 Actual
Library Visits	31,405	28,599	29,738
Reference Requests	16,891	15,196	16,169
Electronic Visits	26,326	30,155	24,667

Oakland County Parks and Recreation Commission Mission Statement

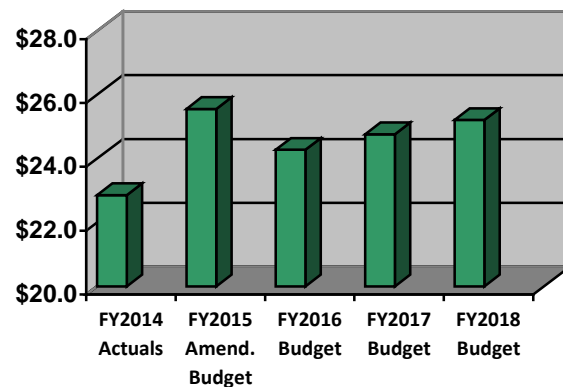
The Oakland County Parks and Recreation Commission (OCPRC) is dedicated to providing quality recreation experiences that encourage healthy lifestyles, support economic prosperity, and promote the protection of natural resources.

Expenditures by Department	FY 2014 Actual	FY 2015 Amend Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Parks and Recreation	\$22,860,691	\$25,561,432	\$24,283,545	\$24,768,945	\$25,213,945
Total Expenditures	\$22,860,691	\$25,561,432	\$24,283,545	\$24,768,945	\$25,213,945

Department Goals

- Acquire, maintain and improve Oakland County park lands to provide county-wide recreational experiences and protect natural resources.
- Provide thoughtfully-designed and well-maintained facilities that support a variety of recreational uses throughout the year.
- Provide recreational programs and services that promote healthy, active lifestyles, meet the need of Oakland County residents and maximize the use and promote the value of Oakland County Parks.
- Be an efficient, valued and sustainable park system that offers a variety of recreational experiences and contributes to community place-making.

Department Expenditures (\$ in millions)



Expenditures by Category	FY 2014 Actual	FY 2015 Amend Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose	0	0	0	0	0
Total GF/GP Expenditures	0	0	0	0	0
Parks & Recreation Funds					
Salaries	7,785,307	8,936,863	8,399,286	8,568,432	8,654,696
Fringe Benefits	2,900,069	3,505,126	3,223,908	3,274,608	3,300,459
Contractual Services	6,527,694	6,700,485	6,290,924	6,558,178	6,891,063
Commodities	1,106,563	1,012,980	1,287,138	1,285,438	1,285,438
Depreciation	3,032,207	3,408,400	3,313,815	3,313,815	3,313,815
Internal Services	1,508,851	1,788,726	1,768,474	1,768,474	1,768,474
Transfers Out	0	208,252	0	0	0
Total Parks & Recreation Funds	\$22,860,691	\$25,561,432	\$24,283,545	\$24,768,945	\$25,213,945
Total Expenditures	\$22,860,691	\$25,561,432	\$24,283,545	\$24,768,945	\$25,213,945

Summary of Major Program Changes
Revenue

The FY 2016 budget for Property tax revenue increased \$603,000 due to estimated increase in the projected recovery in property tax values. Charges for Services total revenue increased \$62,170 to bring the budget in-line with historical and seasonal fluctuations, including Special Contracts \$10,600, Fees Camping \$60,000, Fees Driving Range \$4,000, Rental Units or Events \$10,000. Reduction in Commission Food Services is offset by increase in Reimb Contracts for new concession initiatives. Planned Use of Fund Balance revenue decreased (\$1,927,945) in response to overall operating decreases and net operating revenue gains. Note: Depreciation expenses which are non-cash expenses decreased (\$94,585) due to revised completion dates of several projects.

Expenditures

The FY 2016 Personnel budget reflects the full staff needed to support the initiatives of the Strategic Master Plan. It should be noted the cost of part-time and summer positions are budgeted on pro rata basis. Overall Salaries and Fringe Benefit expense decreased (\$818,795) due to revision in the allocation of PTNE positions based on historical usage (\$694,759) and favorability from 7 (seven) Full-time positions which will not be filled, (\$418,450) and is offset by a general salary increase of 3% and associated Fringe Benefits. Overall Contractual Services expense decreased (\$409,561) the result of cost cutting measures in Building Maintenance (\$1,053,133), Advertising (\$195,000), Contingency (\$100,000), Software Support Maintenance (\$85,000) and General Program Administration (\$100,000) and Travel and Conference (\$26,900). Based on current need Grounds Maintenance is increased \$370,948, Electrical Service \$82,400, Natural Gas \$36,800, Water and Sewer Charges \$48,950, Equipment Maintenance \$83,000. Contracted Services is increased \$201,500 related to new concession initiative. Commodities were adjusted based on historical trends resulting in an increase of \$274,958; including Expendable Equipment \$124,463, Recreation Supplies \$18,225, Custodial Supplies \$34,020 and Special Event Supplies \$49,600, Uniforms \$36,350. Depreciation expense decreased (\$94,585) based on current level of depreciable assets and anticipated completion of several large capital projects. Internal Services expense increased \$54,748 based on historical usage, revised trends and cost cutting measures, including decreases in Info Tech Development (\$175,000), Insurance Fund (\$27,500). Increases for Info Tech Operations \$101,000, Info Tech Managed Print Svcs \$9,346, Maintenance Dept Charges \$28,500 and Telephone Communications \$20,100 reflecting current usage.

Expenditures by Program	FY 2014 Actual	FY 2015 Amend Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration and Fiscal Svcs	6,299,878	6,469,893	5,898,514	6,112,005	6,225,920
Concessions Conference Centers	893,118	1,219,441	1,436,412	1,454,892	1,471,192
Parks	6,246,763	6,538,520	6,215,319	6,336,919	6,485,219
Facilities Maintenance	1,159,321	2,291,550	2,014,351	2,014,351	2,014,351
Recreation	3,844,869	4,209,651	4,293,715	4,314,815	4,346,015
Golf	4,416,742	4,832,377	4,425,234	4,535,963	4,671,248
Total Expenditures	\$22,860,691	\$25,561,432	\$24,283,545	\$22,768,945	\$25,213,945

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administrative & Fiscal Svcs-P&R	70	70	70
Concessions Conference Centers	10	10	10
Parks	211	211	211
Facilities Maintenance	31	31	31
Recreation	235	235	235
Total Personnel	741	741	741

Parks and Recreation Programs

- **Administrative Services** – Administrative Services includes support in the areas of administration, communication and marketing, financial, information technology, park planning, business and resource development, organizational development, recreation programs and services and clerical support to the other five (5) service categories. Note that Recreation Programs & Services is split between delivery of park and recreation services and support for the delivery of services throughout OCPRC.
 - Communications and Marketing staff provides support in areas of public information, marketing and community relations. Among these are coordinating media information, writing and designing publications, updating the website, developing employee communications and planning event promotion. Additional activities include creating advertisements, planning and executing special marketing incentive projects, providing graphic design, coordinating group sales promotion, and providing photography and video services.
 - Fiscal Services staff provides support in the areas of developing and monitoring budgets, accounting for revenue and expenditures, managing cash and investments, internal/external auditing for financial and compliance review, evaluating and modifying departmental procedures, facilitating purchasing requests, directing and coordinating Information Technology requirements, and meeting personnel requirements and requests (payroll, hiring/terminating, etc), also “responding to public inquiries and requests for information”.
 - Business Operations staff provides support in areas of information technology planning and utilization, contract management, Collaborative Asset Management System utilization, website design and development, social media promotion, Point of Sale system implementation, data collection systems support and communication technology management.
 - Planning staff provides support in areas of master plan development for each park, 5-Year Recreation Plan development, strategic master plan implementation tracking, trail and recreation planning, environmental education planning, property acquisition documentation and research, utilization of Geographic Information System (GIS) resources and business development opportunities.
 - Resource Development staff provides support in areas of business plan development, grant application development, grant management, partnership and sponsorship management system support, donation and contribution management.
 - Organizational Development staff provides support in areas of organization planning, human resources support, professional and career development planning, policy development, training, and certification management.
 - Recreation Programs and Services staff encompasses the delivery of programs and events for the core services identified in the Oakland County Park Strategic Plan for the county, including all 62 cities, villages and townships. Among the core services is outreach, special events, adaptive, nature, dog park programming, volunteers, mobile recreation, including bus transportation and show mobiles (stages), and plans and implements events in the 13 county parks, campgrounds and dog parks. The section is responsible for the hiring, training and management of over 150 part-time employees. The recreation section is responsible for the management of the organizations Recreation Assistance Partnership Program. This is a grant that provides mobile recreation opportunities to the county organizations, DDA’s non-profit organizations, parks and recreation departments, and assists the historic urban corridor in events and services. This section also oversees the programming for both the L. Wint Nature Center and the newly acquired Red Oaks Nature Center. The nature center staff provides a system wide environmental education program at the nature centers, day use parks and waterparks. The naturalists are involved with outreach programs for service organizations, volunteers, scouts and Oakland County Schools. The Nature Interpretive staff monitors and inventories the natural history of the parks. In addition, they are involved in the Oakland County Parks and Recreation’s management of its natural resources.

- **Capital Improvement** – Planning and Facilities Operations & Maintenance staff provide support to all Oakland County golf courses and parks in the following areas: project planning, project design, project management, contract management, construction management, Request For Proposal development to engage consulting/construction services, grant management, acquisition documentation and research, natural resource conservation/management, Capital Improvement Program budget development, utilization of Government Information System resources, CAD site plan development, specification development, master plan development for each park and for the entire park system, and state/local permitting and approvals. Parks and Recreation's capital funding comes from the net balance of each fiscal year's actual operating revenue minus the operating expense. In addition, grant and contribution revenue offset capital project expenses.
- **Concessions and Conference Centers** – Parks staff operates concessions at Red Oaks and Waterford Oaks waterparks and at Groveland Oaks. Golf course grill rooms and the conference centers at Addison, Glen, Springfield and White Lake Oaks are operated by outside vendors. The table below shows the annual number of guests who attended banquets and other events at the four conference centers.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Conference Center Guests	90,588	90,915	87,436	89,888

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

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Golf Rounds	118,205	109,100	104,498	105,855
Driving Range Buckets of Balls	6,073	5,623	6,028	5,488
Foot Golf Rounds	N/A	N/A	44	658
Golf League Attendance	47,574	42,942	42,158	46,696
Golf League Program	6,370	5,939	5,842	5,370

- **Parks and Facilities** - The Parks staff provide recreation facilities for the general public's use. These facilities consist of, but are not limited to; day use sites, picnic areas, pavilions, swimming beaches, lake access for boating and fishing, multi-use trails, campgrounds and the Oakland County Market.

Performance Measures	FY2013 Actual	FY2014 Actual	FY2015 Actual
Parks, Dog Parks, Market Visits	537,891	567,150	662,181
Campground Visits	101,422	117,095	119,806
Waterpark Visits	159,000	156,024	189,755
Facility Usage and Rentals	192,886	215,150	251,343

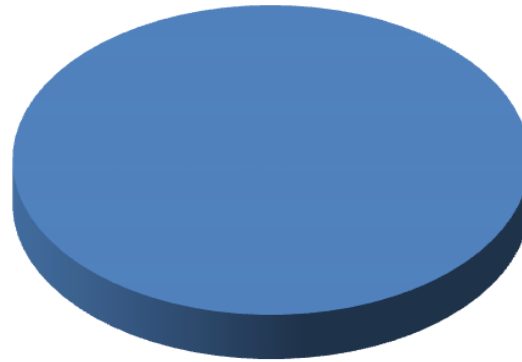
- **Recreation Programs and Services** - The Recreation staff provide the day to day operations of the recreation facilities, programs and special events. These include, but are not limited to; Red Oaks Waterpark, Waterford Oaks Waterpark, Mobile Recreation, BMX, as well as adaptive and senior recreation programming. This section hires and trains approximately 1,100 volunteers that play an integral part in providing recreation opportunities park wide. The Recreation staff provides recreational opportunities at the Oakland County Parks facilities as well as in partnership with other communities, organizations and special interest groups. The nature staff at the Lewis E. Wint Nature Center and Lyon Oaks County Park provides a system wide environmental education program at the nature centers, day use parks and waterparks. The naturalists are involved with outreach programs for service organizations, volunteers, scouts and Oakland Schools. The Nature interpretive staff monitors and inventories the natural history of the parks. In addition, they are involved in the Oakland County Parks and Recreation's management of its natural resources.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Adaptive Program Participation	5,614	4,501	5,114	8,368
Nature Program Participation	19,558	17,135	15,688	19,103
Bus Trips Participation	19,727	23,228	26,635	28,835
Mobile Recreation Participation	125,336	97,673	75,577	126,663

- **Facilities Maintenance** - The Facilities & Maintenance staff is responsible for the preventive maintenance, repair maintenance, building and renovation of the parks' system significant buildings and facilities. These facilities include, but are not limited to; campgrounds, restroom facilities, pavilion shelters, clubhouse and activity center buildings, banquet facilities, office buildings, septic systems, water towers, maintenance facilities and storage buildings. The Facilities & Maintenance staff includes highly skilled trades' personnel. This section has a large pool of construction equipment and vehicles. It has a full-time auto mechanic that maintains and repairs this floating equipment, as well as all the Mobile Recreation equipment that includes: trailers, buses, and trucks.

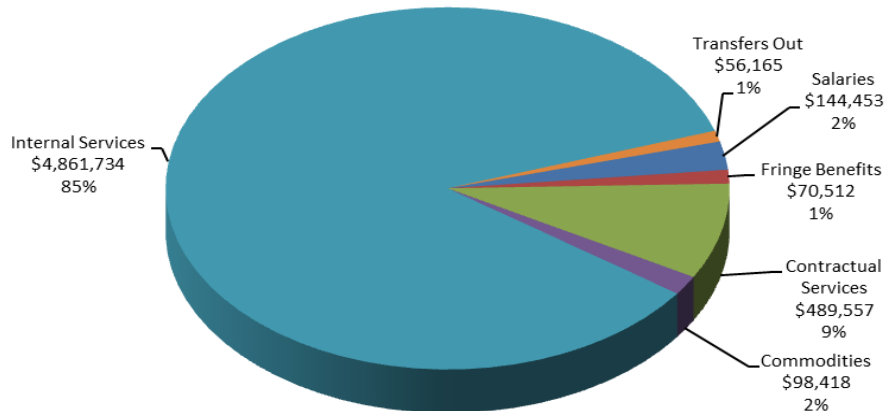
Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Work Orders	163	144	98	70

Budget Distribution by Division (GF/GP)

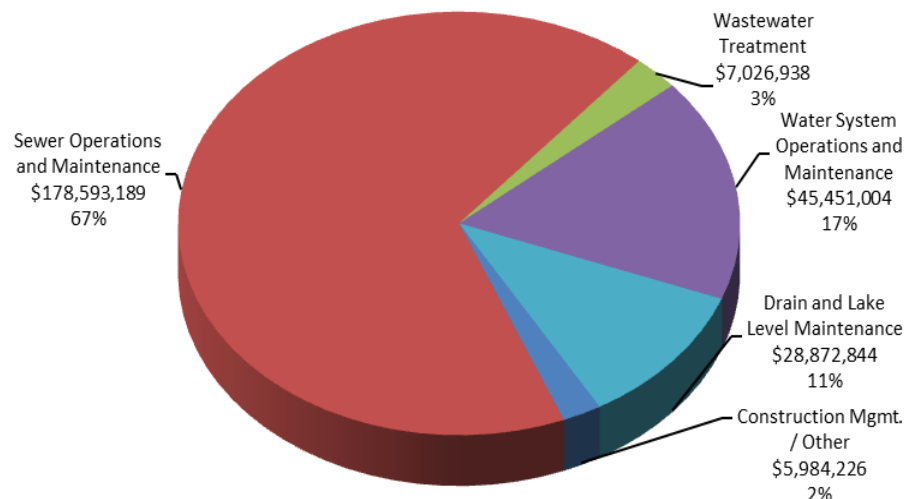


Water Resources
Administration
\$5,720,839
100%

Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Mission

The Water Resources Commissioner's office provides leadership in areas of regional cooperation while making responsible decisions about infrastructure, the environment and water quality.

Department Summary

The Water Resources Commissioner's office is a key component in providing quality water, drainage systems and sewage disposal systems that protect the environment and promote responsible growth. State law, Act 40, of the Public Acts of 1956, as amended, also known as the Michigan Drain Code, gives the office responsibilities to govern legally established drainage systems within Oakland County. The Water Resources Commissioner also has additional statutory authority as well as responsibilities delegated by the Oakland County Board of Commissioners. These responsibilities include the operation and maintenance of county-owned sewers and many individual municipal sewer systems and drinking water systems. Other functions include operation and maintenance of facilities such as sewage pump stations, retention treatment basins, stormwater retention facilities and lake level augmentation sites. Additionally, duties include drain and sewer construction inspection, sewage flow metering, engineering plan review and permitting, as well as a soil erosion control program to monitor construction activities to protect Oakland County lakes and streams from the effects of soil erosion and sedimentation.

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Total Water Resources Administration	\$5,485,997	\$5,231,178	\$5,720,839	\$5,702,832	\$5,735,455

Current Issues

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

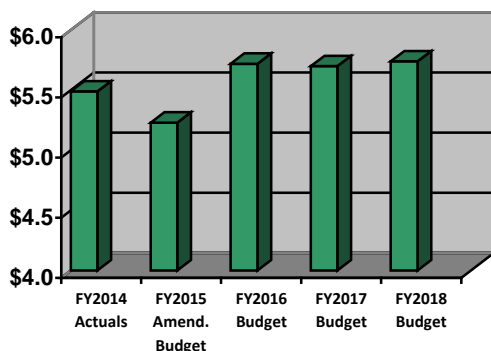
Current Issues (con't)

- Several water, sewer and drainage projects are currently being constructed.
- Significant upgrades to sewage disposal systems currently are under construction or in the design stage will assist local communities in resolving infrastructure challenges to protect water quality while promoting environmental integrity.
- Environmental outreach programs are being continued to meet Oakland County stormwater permit requirements that promote the protection of the eco-system.

Department Goals

- Provide responsible management of the environment and the protection of public health.
- Provide leadership in the region for water resources management through education, innovation and technical expertise.
- Provide excellent customer service with an emphasis on convenience, cost-effectiveness and professionalism.
- Provide a team-oriented workplace that values safety, trust and creativity.

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



Department Expenditures by Category (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	136,206	140,246	144,453	144,453	144,453
Fringe Benefits	76,136	68,535	70,512	70,512	70,512
Contractual Services	393,206	489,557	489,557	389,557	389,557
Commodities	95,786	98,418	98,418	98,418	98,418
Internal Services	4,737,350	4,378,257	4,861,734	4,943,727	4,976,350
Transfers Out	47,313	56,165	56,165	56,165	56,165
Total GF/GP Expenditures	\$5,485,997	\$5,231,178	\$5,720,839	\$5,702,832	\$5,735,455
<u>Other Funds</u>					
Clinton-Oakland SDS	36,039,243	37,148,154	38,203,812	37,221,007	37,231,053
Drain Equipment	26,707,270	34,508,005	38,813,701	39,976,215	40,265,458
George W. Kuhn SDS	48,094,150	50,118,827	50,020,273	50,041,027	50,054,759
Evergreen-Farmington SDS	39,085,297	39,740,136	41,491,813	41,510,794	41,524,834
Huron-Rouge SDS	5,433,721	6,381,524	6,109,117	6,102,171	6,103,503
Water and Sewer Trust	78,639,699	89,163,352	85,568,646	85,793,858	85,941,391
Total Other Funds	\$233,999,380	\$257,059,998	\$260,207,362	\$260,645,072	\$261,120,998
Total Expenditures	\$239,485,377	\$262,291,176	\$265,928,201	\$266,347,904	\$266,856,453

Summary of Major Program Changes

Revenues

In FY 2016, revenues increased \$5,378 as a result of increased Soil Erosion Fees \$50,000 due to improvement in the housing market which is offset by decreased Reimbursement General Revenue (\$43,850) for drain administration labor allocation to special revenue and proprietary funds.

In FY 2017, revenues decreased due to the anticipated 2016 completion of the Stormwater, Asset Management and Wastewater (SAW) Grant projects.

Expenditures

Controllable Personnel for FY 2016 includes a 3% salary increase and associated fringe benefits. Internal Services increased \$483,477 as a result of the following: Drain Equipment Labor increased \$447,215 due to the general salary/fringe benefit increase. In addition, Building Space Cost Allocation increased because Facilities Maintenance & Operations determined the rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. Other adjustments reflect changes in rates and usage for Information Technology Operations \$186,723 and Telephone Communications \$22,357. Maintenance Department Charges (\$12,139) and Information Technology Development (\$101,424) allocations are reduced since appropriations for these areas are budgeted in a Non-Departmental account and transferred to departments as needed per the General Appropriations Act.

In FY 2017 Contracted Services decreased (\$100,000) due to completion of the SAW Grant. In addition, Internal Services increased \$81,993 as a result of increased Drain Equipment Labor \$60,680 which reflects a 2% salary increase and associated fringe benefits, and Building Space Cost Allocation \$36,286 increased because building rates are based on full cost recovery for building maintenance and operations. Other adjustments reflect changes in rates and usage for Information Technology Operations (\$10,865) and Telephone Communications (\$4,108).

Water Resources Commissioner - Programs

Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Construction Management	4,209,685	4,610,565	4,674,498	4,681,875	4,690,813
Environmental	405,825	444,471	450,634	451,345	452,207
Site Plan and Plat Review	45,513	49,847	50,538	50,618	50,715
Soil Erosion	728,157	797,498	808,556	809,832	811,379
Sewer Operations & Maintenance	160,834,604	176,150,620	178,593,189	178,875,055	179,216,588
Wastewater Treatment	6,328,208	6,930,833	7,026,938	7,038,029	7,051,467
Water System Operation & Maint.	40,931,540	44,829,384	45,451,004	45,522,737	45,609,656
Drain and Lake Level Maintenance	26,001,845	28,477,958	28,872,844	28,918,413	28,973,628
Total Expenditures	\$239,485,377	\$262,291,176	\$265,928,201	\$266,347,904	266,856,453

Personnel by Program (*)	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Construction Management	7	7	7
Environmental	2	2	2
Site Plan and Plat Review	1	1	1
Soil Erosion	3	3	3
Sewer Operations & Maintenance	248	248	248
Wastewater Treatment	10	10	10
Water System Operation & Maintenance	63	63	63
Drain and Lake Level Maintenance	36	36	36
Total Personnel	370	370	370

(*) Due to Time and Labor Distribution, the number of positions by programs varies from year to year; positions allocated by Program costs.

Water Resources Commissioner's Programs

- Construction Management** - The Construction Management program includes a multitude of engineering tasks necessary for the Water Resources Commissioner to satisfy various state laws and construct a variety of public works facilities. A staff of professional engineers and technical personnel are responsible for the design and construction of new storm drains, sanitary sewers, water mains, wastewater treatment facilities and lake level control measures.
 - Objectives** - To meet the infrastructure needs of local and regional communities by working in close cooperation with local units of government as well as state and federal agencies.
- Environmental** - Environmental program staff members manage the current federal stormwater permit program for Oakland County. This involves developing and implementing water quality programs and coordinating with other Oakland County agencies, subwatershed groups and communities within Oakland County's five major watersheds. Staff members also coordinate required stormwater permit activities, including public education efforts, surface water quality sampling programs, required employee training programs and pollution complaint response through the 24-Hour Pollution Hotline. Additionally, the Oakland County Water Resources Commissioner's office is represented on various interagency environmental and water quality-related projects, and are active on regional planning groups and committees working to define projects and secure state and federal funding to address water quality issues across the watersheds.

Water Resources Commissioner - Programs

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

Performance Measure	FY 2013	FY 2014	FY 2015
Discharge Point Inspections	54	47	83
Environmental Hotline Complaints	24	27	29
Illicit Discharges Eliminated	17	28	24
Estimated Annual Gallons of Pollution Eliminated	378,910	1,466,045	6,428,064

- **Site Plan and Plat Review** - Under the provisions of the Land Division Act, the Water Resources Commissioner's office reviews and approves subdivision plats in Oakland County to ensure that adequate storm drainage facilities have been included in the engineering plan. Additionally, the Mobile Home Commission Act requires this office to review and approve the outlet drainage for new mobile home developments. This program also includes the review and evaluation of site plans for proposed developments to determine involvement with legally established drains under the jurisdiction of this office.
 - **Objectives** - To meet statutory requirements that ensure adequate storm drainage facilities have been included in proposed plats, mobile home developments and proposed developments involving legally established drains under the jurisdiction of this office.
 - **Performance Measures** - The review of subdivision plats, mobile home developments and private development drainage facilities are performed by this office. Other site plans are completed in accordance with state statutes including the Drain Code, the Land Division Act and Mobile Home Commission Act. The Land Division Act states that this office shall approve or reject preliminary plats within 30 days. Once final construction plans are approved, processing of the final plat is required within 10 days. The Mobile Home Commission Act requires that preliminary plans be approved or rejected within 60 days.
- **Soil Erosion** - This program serves 48 communities in Oakland County through regular construction site inspections and when necessary, initiates enforcement with the cooperation of local communities in accordance with Part 91 of Public Act 451 of 1994, as amended, Soil Erosion and Sedimentation Control.
 - **Objectives** - To protect Oakland County's lakes, streams and wetlands from the preventable and detrimental effects of accelerated soil erosion and sedimentation as development occurs.

Performance Measure	FY 2013	FY 2014	FY 2015
Inspection Visits			
Commercial Permits	5,365	6,067	5,629
Single Family/Single Lot /Residential Permits	16,863	19,407	18,142

Performance Measures	FY 2013	FY 2014	FY 2015
Average Days for Plan Reviews			
Commercial Permits	5.25	6.10	5.75
Single Family/Single Lot /Residential Permits	1.60	1.10	.75

Water Resources Commissioner - Programs

- **Sewer System Operations and Maintenance** – The Water Resources Commissioner’s office is responsible for several major sewer interceptor systems that serve local communities. Maintenance operations consist of pipe cleaning and repairs, manhole inspection and repairs, and digital video inspection of the pipe systems on a routine basis. In addition, there are contracts with 17 separate communities for this office to operate and maintain their lateral collection systems. Billing services for communities are provided as requested. This program also provides regulatory plan reviews for proposed sewer extensions which connect directly into the Oakland County interceptor systems.

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

Performance Measures	FY 2013	FY 2014	FY 2015
Total Sewer Miles	1,340.3	1,321.1	1,411.7
Retail Sewer Customers	36,067	36,199	36,357

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

- **Past and Proposed Projects** – The Pontiac Wastewater Treatment Facility saw numerous improvements between 2013 and 2015. A major overhaul to the systems involved in the treatment process at the Auburn Plant currently is underway. These projects include the replacement of three critical pumps and upgrades to the sludge handling process. Both the Auburn and East Boulevard Plants received significant updates to their Supervisory Control and Data Acquisition (SCADA), electrical, instrumentation and controls equipment.

In December 2013, improvements to SCADA’s instrumentation and controls also were completed at the Walled Lake-Novi Wastewater Treatment Plant. Additionally, a new 500,000-gallon retention tank was installed to meet current state requirements.

- **Objectives** - To ensure that wastewater treatment and retention treatment basins are operated in accordance with their discharge permits and that they comply with state and federal regulations to preserve and protect water quality.

Performance Measure – Municipal Wastewater Treatment Plants	FY 2013	FY 2014	FY 2015
Commerce Township WWTP:			
Volume Treated (Millions of Gallons)	667	675	686
Volume of Biosolids Land Filled (Dry Tons)	543	487	482
Controllable Permit Violations	0	0	0
Walled Lake Novi WWTP:			
Volume Treated (Millions of Gallons)	732	771	746
Volume of Biosolids Land Applied (Dry Tons)	367	195	407
Controllable Permit Violations	0	0	0

Water Resources Commissioner - Programs

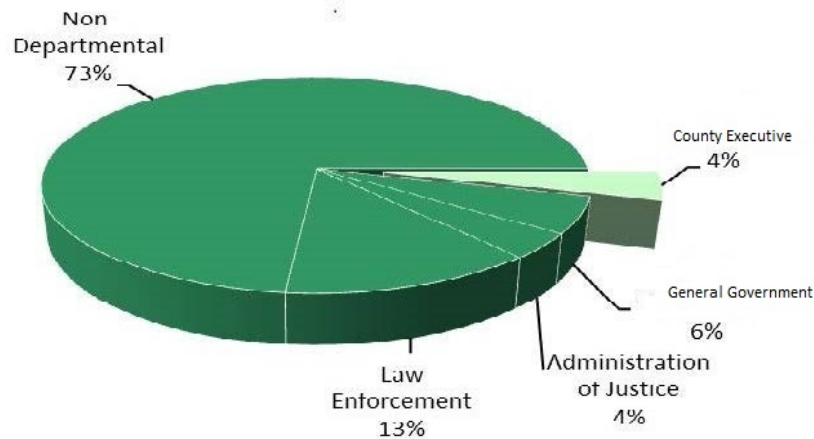
Performance Measure – Combined Sewer Retention Treatment Basins	FY 2013	FY 2014	FY 2015
Overflows	21	17	10
Volume Captured & Treated (Millions of Gallons)	3,742	4,703	2,374
Vol. Returned to Interceptor (MG)	2,435	2,214	1,654
Vol. Discharged to Rivers (MG)	1,361	2,534	732
Controllable Permit Violations	0	0	0

- Water System Operations and Maintenance** - The Water System Operation and Maintenance program includes operation and maintenance of 1,327 miles of water mains and related appurtenances along with 22 local community water systems within 15 municipalities. More than 14,322 fire hydrants and 15,311 gate valves fall under the responsibility of the Water System Maintenance program. Additionally, personnel read 40,923 water meters four times a year as the first step in customer billing. They also install water service connections and water meters. Repairs to broken water mains and fire hydrants are also done on a regular basis. Technical staff review engineering plans for water systems constructed in the communities served by the Oakland County Water Resources Commissioner's office.
 - Objectives** - To provide superior maintenance and operation of water systems with a focus on customer service. This program also seeks to preserve the accuracy and integrity of data collection to ensure proper billing for services rendered.

Performance Measure	FY 2013	FY 2014	FY 2015
New Water Meters Installed	653	870	767
Water Meters Replaced	1,968	1,545	2,031
Water Main Break Service Repairs	137	117	162
New Service Water Permits Issued	902	921	830
Retail Water Customers	41,477	62,082	62,029

- Drain and Lake Level Maintenance** - The Water Resources Commissioner operates and maintains drains established pursuant to the Michigan Drain Code within 61 communities. In addition, 52 lakes are maintained using 35 lake level control structures and seven lake augmentation pumps. Responsibilities include drain and lake level structure inspections, cleaning, repairs and dam operation and maintenance of legally established lake levels.
 - Objectives** - To ensure that facilities are properly maintained and operated in accordance with regulatory requirements.

FY 2016 General Fund/General Purpose Revenues:



County Executive Revenues	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose:					
Management and Budget					
Charges for Services	3,870,518	3,733,968	3,739,568	3,739,568	3,739,568
Total	\$3,870,518	\$3,733,968	\$3,739,568	\$3,739,568	\$3,739,568
Central Services					
Charges for Services	328,557	335,651	320,000	320,000	320,000
Other Revenues	926	300	300	300	300
Total	\$329,483	\$335,951	\$320,300	\$320,300	\$320,300
Human Resources					
Charges for Services	436	475	475	475	475
Total	\$436	\$475	\$475	\$475	\$475
Health and Human Services					
Federal Grants	447,731	444,574	444,574	444,574	444,574
State Grants	4,554,193	4,496,912	4,521,752	4,496,912	4,496,912
Other Intergovern. Revenues	0	54,000	36,000	36,000	36,000
Charges for Services	6,248,493	5,925,598	6,777,612	6,777,612	6,777,612
Contributions	500	0	0	0	0
Other Revenues	118,633	0	0	0	0
Transfers In	4,909	0	0	0	0
Total	\$11,374,459	\$10,921,084	\$11,779,938	\$11,755,098	\$11,755,098
Public Services					
Charges for Services	1,613,628	1,445,495	1,457,200	1,457,200	1,457,200
Other Revenues	4,384	0	0	0	0
Transfers In	63,500	85,765	44,263	44,263	44,263
Total	\$1,681,512	\$1,531,260	\$1,501,463	\$1,501,463	\$1,501,463
Economic Development and Community Affairs					
Charges for Services	520,778	405,410	420,416	439,203	459,754
Contributions	49,826	168,240	44,240	44,240	44,240
Other Revenues	1,000	0	0	0	0
Total	\$571,604	\$573,650	\$464,656	\$483,443	\$503,994
Total GF/GP Revenues	\$17,828,012	\$17,096,388	\$17,806,400	\$17,800,347	\$17,820,898

Budget at a Glance: County Executive Revenues

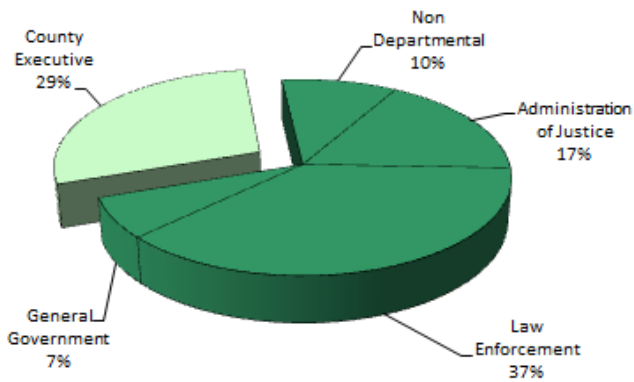
County Executive Revenues (continued)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Other Funds:					
Animal Control Grants	0	31,354	0	0	0
Telephone Communications	2,874,804	3,308,538	3,383,950	3,341,357	3,343,521
Brownfield Consortium Assessmt	275,955	0	0	0	0
Building Healthy Communities	0	55,781	0	0	0
JAG FY2011 to FY2014	46,580	0	0	0	0
Art Culture Film Grant	39,005	40,565	0	0	0
BFC Personnel	451,552	561,304	598,737	598,737	598,737
Child Lead Poisoning	6,719	0	0	0	0
CLEMIS IT	193,234	0	0	0	0
CMH OSAS Medicaid	2,600,000	0	0	0	0
Community Corrections	1,107,103	1,239,119	1,239,119	1,239,119	1,239,119
Community Develop Block Grants	5,516,510	5,631,969	5,759,812	5,759,812	5,759,812
County Veterans Trust	321,540	63,460	63,460	63,460	63,460
Domestic Preparedness Equipmen	1,521,943	766,471	678,428	678,428	678,428
Economic Development Corp	68,630	28,700	28,700	28,700	28,700
Econ Dev Special Projects	190,000	0	0	0	0
Emergency Solutions Grants	275,943	301,785	330,459	330,459	330,459
FEMA Grants	47,199	0	0	0	0
Great Lakes Water Authority	0	3,800,000	0	0	0
Fetal Infant Mortality Review	5,400	5,400	5,400	5,400	5,400
Health Adolescent Screening	82,110	81,000	81,000	81,000	81,000
Health AIDS Counseling	497,900	497,900	497,900	497,900	497,900
Health HIV Surveillance	50,000	35,000	35,000	35,000	35,000
Health Bioterrorism	118,188	57,447	64,947	64,947	64,947
Public Hlth Emerg Preparedness	587,532	404,591	393,664	393,664	393,664
Healthy Communities Planning	63,376	123,498	59,958	59,958	59,958
Health MCH Block	829,670	885,579	885,579	885,579	885,579
Health MDPH OSAS	4,713,780	1,106,258	1,068,646	1,068,646	1,068,646
Health TB Outreach	75,113	49,944	73,413	73,413	73,413
Health Vaccines for Children	105,464	106,137	106,137	106,137	106,137
Health WIC	2,615,952	2,626,138	2,626,138	2,626,138	2,626,138
Hlth Immunization Action Plan	532,283	526,881	526,881	526,881	526,881
Hlth Nurse Family Partnership	583,750	646,040	620,291	620,291	620,291
Hlth Great Parents Great Start	23,162	33,500	0	0	0
REACH	57,599	99,244	0	0	0
Home Inv Partner Act Pontiac	493,180	0	0	0	0
Home Investment Partner Grants	2,595,510	3,342,511	3,372,799	3,372,799	3,372,799
Housing Counseling Grants	17,798	55,976	18,748	18,748	18,748
MSHDA Counseling	33,050	84,000	0	0	0
Nat Foreclosure Mitigation Con	10,200	6,600	6,600	6,600	6,600
National Mortgage Settlement	75,100	19,163	0	0	0
MSHDA HEPA Grant	21,000	0	0	0	0

Budget at a Glance: County Executive Revenues

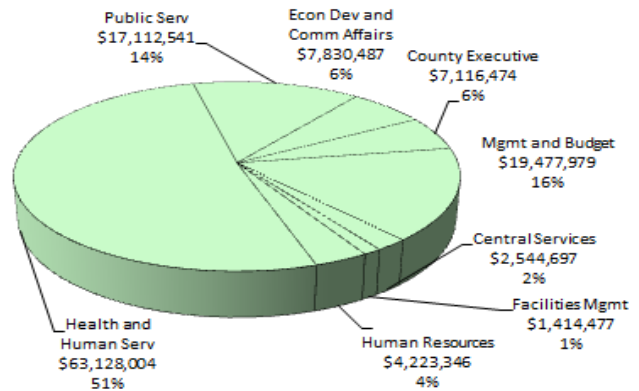
County Executive Revenues (continued)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
JAG 2014 DJ BX 0581	0	10,000	10,000	10,000	10,000
Juvenile Acct Incentive Block	0	13,245	13,245	13,245	13,245
Local Law Enforcement Block Gr	0	87,350	0	0	0
MI Child	17,498	0	0	0	0
Michigan Economic Development	11,498	0	0	0	0
Neighborhood Stblztn Program	1,095,464	298,521	50,000	50,000	50,000
Neighborhood Stblztn Program 3	488,575	0	0	0	0
NSP3 Pontiac	366,221	0	0	0	0
OSAS Adult Benefit Waiver Gt	1,400,000	0	0	0	0
Waste Resource Management	60,301	0	0	0	0
Workforce Development	18,881,209	17,058,003	14,836,711	14,836,711	14,836,711
CLEMIS	11,263,105	8,817,035	10,400,915	9,600,736	9,327,413
Fire Records Management	620,617	685,107	735,089	740,895	744,394
Motor Pool	8,697,707	8,565,885	9,294,424	9,500,402	9,430,293
Radio Communications	6,384,287	9,434,128	12,913,533	13,688,469	12,292,398
Total Other Funds	\$79,010,314	\$71,591,127	\$70,779,683	\$70,923,631	\$69,189,791
Total Revenues	\$96,838,325	\$88,687,515	\$88,586,083	\$88,723,978	\$87,010,689

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

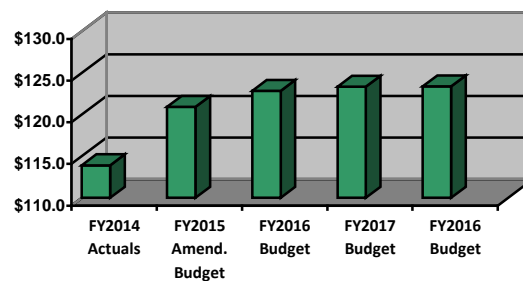
Total County 2016 Adopted Budget



County Executive 2016 Adopted Budget



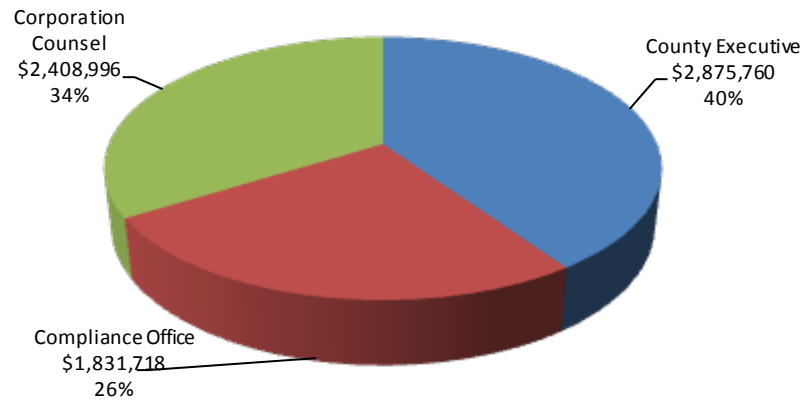
County Executive GF/GP Expenditures (\$ in millions)



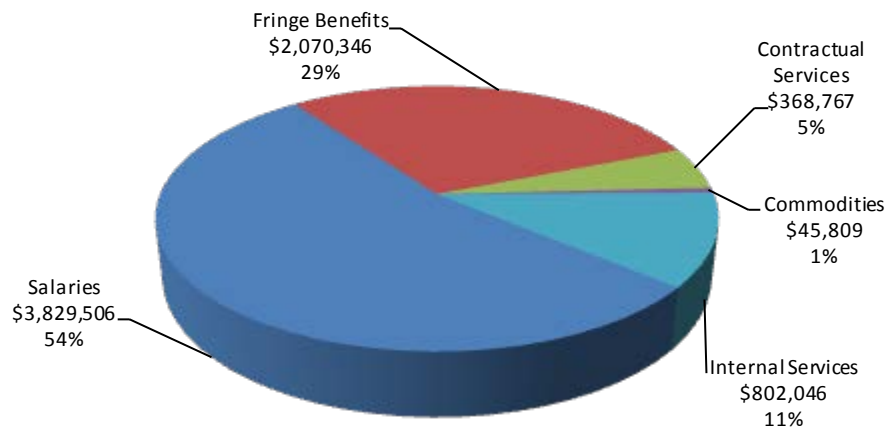
County Executive Expenditures by Department (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
County Executive	6,844,717	7,235,843	7,116,474	7,156,109	7,157,916
Management and Budget	17,503,381	19,370,412	19,477,979	19,531,610	19,533,965
Central Services	2,477,390	2,479,190	2,544,697	2,577,119	2,579,575
Facilities Management Dept	1,134,883	1,226,610	1,414,477	1,258,005	1,258,115
Human Resources	3,619,391	4,235,831	4,223,346	4,248,502	4,249,629
Health and Human Svc Dept	58,124,946	61,618,507	63,128,004	63,410,421	63,423,136
Public Services	16,524,211	16,655,134	17,112,541	17,276,311	17,283,520
Economic Develop/Comm. Affairs	7,666,755	8,105,913	7,830,487	7,879,778	7,900,401
Total Expenditures	\$113,895,674	\$120,927,440	\$122,848,005	\$123,337,855	\$123,386,257

County Executive Personnel by Department (GF/GP)	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
County Executive	51	51	51
Management and Budget	179	179	179
Central Services	19	19	19
Facilities Management Dept	8	8	8
Human Resources	29	29	29
Health and Human Svc Dept	491	491	491
Public Services	138	138	138
Economic Develop/Comm Affairs	55	55	55
Total Personnel	970	970	970

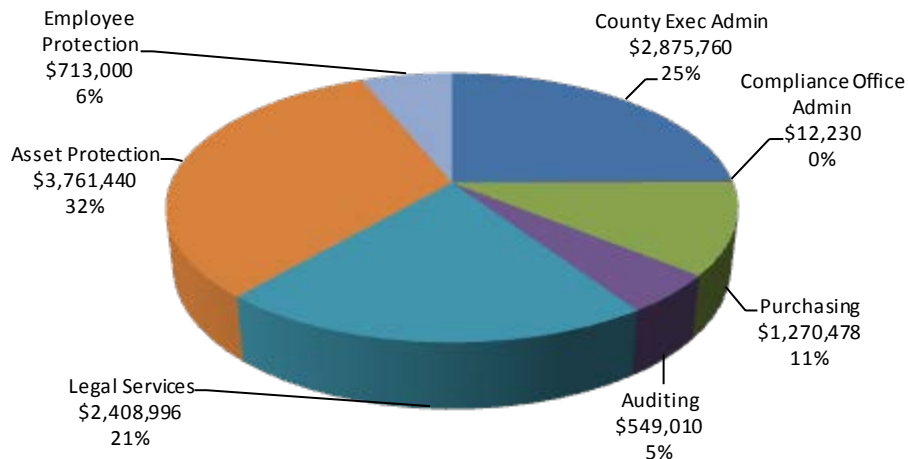
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Mission

Oakland County, Michigan is committed to serving its communities through empowerment and progressive leadership that is entrusted to embrace innovation in every aspect of governmental services.

Department Summary

Pursuant to Public Act 139 of 1973, the voters of Oakland County elected a County Executive form of government in 1974. The County Executive Administration Division is made up of the County Executive and Executive Liaisons. The powers and duties of the County Executive are to supervise, direct and control the functions of County Departments under Executive control. The County Executive is responsible to enforce all orders, rules and resolutions of the Board of Commissioners, including the preparation and submission of a recommended County Budget to the Board each fiscal year. The County Executive coordinates County activities, including appointing directors to head various departments within the Executive branch. The Executive Liaison includes the Media & Communications Office.

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
County Executive	2,887,395	3,226,148	2,875,760	2,897,330	2,898,316
Compliance Office	1,727,121	1,732,677	1,831,718	1,840,750	1,841,162
Corporation Counsel	2,230,200	2,277,018	2,408,996	2,418,029	2,418,438
Total Expenditures	\$6,844,717	\$7,235,843	\$7,116,474	\$7,156,109	\$7,157,916

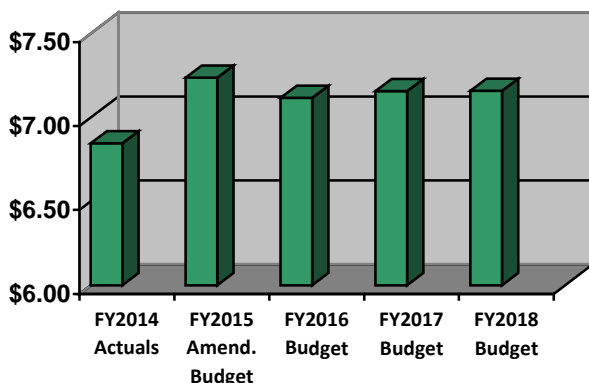
Current Issues

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

Department Goals

- Enhance the quality of life for Oakland County citizens by providing excellent services in the most expedient, dependable and cost-effective manner possible.
- Ensure that county government is fiscally accountable and transparent to its citizens.
- Ensure that services are cost-efficient and effective, quality driven and improving within the resources provided by taxpayers.
- Strive to make Oakland County an economic powerhouse in a global market in order to increase its ability to compete in the corridors of commerce around the world with programs such as Medical Mainstreet and Emerging Sectors.
- Reinforce a commitment to technological advances to enhance the County's ability to compete in the marketplace of the 21st century, provide efficiencies to the county government and local governmental units as well.
- Cultivate partnerships between governments, businesses, educators and artists that produce successful projects, which enhance the quality of life in Oakland County.

Department Expenditures (\$ in millions)



Summary of Major Program Changes**Revenue**

No changes for FY2016 – FY2018

Expenditures

Controllable Personnel for FY 2016 includes a 3% salary increase and associated fringe benefits. Contractual Services decreased primarily due to a Professional Services carry forward from FY 2014 of unspent funds reserved for the Detroit Water & Sewerage Department (DWSD) Evaluation/Alternatives (MR 14295). Internal Services reflects an increase in Building Space Cost Allocation because Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY2015 compared to FY2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations. The increase is partially offset by a decrease in Info Tech Development and Maintenance Department charges which are a result of appropriations being budgeted in a Non-Departmental account and transferred to departments as needed per the General Appropriation Act.

Division Summary

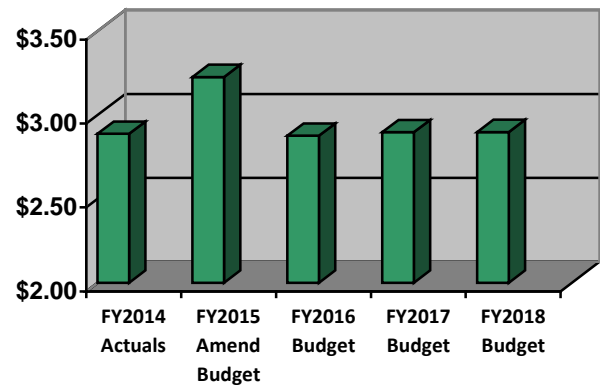
The County Executive Administration is responsible for coordinating County activities, maintaining fiscal policies and interacting with the County Board of Commissioners and other County-wide elected officials. The Administration strives to achieve the goals and objectives as set forth by the County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

Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
County Executive	2,887,395	3,226,148	2,875,760	2,897,330	2,898,316
Total Expenditures	\$2,887,395	\$3,226,148	\$2,875,760	\$2,897,330	\$2,898,316

Division Goals

- Promote economic development and secure jobs within the County;
- Provide fiscal and financial analysis and programs necessary to demonstrate to the public a fiscally-sound County government;
- Retain the AAA bond rating resulting in lower borrowing costs for the taxpayers of Oakland County, including local units of government;
- Ensure policies and programs established by the County comply with required legal and fiscal standards and are adhered to;
- Maintain the quality of life enjoyed by the citizens of Oakland County; and
- Coordinate planning activities involving infrastructure and environmental issues.

Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	1,306,513	1,359,228	1,392,549	1,392,549	1,392,549
Fringe Benefits	810,098	756,246	784,825	784,825	784,825
Contractual Services	294,266	667,505	251,047	251,047	251,047
Commodities	17,944	26,944	26,944	26,944	26,944
Internal Services	458,575	416,225	420,395	441,965	442,951
Total GF/GP Expenditures	\$2,887,395	\$3,226,148	\$2,875,760	\$2,897,330	\$2,898,316
<u>Other Funds</u>					
Great Lakes Water Authority	0	3,800,000	0	0	0
Total Other Funds	\$0	\$3,800,000	\$0	\$0	\$0
Total Expenditures	\$2,887,395	\$7,026,148	\$2,875,760	\$2,897,330	\$2,898,316

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
County Executive Admin	2,887,395	7,026,148	2,875,760	2,897,330	2,898,316
Total Expenditures	\$2,887,395	\$7,026,148	\$2,875,760	\$2,897,330	\$2,898,316

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Executive Services	15	15	15
Total Personnel	15	15	15

- General Executive Services - The County Executive coordinates County activities and appraises management of its affairs, including appointing directors to head various departments within the Executive branch.

The Media & Communications Office is within the Executive Liaison function and provides the following services: distributes press releases, arranges for press conferences, organizes periodic editorial meetings between the major local newspapers and members of the administration, responds to media requests for information and interviews and actively participates in media information releases in connection with Homeland Security events. Media & Communications has been involved in providing public relations and marketing support for the Oakland County Business Roundtable, the Oakland Partnership, the Woodward Corridor Study, World AIDS Day and Student Government Day programs.

Division Summary

The Compliance Office is responsible for the centralized internal auditing and purchasing functions in Oakland County:

- Auditing provides independent internal audit services to Oakland County. Auditing assists the County's administration, management, and elected officials in the effective discharge of their responsibilities by providing analyses, recommendations, counsel, and information concerning the activities reviewed.
- Purchasing is responsible for the acquisition of supplies, materials, equipment, and contracted services used by County departments and countywide elected officials. Purchasing was established as a centralized operation to implement the County's procurement policies, reduce and control acquisition costs, and formalize the acquisition process.

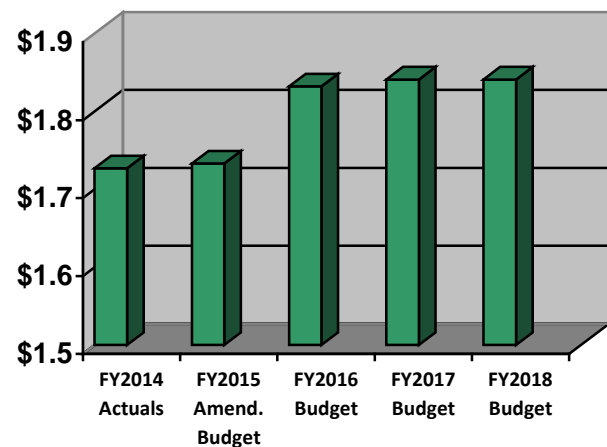
Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Compliance Office	1,727,121	1,732,677	1,831,718	1,840,750	1,841,162
Total Expenditure	\$1,727,121	\$1,732,677	\$1,831,718	\$1,840,750	\$1,841,162

Division Goals

- Foster compliance with the County's policies and procedures, applicable laws and regulations, and best practices by proactively developing relationships with County departments.
- Provide value-added internal auditing and non-audit services to County departments by delivering useful and timely information to audit customers and stakeholders.
- Optimize acquisition costs and the quantity of goods and services purchased while maintaining expenditures within adopted budget parameters.
- Utilize technology to enhance Compliance Office program efficiencies, maximize resources, provide process transparency, and improve accessibility to information.
- Develop staff through training, professional certification, and involvement in professional organizations.
- Fully comply with Generally Accepted Government Auditing Standards.
- Obtain the Outstanding Agency Accreditation Achievement Award from the National Institute of Government Purchasing (NIGP) which recognizes excellence in public procurement.

Division Expenditures

(\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	920,699	956,411	1,013,214	1,013,214	1,013,214
Fringe Benefits	575,256	539,811	586,929	586,929	586,929
Contractual Services	29,563	41,661	41,661	41,661	41,661
Commodities	3,538	8,292	7,591	7,591	7,591
Internal Services	198,065	186,502	182,323	191,355	191,767
Total GF/GP Expenditures	\$1,727,121	\$1,732,677	\$1,831,718	\$1,840,750	\$1,841,162
<u>Other Funds</u>					
	0	0	0	0	0
Total Other Funds	0	0	0	0	0
Total Expenditures	\$1,727,121	\$1,732,677	\$1,831,718	\$1,840,750	\$1,841,162

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Compliance Office Admin	251,444	245,764	255,339	255,355	255,355
Purchasing	1,177,667	1,182,024	1,270,478	1,278,941	1,279,328
Auditing	298,010	304,889	305,901	306,454	306,479
Total Expenditures	\$1,727,121	\$1,732,677	\$1,831,718	\$1,840,750	\$1,841,162

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Compliance Office Admin	2	2	2
Purchasing	12	12	12
Audit	3	1	1
Total Personnel	17	17	17

Compliance Office Programs

- **COMPLIANCE OFFICE ADMINISTRATION** - Administration is responsible for the overall administration of the Compliance Office and oversees the Auditing and Purchasing functions of the County. Activities include providing direction and guidance for the Auditing and Purchasing functions; updating policies and procedures to maintain conformance with Board resolutions, laws, standards, and best practices; budget development and revenue and expense monitoring; staff development and performance; and responding to requests for compliance advice.

Objectives:

- Encourage Auditing and Purchasing staff to obtain professional certifications:
 - Professional designations earned by Audit staff include: Certified Public Accountant (CPA), Certified Fraud Examiner (CFE), Certified Internal Auditor (CIA), and Certified Government Audit Professional (CGAP).
 - Professional designations earned by Purchasing staff include: National Institute of Government Purchasing (NIGP) Certified Professional Public Buyer (CPPB) and Certified Public Procurement Officer (CPPO).
- Encourage participation in professional organizations:
 - The Compliance Officer actively participates on the Detroit Chapter of the Institute of Internal Auditors (IIA) Board of Governors, the Association of Local Government Auditors (ALGA) Board, and the Comptroller General's Government Accountability Office (GAO) Midwestern Inter-Governmental Audit Forum's (MIAF) Executive Committee.
 - The Purchasing Administrator is the Vice Chair of NIGP's Legislative and Position Committee.
 - Two Buyers serve on the Board of the Michigan Public Purchasing Officers Association (MPPOA), and serve as the Co-Chair of the Professional Development Committee and as a member of the Marketing Committee.
- Develop staff by providing opportunities to attend relevant training courses to meet their professional education requirements.

Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual
Percentage of Auditors with Professional Certifications	67%	67%	67%	67%
Percentage of Buyers with Procurement Certifications	67%	67%	83%	83%
Percentage of Compliance Office staff meeting professional education requirements	100%	100%	100%	100%

- **AUDITING PROGRAM** - Auditing's mission is to provide audit and non-audit services that are timely, objective, fact-based, independent, fair and balanced to improve government services and protect the public interest.
 - Auditing provides value-added audit, non-audit, and investigative services to the County administration, management, and elected officials. Auditing reviews and reports on the reliability and integrity of information; compliance with contracts, policies and regulations; and the processes for safeguarding assets, as well as makes suggestions for improvement in operating efficiencies and internal controls. Assignments are completed using a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.
 - Auditing's recurring projects include reconciling the County's cash bank accounts, providing assurance on the accuracy of the County's flexible spending plan activity, auditing areas where maintaining confidentiality is an issue, and investigating cash shortages. Remaining Direct Time hours are allocated to projects based on risk priority, and by request.

Objectives:

- Provide value-added internal auditing and non-audit services to County departments.
- Gain efficiencies in the audit process through standardized processes and the use of technology.

Performance Measures	FY 2012 Actual		FY 2013 Actual		FY 2014 Actual		FY 2015 Actual	
	# of Projects	% of Time	# of Projects	% of Time	# of Projects	% of Time	# of Projects	% of Time
Advisory Services	5	0%	2	0%	2	0%	5	1%
Bank Reconciliations	16	38%	16	42%	15	46%	13	37%
Financial & Compliance Audits	10	33%	4	37%	3	28%	7	36%
Investigations	1	11%	1	8%	0	0%	0	0%
Monitoring	5	16%	6	13%	4	19%	6	15%
Special Projects	2	2%	0	0%	6	7%	2	11%
Total	39	100%	29	100%	30	100%	33	100%

Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual
Direct Time Hours	4,823	4,224	4,760	4,665
Number of audit projects incorporating data analysis	2	3	4	8
Number of continuous auditing or monitoring projects that use data analytics	2	2	1	2

- **PURCHASING PROGRAM** - Purchasing's mission is to provide equal opportunity to the vendor community, while acquiring products and services at the best value for all County departments, through an efficient procurement process.
 - Procurement - Purchasing's procurement efforts are designed to optimize County acquisition costs and the quality of goods and services purchased within the departments' and countywide elected officials' budgetary constraints. Program activities include continuously:
 - Assisting departments and divisions with bid specifications and documents, soliciting bids and proposals, tabulating and evaluating bids and proposals, summarizing solicitation results, and recommending award of contracts or purchase orders.
 - Posting bid solicitations and receiving solicitations on the Michigan Inter-governmental Trade Network (MITN) website that sends e-mail notices to registered vendors/bidders.
 - Actively participating in the MITN community to incorporate "best practices" into the electronic exchange of solicitations and responses.
 - Encouraging vendor participation by attending vendor outreach programs and initiating vendor contacts
 - Instructing county employees on the County's Purchasing Policies and Procedures, Procurement Card Policies and Procedures, and the financial system procurement process.
 - Developing and communicating standardized processes to ensure departmental consistency.

Objective:

- Encourage participation of all vendors in the procurement process.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Bid Solicitations	405	365	324	359
Average Number of Vendors Notified	137	146	178	168
Average Number of Vendors Accessing Bid	26	25	24	24
Average Number of Responses per Bid	4.37	4.45	5.02	4.83
Number of Fully Electronic Bids Received	n/a	166	115	116
Purchase Orders Generated	26,045	18,788	18,692	19,248
Total Purchase Order Expenditures (millions)	\$129.9	\$143.8	\$177.5	\$190.7
New Contracts	276	343	328	311

- Cooperative Purchasing - Purchasing administers and operates a cooperative purchasing program used by over 2,100 municipalities. Participating cities, villages, townships (CVTs) and counties are able to take advantage of economies of scale and scope to achieve more favorable pricing by combining their purchase quantities or consolidating the services being bid out. This proves particularly beneficial to smaller CVTs. To foster our efforts, Oakland County works with and actively pursues membership in governmental purchasing cooperatives.

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

Objective:

- Expand cooperative purchasing efforts with, and the number of extended contracts available to, other counties and CVTs.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Number of Cooperative Contracts	23	26	34	37

Purchasing, in cooperation with MITN, is developing a web based module to track CVT participation and expenditures on the County's cooperative contracts.

- Contract Administration - Purchasing performs contract administration for multi departmental professional service, maintenance, and blanket order (supply) contracts. Contract administration includes bidding and negotiations, budget verification, and monitoring the price and invoicing process.

Purchasing verifies that County vendors maintain the contracted level of insurance coverage throughout the length of the contract.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Number of Multi-Department Contracts	69	66	65	58

- P-Card Administration - The County's Procurement Card (p-card) Program allows departments to use County-issued credit cards to make purchases (products, travel, professional development). Merchant codes are used to control the types of purchases cardholders are authorized to make. The administration of the program includes loading transactions from the credit card bank into the financial system, training cardholders and department reconcilers, monitoring daily transaction reports for use and abuse, and rectifying purchase disputes. Purchasing staff continually analyzes data to identify procurement trends to use to develop p-card vendor contracts and update procedures.

Objective:

- Expand p-card usage to gain ordering and payment efficiencies.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Number of P-Card Transactions	26,045	27,393	29,470	29,421
Total P-Card Expenditures (millions)	\$6.26	\$6.39	\$6.54	\$6.41
P-Card Transaction Average	\$240	\$245	\$233	\$229
P-Card Vendor Contracts	n/a	17	21	27

Division Summary

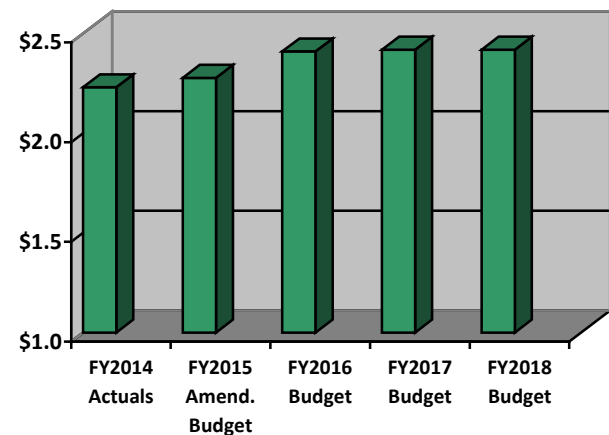
Pursuant to P.A. 139 of 1974 (MCL 45.563(e)), Corporation Counsel performs all civil law functions for the County. The Department supervises and manages all civil cases filed against the County, its divisions, departments, officials, and employees; assists in negotiating business transactions with third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

Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Corporation Counsel	2,230,200	2,277,018	2,408,996	2,418,029	2,418,438
Total Expenditures	\$2,230,200	\$2,277,018	\$2,408,996	\$2,418,029	\$2,418,438

Division Goals

- Efficiently and accurately provide a high quality of professional legal services to Oakland County and its County Executive, Board of Commissioners, and Elected and Appointed Officials.
- Deliver legal opinions to elected and appointed officials, department heads, and managers in a timely manner;
- Work closely with departments to negotiate business transactions with third parties.
- Promptly review contracts with other entities, including grants.
- Closely monitor litigation and outside counsel to insure efficient use of Oakland County financial resources.
- Counsel at law of the various officials and departments.
- Defend the actions or conduct taken by officials and departments of the County.
- Save County funds relating to outside counsel costs and expenses by handling selected civil law cases in-house.
- Advise departments impacted by changes in State and Federal laws.

Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	1,264,925	1,336,633	1,423,743	1,423,743	1,423,743
Fringe Benefits	715,052	676,582	698,592	698,592	698,592
Contractual Services	34,868	47,859	76,059	76,059	76,059
Commodities	8,719	11,274	11,274	11,274	11,274
Internal Services	206,636	204,670	199,328	208,361	208,770
Total GF/GP Expenditures	\$2,230,200	\$2,277,018	\$2,408,996	\$2,418,029	\$2,418,438
<u>Other Funds</u>					
	0	0	0	0	0
Total Other Funds	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,230,200	\$2,277,018	\$2,408,996	\$2,418,029	\$2,418,438

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Legal Services	2,230,200	2,277,018	2,408,996	2,418,029	2,418,438
Total Expenditures	\$2,230,200	\$2,277,018	\$2,408,996	\$2,418,029	\$2,418,438

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Legal Services	19	19	19
Total Personnel	19	19	19

- Legal Services Program** - This program/department handles all civil law functions for Oakland County. These include but are not limited to the following: providing written opinions to the County Executive, Board of Commissioners, elected and appointed officials, and County departments on matters of the law; reviewing, preparing, and/or negotiating contracts, professional services agreements, grants, Freedom of Information Act requests, Board of Commissioners resolutions, and collections on behalf of the County; appearing on behalf of the County in administrative hearings and serving as Parliamentarian to the Board and its standing committees. The nature of legal topics covered runs the entire gamut of civil law: e.g., employment, tax, municipal, constitutional, contracts, real estate, intellectual property, collections, health law, etc. Finally, the Department represents the County in mental health commitment cases.

Objectives

- To efficiently and accurately provide a high quality of professional legal services to Oakland County and its County Executive, Board of Commissioners, and Elected and Appointed Officials.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015** Actual
New Assignments	1,200	1,258	1,431	1,528
Ongoing Assignments	307	360	405	371
Mental Health Hearings	856	846	912	775
	*(8 Jury)	*(4 Jury)	*(4 Jury)	*(3 Jury)
Assignment Totals	2,363	2,464	2,748	2,674

*Jury Total counted in New Assignments Total

**Totals do not include staff time for FOIA Coordinator duties of reviewing FOIA requests and responses

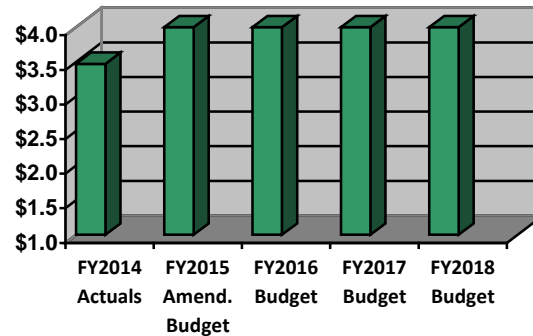
Division Summary

The Risk Management and Safety Division is responsible for establishing programs and processes that support Oakland County's efforts to create the highest quality environment for its residents, visitors and businesses. The Division cost effectively manages County exposure to losses in ways that assure continuity of its operations and protect the County's employees and property.

Division Goals

- Minimize the long-term cost of County activities through the identification, prevention and control of accidental losses and their consequences;
- Apply risk management techniques through aggressive claims management to minimize the adverse effects of losses and to serve as a cost reduction center;
- Preserve the County's assets and service capabilities from destruction or depletion;
- Protect the County against the financial consequences of accidental losses of a catastrophic nature through cost effective risk transfer where economically feasible.

Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Other Funds					
Fringe Benefits	640,970	709,800	713,000	734,000	757,000
Building Liability Insurance	2,830,266	3,533,550	3,761,440	3,804,198	3,828,494
Total Expenditures	\$3,471,236	\$4,243,350	\$4,474,440	\$4,538,198	\$4,585,494

Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Asset Protection	2,830,266	3,533,550	3,761,440	3,804,198	3,828,494
Employee Protection	640,970	709,800	713,000	734,000	757,000
Total Expenditures	\$3,471,236	\$4,243,350	\$4,474,440	\$4,538,198	\$4,585,494

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Asset Protection	6	6	6
Employee Protection	3	3	3
Total Personnel	9	9	9

Risk Management Programs

- **Asset Protection** - Risk Management categorizes County exposures and determines the most cost effective method of protecting our assets by self-insuring or by transferring the risk through the purchase of insurance. Risk Management handles all self insured liability claims against the County and oversees all insured claims and litigated matters.

Objectives

- Risk Management objectives are to identify, analyze and evaluate all risks which could adversely affect the assets and operations of Oakland County and to implement programs to eliminate, reduce, transfer insure or self-insure risks at the lowest costs. In addition, Risk Management will ensure all just claims are settled and the others are vigorously defended.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
<u>Subrogation</u>				
Number of Subrogations	47	67	53	53
Subrogation Amount Collected	\$58,484	\$53,517	\$73,992	\$37,288
<u>General Liability Claims</u>				
Number of New Claims	20	22	23	20
Claim Amount Paid	\$166,894	\$236,813	\$109,563	\$242
<u>Auto Claims</u>				
Number of Accidents / Incidents	187	214	230	190
Claims Paid	\$20,058	\$160,956	\$261,134	\$8,732

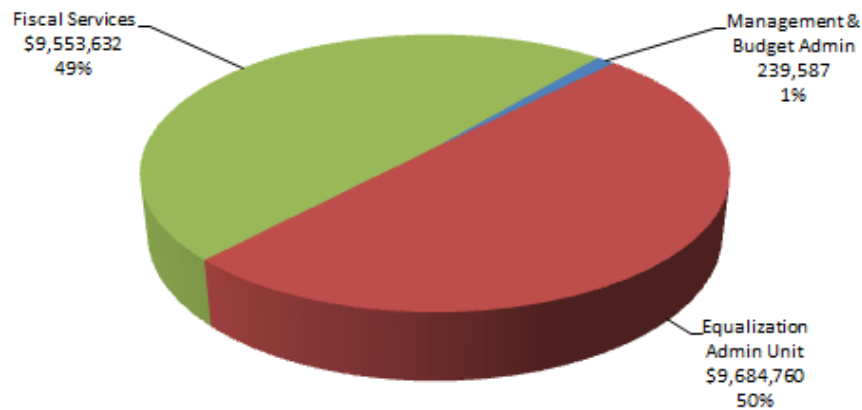
- **Employee Protection** - The Risk Management program is primarily related to preventing County employees from injury on the job and the administration of the Worker's Compensation Program for Oakland County employees that may be injured on the job. Risk Management personnel conduct work site safety inspections (including MIOSHA inspections) and conduct a variety of training programs to County employees. These activities are intended to reduce the number of injuries and to eliminate workplace hazards.

Objectives

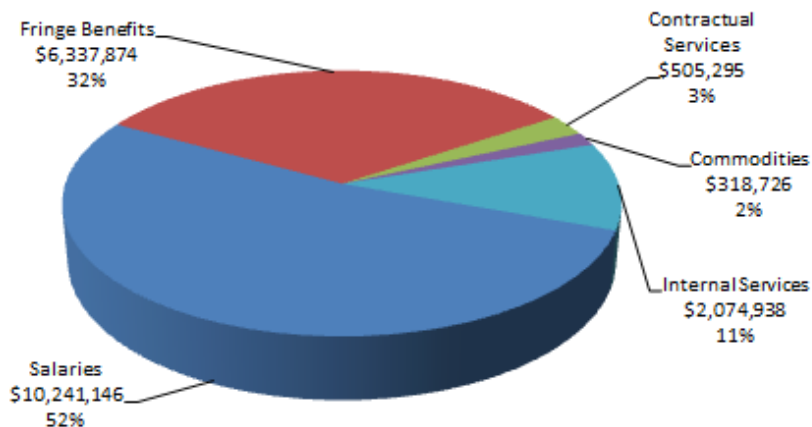
- To return employees to a productive status as soon as practical.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
<u>Worker's Comp Claims</u>				
Number of Claims	237	316	319	324
Indemnity	50	69	57	66
Medical	187	193	201	196
Open	48	79	72	87
Total Claims Paid	\$952,528	\$2,257,377	\$1,368,949	\$1,241,232
<u>Employee Safety Activity</u>				
Safety Inspections / Inspections & Loss Control Visits	59	49	63	88
Training Classes Held	62	64	98	138

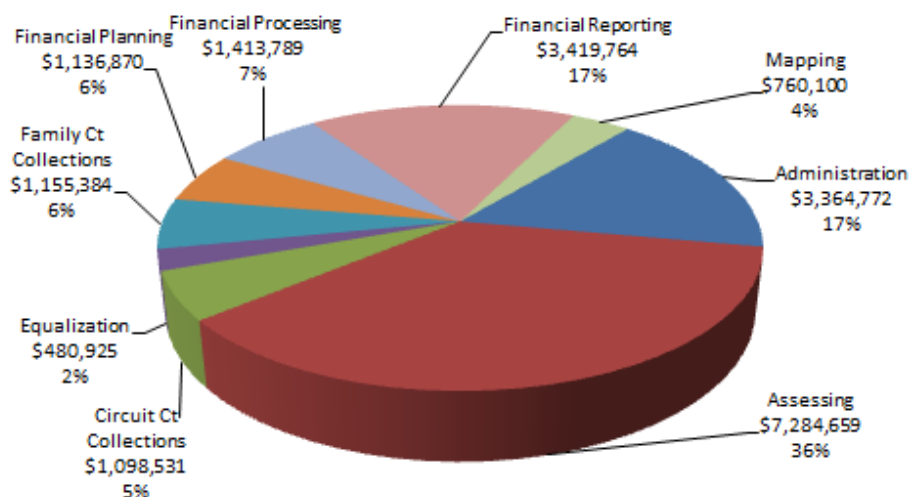
Budget Distribution by Division (GF/GP)



Budget Distribution by Department (GF/GP)



Budget Distribution by Program (All Funds)



Mission

The **Department of Management and Budget** strives to maintain the **highest standards** of fiscal stewardship on behalf of the County Executive, the other county elected officials, the employees, and the citizens.

This includes the duty to:

- be **proactive** in making recommendations to the County Executive,
- **protect** the county's financial resources and assets, and
- **execute** fiscal policy.

This **guiding set of values** applies to the overall management of the department's responsibilities as it relates to financial resource allocations, compliance with the county's general appropriations act and other statutory mandates, financial planning, financial reporting, operational efficiency enhancements, cost effectiveness, and citizen service level enhancements.

Department Summary

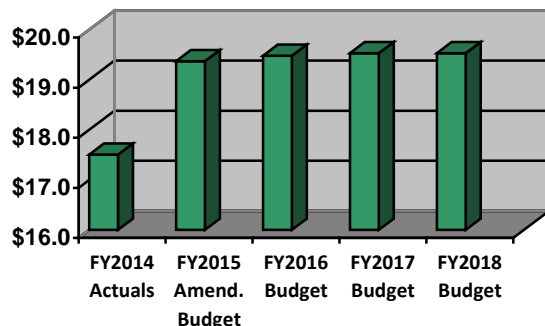
The Department of Management and Budget (DMB) was established under the authority of Public Act 139 of 1973, the Unified Form of County Government Act, and Public Act 621 of 1978, the Uniform Local Budgeting Act. DMB supervises the preparation and execution of the County's Triennial Budget and maintains expenditure control; performs all central accounting functions, including payroll and accounts payable/receivable; promotes fiscal responsibility across departments; coordinates with the internal audit division to oversee internal accounting controls and separation of duties; collects moneys owed the County not within the jurisdiction of other County departments; contracts to provide assessing services to local municipalities and prepares the annual property tax reports, including the Equalization Report and the Local Tax Report; performs the equalization function; participates in major County initiatives as fiscal advisor. The DMB Director also directs the central purchasing function, which was relocated from DMB to the County Executive Administration as part of a managerial reorganization in FY 2013, which resulted in ongoing annual savings of \$180,000.

The Director of DMB is designated as the Fiscal Officer of Oakland County by the County Board of Commissioners.

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Management and Budget Admin	242,084	236,937	239,587	240,750	240,804
Equalization Admin Unit	8,481,586	9,492,042	9,684,760	9,698,705	9,699,286
Fiscal Services	8,779,711	9,641,433	9,553,632	9,592,155	9,593,875
Total Expenditures	\$17,503,381	\$19,370,412	\$19,477,979	\$19,531,610	\$19,533,965

Department Expenditures

(\$ in millions)



Current Issues

- The DMB Administration's primary focus has been on future financial planning for long-term budgetary sustainability after having met the prolonged severe financial challenges of the Great Recession.
- Management and Budget works with local Cities, Villages and Townships (CVT's), and through various professional associations by providing technical support and shared information to assist with financial forecasting and best practices that are utilized by Oakland County.

Current Issues (Continued)

- In 2010, Oakland County expanded its multi-year biennial budgeting process and implemented a triennial budget. This multiple year "rolling" budget ensures a current and dynamic long-term outlook to assist the County through its current economic challenges and beyond. In spite of the worst financial period for governments in recent history, Oakland County's budget is projected to be balanced through FY 2020.
- Most recently, a .10 mills reduction was approved by the Board of Commissioners for the 2015 tax levy, bringing the County's millage rate down to 4.09 mills for general operations, well below the maximum authorized rate of 4.2168. The budget includes an additional .05 mills reduction for 2016 which will bring the millage rate down further, to 4.04 mills. As a result of state tax limitation laws, DMB will continue to monitor the variables that could potentially reduce the future maximum authorized millage rate. The plan is to continue the County's past practice of maintaining a millage rate which remains below the maximum authorized rate.
- A large percentage of employees are currently eligible to retire, and it is anticipated that many will choose to exit the workplace over the next several years. This will create both challenges and opportunities for all County departments, including DMB. The biggest challenge will be maintaining current existing high standards of operations as these future retirees exit and take the vast amount of institutional knowledge with them. This also creates promotional and new hiring opportunities. Thus, there is a focus on knowledge transition, professional development, and recruiting high-quality new employees.

Department Goals

Professional Development/Demonstration of Best Practices: A primary goal for DMB is to continue the development of its staff and encourage its employees to pursue professional certification and active involvement in standard-setting organizations. This will help to ensure continued use of best practices in government finance. Included in this goal is to continue receiving all three awards from the Government Finance Officers Association (GFOA) for the Triennial budget document, Comprehensive Annual Financial Report (CAFR), and the Popular Annual Financial Report (PAFR).

Continued Financial Strength: DMB is committed to retaining the AAA bond rating assigned by Wall Street analysts. As part of that effort, DMB will continue its focus on long-term financial planning, which includes preparation of a Triennial Budget as well as a five-year total revenue and total expenditure projection for General Fund/General Purpose operations. Also, DMB will remain committed to prudent budgetary control practices to ensure continued favorable fund balance.

Shared Knowledge and Expertise: DMB management staff share best practices with other organizations and will continue to do so. It does this through a variety of efforts: direct meetings with local officials, both within and outside of Oakland County's borders; formal presentations as invited guest speakers at state and national conferences; guest authors for financial publications; past and current participation on the GFOA Resiliency Task Force at the invitation of the association's president.

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

- Succession planning which includes enhanced training of key employees to provide for a smooth transition as employees are expected to retire at an accelerated rate over the next several years.
- Continued review and update of the accounting policies and procedures.
- Continue to focus on long-term financial planning to attain structural balance in the next few years with structural balance being defined as ongoing annual operating revenues are sufficient to fund ongoing annual operating expenditures. Oakland County deliberately accelerated expenditure reductions during the period of the Great Recession in order to increase equity in the General Fund. Proceeds from the planned growth of General Fund equity in prior years are being used to help cover any remaining structural operating shortfalls through FY 2020. As the budget continues to improve with respect to ongoing revenues, structural operating balance should be attained within the next several years.

Summary of Major Program Changes

Revenue

Charges for Services net increase for FY 2016 reflects conservative changes to the Court Ordered Board and Care and the Late Penalty line items based on actual trends.

Expenditures

Controllable Personnel for FY 2016 includes a 3% salary increase and associated fringe benefits. The overall Internal services decrease is due to Info Tech Development and Maintenance Department Charges which are a result of appropriations being budgeted in Non-Departmental and transferred to departments as needed per the General Appropriation Act. Additionally, Internal Services decreased due to rate and usage adjustment for various line items such as Info Tech Operations. These decreases were partially offset by an increase in Building Space Cost Allocation because Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY2015 compared to FY2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for building maintenance and operations.

Division Summary

Management and Budget Administration is responsible for the overall administration of the Department of Management and Budget and oversees the Equalization and Fiscal Services functions of the County. The Director is designated as the Fiscal Officer of the County and is responsible for ensuring that the County operates within a balanced budget and that all financial transactions and financial reporting are completed in accordance with the accounting and reporting standards set by the Governmental Accounting Standards Board.

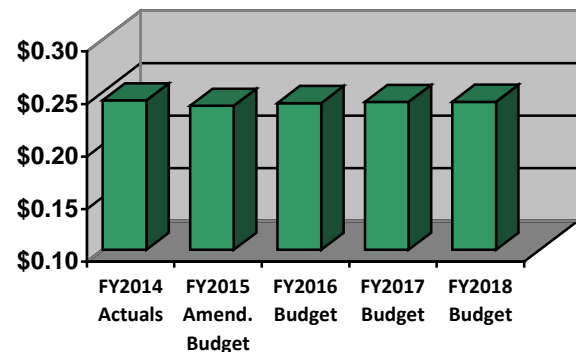
Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Management and Budget Admin	242,084	236,937	239,587	240,750	240,804
Total Expenditure	\$242,084	\$236,937	\$239,587	\$240,750	\$240,804

Division Goals

- Continue a fiscally sound approach to County finances to ensure that expenditures do not exceed the resources available and a balanced budget is maintained.
- Enhance financial stability with an emphasis on long-term planning, cost containment and program efficiency.
- Continue to promote fiscal responsibility among departments.
- Maintain the County's AAA Bond Rating.
- Ensure the integrity of departmental work products and the continued use of best practices through the professional development of Management and Budget staff.

Division Expenditures

(\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	138,558	142,053	146,316	146,316	146,316
Fringe Benefits	85,348	78,128	75,170	75,170	75,170
Contractual Services	3,146	3,917	3,917	3,917	3,917
Commodities	0	100	100	100	100
Internal Services	15,032	12,739	14,084	15,247	15,301
Total GF/GP Expenditures	\$242,084	\$236,937	\$239,587	\$240,750	\$240,804
<u>Other Funds</u>					
Total Other Funds	0	0	0	0	0
Total Expenditures	\$242,084	\$236,937	\$239,587	\$240,750	\$240,804

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	242,084	236,937	239,587	240,750	240,804
Total Expenditures	\$242,084	\$236,937	\$239,587	\$240,750	\$240,804

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Management and Budget Admin	1	1	1
Total Personnel	1	1	1

Management and Budget – Administration Program

- **Administration** - The Administration program is responsible for the overall administration of the Department of Management and Budget (DMB) and oversees the Equalization and Fiscal Services functions of the County. Activities include promoting fiscal responsibility among the departments, providing fiscal advice for major County initiatives, implementing a program management system throughout the County, coordinating technology initiatives within DMB, long range financial planning and presenting the County's financial status to Wall Street and County leaders.

Objective

- Maintain a balanced budget that appropriately allocates limited financial resources while continuing to provide excellent citizen service. Proactively develop recommendations to meet current and future budget challenges resulting from issues such as property tax revenue limitations, reduced State and Federal funding, and rising health costs. Continue to maintain the County's strong financial position as evidenced by low debt and healthy fund balances.

Performance Measures

- Continuation of County's AAA bond rating.
- A multi-year budget plan balanced through Fiscal Year 2018 and a longer-term fiscal outlook which is projected to be balanced through Fiscal Year 2020
- Balanced budget recommendations provided to the County Executive enabling the County to maintain a low general operating tax levy rate which was recently reduced to 4.09 mills for 2015 with another reduction to 4.04 mills planned for 2016. The approved millage rate is less than the authorized maximum rate of 4.2168 mills.
- Enhanced financial reporting transparency through posting of monthly and annual financial reports on the County's web site, which also includes other financial reports that might be of interest to the public such as the actuarial reports for the County's retirement system
- As of September 30, 2014, the defined benefit pension system is fully funded with assets valued at 106% of actuarially accrued liabilities and the retiree health care obligations are fully funded at 121%.
- Achieved departmental operational efficiencies through utilization of available technology resources.

Objective

- Continue the development of Management and Budget staff through professional certification and active involvement in standard-setting organizations. This will help to ensure continued use of best practices in government finance.

Performance Measures

- The DMB Director is a Certified Public Finance Officer (CPFO). This certification is administered by the Government Finance Officers Association (GFOA).
- Oakland County continues to receive all three recognition awards from the GFOA: Distinguished Budget Presentation Award, Certificate of Achievement for Excellence in Financial Reporting, and the Popular Annual Financial Reporting Award.
- The Equalization Manager is required by law to hold a Michigan Master Assessing Officer (4) Certification, the highest level of certification – there are six employees within the Equalization Division that are certified at the highest level. State-wide, there are only 138 people that hold this certification to serve 103 taxing jurisdictions in Michigan. Eighty-six percent of the Division's employees are certified assessors at various levels of certification. The remaining employees who are not certified are primarily new employees and will likely be working on certification in the near future.
- DMB staff has been recognized as subject matter experts by various professional organizations and have been invited to be guest speakers at national and state conferences.

Division Summary

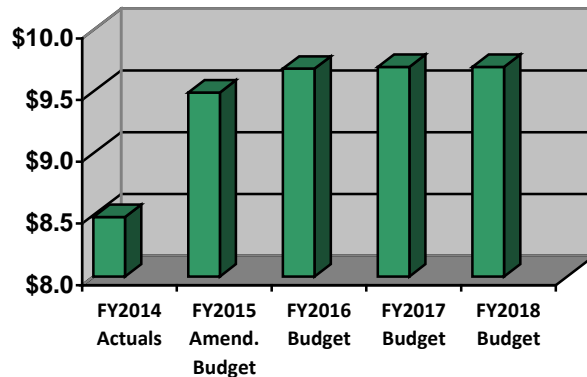
Pursuant to the General Property Tax Law of the State of Michigan, the Equalization Division assists the Board of Commissioners in ascertaining whether the real and personal property in the townships and cities of Oakland County have been equally and uniformly assessed at true cash value. If, on such examination, it deems the assessments to be unequal, it shall equalize the same by adding to or deducting from the valuation of the taxable property in any township or city such an amount as in its judgment will produce a common level of valuation in all 63 assessing units. The division compiles sampling data, reports, and other statistics on property valuations in the County for use by the Finance Committee, and assists in the annual preparation of the Local Tax Report by the Board of Commissioners to the State Tax Commission. The division supervises the preparation of various state required reports; it administers requirements mandated by **Proposal A** and the most current tax law changes. The division provides guidance to local elected officials, assessors and taxpayers on taxation matters. The Equalization Division is also responsible for determining homestead exemptions, ownership transfers, land description changes, taxation exemption determinations as well as handling the appeals pertaining to these activities.

Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Equalization Admin Unit	8,481,586	9,492,042	9,684,760	9,698,705	9,699,286
Total Expenditure	\$8,481,586	\$9,492,042	\$9,684,760	\$9,698,705	\$9,699,286

Division Goals

- To efficiently provide our citizenry and the tax-paying public with high quality products and services within a healthy work environment, encouraging cooperation, honesty, integrity and respect.
- To provide a stable and equitable tax base for each assessing district in the County in order to generate revenues for the support of police, fire, schools, roads, parks, libraries and other services that citizens require.
- To provide assessing services, reappraisals and maintenance contracts for both real and personal property for cities, townships and villages requesting the service.

Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	4,068,521	4,895,758	5,123,021	5,123,021	5,123,021
Fringe Benefits	2,819,195	3,095,687	3,224,422	3,224,422	3,224,422
Contractual Services	158,473	272,378	272,378	272,378	272,378
Commodities	129,064	159,026	159,026	159,026	159,026
Internal Services	1,306,333	1,069,193	905,913	919,858	920,439
Total GF/GP Expenditures	\$8,481,586	\$9,492,042	\$9,684,760	\$9,698,705	\$9,699,286
<u>Other Funds</u>					
Total Other Funds	0	0	0	0	0
Total Expenditures	\$8,481,586	\$9,492,042	\$9,684,760	\$9,698,705	\$9,699,286

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	750,515	1,203,701	1,159,076	1,159,110	1,159,110
Assessing	6,850,678	7,069,357	7,284,659	7,298,570	7,299,151
Equalization	403,380	515,060	480,925	480,925	480,925
Mapping	477,013	703,924	760,100	760,100	760,100
Total Expenditures	\$8,481,586	\$9,492,042	\$9,684,760	\$9,698,705	\$9,699,286

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	6	6	6
Assessing	67	67	67
Equalization	5	5	5
Mapping	10	10	10
Total Personnel	88	88	88

Equalization Division Programs

- **Administration** - Equalization administration provides direction and guidance for the efficient implementation and execution of goals and objectives, oversees budget recommendations for the division, monitors approved budget expenditures, schedules staff training, monitors staff development and performance, responds to public inquiries and requests for information.
- **Assessing** - Provides contracted assessing services for both real and personal property.
 - Real Property Assessing: renders quality assessment services in fulfillment of Equalization Division's responsibilities as the contracted assessor to 32 units of government, maintains and balances assessment rolls in contracted assessing units, provides decisions on homestead applications, property transfer affidavits and various exemption issues raised by taxpayers.
 - Personal Property Assessing: renders quality assessment services as the contracted assessor to 35 local units of government. Three of the local units contract with the division to perform only the personal property portion of the assessing services. This allows them access to current technology and trained staff, ensuring uniform and equitable personal property assessments. Personal property also maintains contact with and provides assistance to all 63 assessing units within Oakland County to achieve uniform and equitable assessments of personal property.
 - Processes Tax Tribunal appeals on behalf of 32 assessing units, starting from the initial filing, to appraisal and final state determination of the property value under appeal.
 - Standards & Data Control: Maintains and updates division manuals pertaining to equalization, real property assessing (residential, commercial and industrial), personal property assessing and office procedures.
 - Reviews and studies state bulletins and communications, incorporating changes into appropriate operating manuals. Annually oversees production and distribution of state mandated reports, Notices of Assessment Change and assessment rolls.
 - Certifies millage rates and rectifies certified rates to spread. Calculates Headlee rollbacks for all assessing units.
 - Monitors Truth in Assessing and Truth in Taxation calculations.
 - Monitors community actions and elections, ensuring that no assessing unit spreads incorrect or untimely tax rates.

Performance Measures

- Update and maintain field records of real property parcels in 32 units of government on contract basis for a total of 193,544 parcels.
- Maintain real property records for approximately 181,526 residential and 12,018 commercial and industrial parcels.
- Attend and assist Board of Review sessions for 32 assessing units.
- Conduct audits of personal property records of taxpayers involving some 25,151 parcels within 35 contracted units of government.

Performance Measures (Parcel Counts)	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Real Property (assessor 32 units)	192,739	192,891	192,242	193,544
File Maintenance (assessor 32 units)	192,739	192,891	192,242	193,544
Personal Property (assessor 35 units)	25,211	25,005	24,112	25,151

- **County Equalization** - Undertakes equalization functions for all classes of property located in Oakland County. Also conducts annual sales, land, and Economic Condition Factor (E.C.F.) studies for each class of property within the county to assist local assessors in valuing all classes of property for assessment purposes.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
<u>Equalization of Parcels:</u>				
Agricultural	455	417	409	389
Business	21,571	21,544	21,346	21,320
Industrial	4,688	4,636	4,626	4,633
Developmental	24	23	0	0
Residential	451,392	451,172	451,966	452,394

- **Mapping / Land Descriptions** - Writes tax descriptions, assigns tax parcel id's and performs GIS parcel mapping for the 63 municipal units within Oakland County. Is responsible for the accuracy of the Land Address maintenance system consisting of 537,031 parcels. This section is also responsible for updating tax descriptions and maps due to street and alley vacations, Circuit Court actions involving platted & unplatted land, and road right-of-way acquisitions.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual
Parcel ID #'s in Land File System	*	535,564	536,163	537,031
<u>Parcels processed to the Land File System:</u>				
Additions	12,137	5,510	1,615	1,866
Deletions	6,557	4,411	1,016	998

*Information not available

Division Summary

The Fiscal Services Division provides all financial services to the County's departments and divisions, with the exception of cash management and investments, which are provided by the Treasurer. The division's responsibilities extend to externally reporting the financial position and economic condition of the County to interested parties, assisting the executive and legislative branches of Oakland County government in the rational allocation of scarce County resources to promote economic and efficient public services, which effectively meet community needs, as well as managing collections for the Circuit, Family, and Probate Courts for all court-ordered fees and determines the ability to pay for various court services.

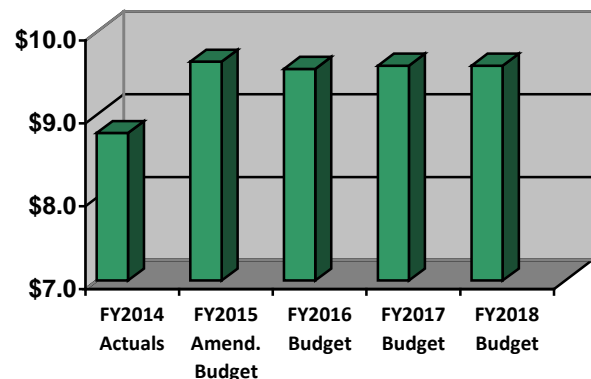
Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Fiscal Services	8,779,711	9,641,433	9,553,632	9,592,155	9,593,875
Total Expenditure	\$8,779,711	\$9,641,433	\$9,553,632	\$9,592,155	\$9,593,875

Division Goals

- Report the financial position and economic condition of the County in an accurate, timely, consistent, reliable manner, leading to the publication of a Comprehensive Annual Financial Report (CAFR) that receives an unqualified audit opinion.
- Issue payments to employees and vendors, for goods and services delivered, in a timely and accurate manner.
- Accurately forecast personnel, contractual services, supplies, equipment, and space requirements for all County activities, and validate needs to accomplish the operational objectives of all County agencies.
- Respond efficiently to requests by elected officials and county staff for financial information and analysis.
- Operate an efficient collections process, assess fees in an accurate and timely manner, and ensure maximum recovery of costs to the Courts and the County.

Division Expenditures

(\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	4,274,159	4,821,004	4,971,809	4,971,809	4,971,809
Fringe Benefits	2,703,551	2,918,084	3,038,282	3,038,282	3,038,282
Contractual Services	161,897	226,800	229,000	229,000	229,000
Commodities	116,767	161,800	159,600	159,600	159,600
Internal Services	1,523,336	1,513,745	1,154,941	1,193,464	1,195,184
Total GF/GP Expenditures	\$8,779,711	\$9,641,433	\$9,553,632	\$9,592,155	\$9,593,875
Other Funds					
JAG FY2011 to FY2014	46,580	0	0	0	0
Community Develop Block Grants	51,637	80,314	91,860	91,860	91,860
Local Law Enforcement Block Gr	0	(763)	0	0	0
Workforce Development	67,266	70,435	74,484	74,484	74,484
Fringe Benefits	95,012	94,000	97,400	99,300	100,200
Parks and Recreation	337,816	316,491	373,071	373,071	373,071
Total Other Funds	\$598,311	\$560,477	\$636,815	\$638,715	\$639,615
Total Expenditures	\$9,378,022	\$10,201,910	\$10,190,447	\$10,230,870	\$10,233,490

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	1,379,263	1,453,733	1,063,879	1,064,493	1,064,493
Financial Planning	940,719	1,048,379	1,136,870	1,144,161	1,144,498
Financial Processing	1,457,736	1,330,120	1,413,789	1,417,688	1,416,636
Financial Reporting	2,751,461	3,279,626	3,419,764	3,438,650	3,441,567
Reimbursement Administration	938,319	887,722	902,230	911,963	912,381
Circuit Court Collections	933,909	1,082,309	1,098,531	1,098,531	1,098,531
Family Court Collections	976,615	1,120,021	1,155,384	1,155,384	1,155,384
Total Expenditures	\$9,378,022	\$10,201,910	\$10,190,447	\$10,230,870	\$10,233,490

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	8	8	8
Circuit Court Collections	16	16	16
Family Court Collections	16	16	16
Financial Planning	9	9	9
Financial Processing	20	20	20
Financial Reporting	30	30	30
Total Personnel	99	99	99

Fiscal Services Programs

- **Administration** - The Administration is responsible for obtaining and managing the personnel, contractual and technological resources of the division. This activity includes hiring the staff; providing a growth path for deserving individuals and professional development opportunities for staff; and supervising contractual and technological resources, specifically the 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	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
General Fund Balance	\$201,161,884	\$223,429,440	\$242,773,039	\$253,984,574	\$260,204,393

- Dissemination of County financial information to the widest audience through electronic means, by placing, and updating when appropriate, the following information on the County's website: the County's Triennial Budget document (both line-item and summary); the County's Comprehensive Annual Financial Reports (CAFR); the County's Popular Annual Financial Reports (Financial Summaries); monthly budget to actual reports for all County agencies and funds; the County's Indirect Cost Allocation Plan; the County's Single Audit Reports; the County's Pension and VEBA valuation reports; and quarterly forecast reports.

Objective (Cont.)

- Also, the Administration is responsible to maintain an Investor Relations website, in conjunction with the Treasurer's Office, that serves as a "one-stop shop" for information regarding Oakland County's financial position, including financial planning and budgeting, financial reporting and outstanding obligations such as bonds, notes, certificates of participation, and employee benefits; and maintain an updated "Accounting and Transparency" site that includes a Citizen's Guide, Performance Dashboard, Debt Service Report and Projected Budget Report.
- Financial Planning** - The program of Financial Planning consists of two activities. The first is to accurately forecast personnel, contractual services, supplies, equipment, and space requirements for all County activities and to validate quantities needed to accomplish the operational objectives of all County agencies. The second is to monitor implementation of the triennial salaries, operating and capital budgets, and to report variances and proposed adjustments on a timely and accurate basis to assist management and the Board of Commissioner's in the County's decision-making process. This second activity includes responding to requests for financial analysis as well as providing recommendations for fiscal improvements.

Objectives

- Develop and maintain the triennial budget that provides flexibility to meet unanticipated and emergency needs.
- Accurately forecast General Fund/General Purpose Funds revenues and expenditures and Proprietary Funds revenue and expenses through the quarterly financial forecast process.
- Financial Processing** - The activities in this program area include the receipting and disbursing functions, and are conducted with the goal of achieving accuracy and timeliness while maintaining appropriate records for federal and state reporting. The receipting function involves accurately recording all exchange (charge for services) and non-exchange revenues received by the County. Disbursements include payroll activities and vendor payments.

Objective

- Issue paychecks to employees in accordance with all requirements including the filing of all tax statements.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Average number of payments issued per pay period	4,358	4,332	4,307	4,319	4,399
Average gross payroll each pay	\$7,962,918	\$8,026,576	\$7,954,292	\$8,089,529	\$8,528,621

Objectives

- Record revenue items in an accurate manner.
- Process vendor payments and maintain appropriate records for Internal Revenue Service.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Number of direct vouchers	69,411	65,113	58,471	57,249	58,393
Number of purchasing payments	32,211	28,581	27,159	26,966	29,286
Number of cancelled payments	899	885	982	890	1,009

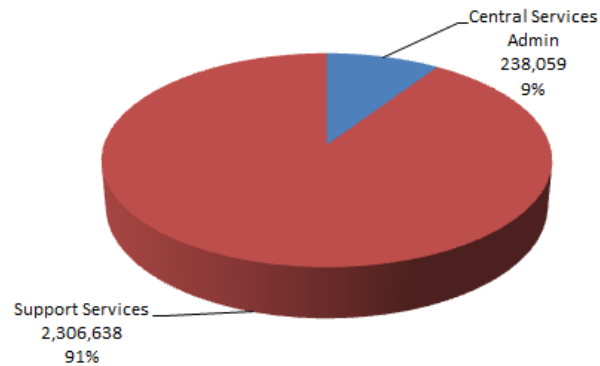
- **Financial Reporting** - This program area is responsible for reporting the financial position and economic condition of the County in accordance with the standards set by the Governmental Accounting Standards Board (GASB). Independent Certified Public Accountants verify that the financial reports meet the GASB standards. This effort culminates in the Comprehensive Annual Financial Report (CAFR) which is produced under the guidelines established by the Government Finance Officers Association (GFOA). The reporting activity also includes the publication of reports required by Federal guidelines for grants, reports required by the Michigan Department of Treasury pursuant to state statutes, and special reporting needs of various departments. This function publishes a summarized annual report that is intended for use by the general public. This document is called the Popular Annual Financial Report (PAFR) and is reviewed by the GFOA for appropriate content.

Objectives

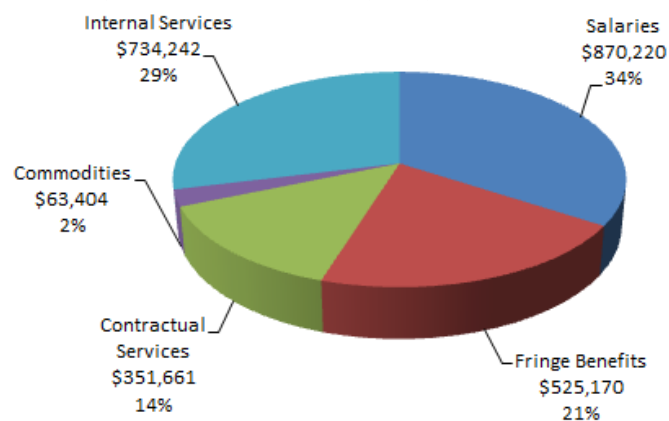
- Provide timely and accurate external financial reporting.
- Receive the Government Finance Officers Association (GFOA) awards for the Comprehensive Annual Financial Report, Popular Annual Financial Report and Triennial Budget documents.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Number of awards received	3	3	3	3	3

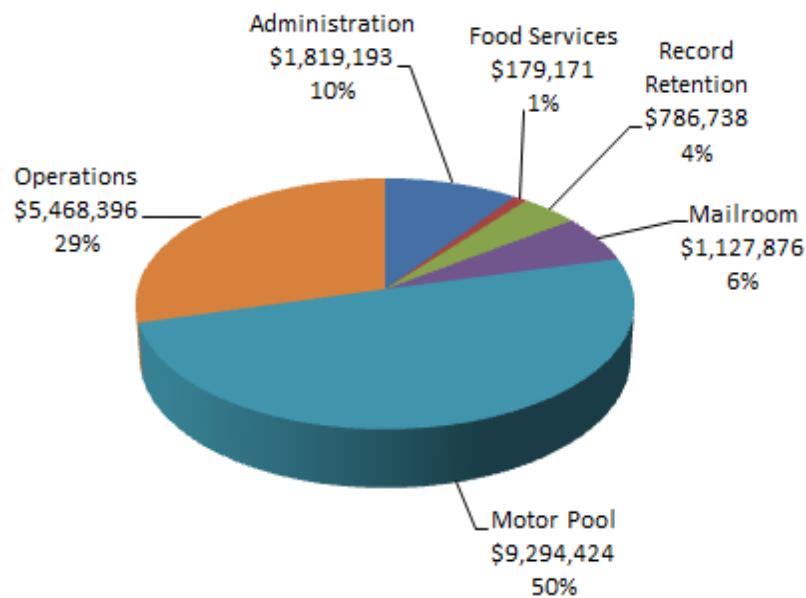
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Summary

The Central Services Department includes two primary areas of Oakland County Government: Aviation and Transportation and Support Services. The Aviation and Transportation Division operates three county-owned airports: Oakland County International Airport, Oakland/Troy Airport and Oakland/Southwest Airport. The Support Services Division provides a wide variety of governmental and internal services to county departments including Vehicle Operations, Record Retention, Mailroom, and the Courthouse Cafeteria.

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Aviation and Transportation	0	0	0	0	0
Central Services Admin	233,594	227,501	238,059	238,553	238,576
Support Services	2,243,795	2,251,689	2,306,638	2,338,566	2,340,999
Total Expenditures	\$2,477,389	\$2,479,190	\$2,544,697	\$2,577,119	\$2,579,575

Current Issues

Support Services:

- Purchase a new mail sorting machine to comply with changes made by United States Postal Service (USPS).
- Continue to security screen incoming mail and packages.
- Ensure outgoing mail is USPS Move Update compliant.
- Continually work with County departments to monitor record retention schedules.
- Expand Central Garage facility to add another oil change bay to accommodate fleet growth.

Airports:

- Continue implementation of airport security plans.
- Continue implementation of Part 150 Noise/Land Use Compatibility Study.
- Continue implementation of completed Master Plans at Oakland County International and Oakland/Southwest Airports.

Department Goals (continued)

Airports:

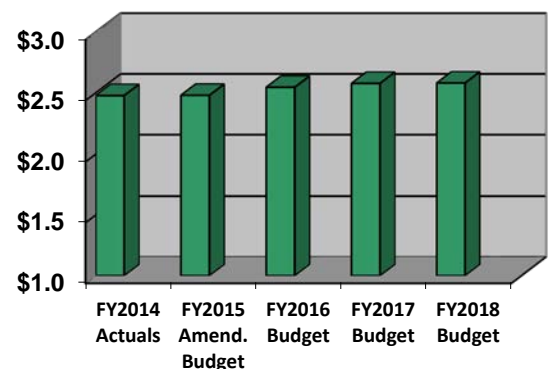
- Continue to plan for and provide facilities and services adequate to meet the demands and needs for general aviation travel.
- Promote safety by maintaining and improving facilities, services and equipment in airport development and operations.
- Function on the basis of a balanced operational budget in which airport-generated revenues are equal to direct, operational expenses.

Department Goals

Support Services:

- Operate and maintain the County vehicle fleet in a cost effective manner to meet the automobile, van and truck travel needs of the Oakland County workforce.
- Provide vehicle maintenance and equipment installation for Cities, Villages and Townships (CVT's).
- Maintain same day U.S. mail service for outgoing and incoming mail at the lowest possible postage rate.
- Promote mail services to CVT's.
- Store and retrieve records efficiently, utilizing minimal space.

Department Expenditures (\$ in millions)



Division Summary

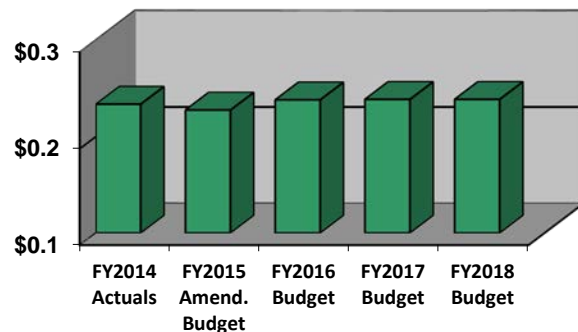
Central Services Administration is responsible for the overall administration and operations of the three Oakland County airports and the Support Services Division. The Director of Central Services also represents the County Executive on the Oakland County Parks and Recreation Commission.

Division Expenditure (GF/GP)	FY 2014 Actual	FY 2015 Amend. Bdgt.	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Central Services Admin	233,594	227,501	238,059	238,553	238,576
Total Expenditure	\$233,594	\$227,501	\$238,059	\$238,553	\$238,576

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 of 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 expense.

Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Bdgt.	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	139,129	142,053	146,316	146,316	146,316
Fringe Benefits	79,726	73,029	75,089	75,089	75,089
Contractual Services	423	2,816	2,816	2,816	2,816
Commodities	130	482	482	482	482
Internal Services	14,186	9,121	13,356	13,850	13,873
Total GF/GP Expenditures	\$233,594	\$227,501	\$238,059	\$238,553	\$238,576
<u>Other Funds</u>					
Total Other Funds	0	0	0	0	0
Total Expenditures	\$233,594	\$227,501	\$238,059	\$238,553	\$238,576

Division Expenditure by Program	FY 2014 Actual	FY 2015 Amend. Bdgt.	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Central Services Admin	233,594	227,501	238,059	238,553	238,576
Total Expenditure	\$233,594	\$227,501	\$238,059	\$238,553	\$238,576

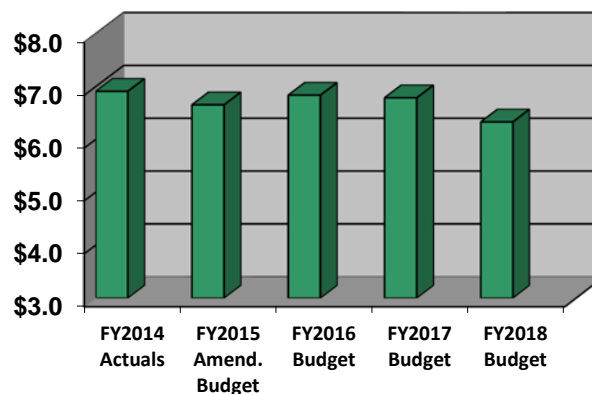
Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Central Services Admin	1	1	1
Total Personnel	1	1	1

Division Description

The primary mission of the Airports Division is to provide the aviation segment of the Oakland County transportation system, currently comprised of three county-owned airports: Oakland County International, Oakland/Troy and Oakland/Southwest. 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 121st busiest airport in the nation with 111,672 takeoffs and landings in 2014. It is ranked as the nation's thirteenth busiest general aviation airport and second to Detroit Metro in Michigan. The total based aircraft at the three County-owned airports exceeds all other towered airports in Michigan combined.

Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Aviation & Transportation Fund					
Salaries	1,098,292	1,223,667	1,243,335	1,287,039	1,319,372
Fringe Benefits	715,151	699,531	740,882	756,995	769,754
Contractual Services	1,558,805	1,398,720	1,535,500	1,535,500	1,535,500
Commodities	134,312	84,973	107,500	107,500	107,500
Depreciation	2,845,749	2,685,620	2,632,800	2,533,100	2,042,700
Interest on Debt	339,806	326,169	311,000	295,400	278,100
Paying Agent Fees	800	0	0	0	0
Internal Services	217,711	236,283	265,660	271,356	277,173
Total Aviation & Trans Fund Exp.	\$6,910,626	\$6,654,963	\$6,836,677	\$6,786,890	\$6,330,099
Total Expenditures	\$6,910,626	\$6,654,963	\$6,836,677	\$6,786,890	\$6,330,099

Division Expenditures (\$ in millions)



Summary of Major Program Changes

Revenues

In FY2016, Charges for Services include the following adjustments which were based on historical trends that are expected to continue: increases in Land Lease \$17,000, Aviation Gas \$10,040, with a decrease in T-hangar Rental (\$10,363). Investment income reflects a decrease (\$133,744) based on historical trends, and Planned Use of Fund Balance increases \$296,879 to offset operating expenses for FY 2016. In FY2017, a decrease in Planned use of Fund Balance (\$49,787) is anticipated to offset a decrease in expenses. In FY2018, a decrease in Planned Use of Fund Balance (\$456,791) is anticipated to offset a decrease in expenses.

Expenditures

Controllable Personnel for FY2016 includes a 3% salary increase and associated fringe benefits. Contractual Services reflects an increase \$12,337 for Indirect Costs based on the average of the prior two years. Other adjustments are based on historical trends that are expected to continue. These changes include increases in Grounds Maintenance \$62,000, US Customs Services \$30,000, and Water and Sewer Charges \$29,000. A reduction in Depreciation Vehicles (\$30,574) and Depreciation Land Improvements (\$17,176) is due to assets being fully depreciated. Interest on Debt decreases (\$15,169) based on debt schedules for T-hangar and terminal building, and Internal Services reflects increases in Insurance Fund \$31,374. In FY2017, depreciation reflects a reduction in Depreciation Land Improvements (\$92,200) due to assets being fully depreciated, and Interest on Debt decreases (\$15,600) based on debt schedules for T-Hangar and Terminal Building. In FY2018, depreciation includes reductions in Depreciation Land Improvements (\$455,200), Depreciation Vehicles (\$17,100), and Depreciation Buildings (\$10,500) due to assets being fully depreciated. Interest on Debt decreases (\$17,300) based on debt schedules for T-hangar and terminal building. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations.

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Aviation Administration	1,293,796	1,322,737	1,368,281	1,380,581	1,389,455
General Airport Operations	5,616,830	5,332,226	5,468,396	5,406,309	4,940,644
Total Expenditures	\$6,910,626	\$6,654,963	\$6,836,677	\$6,786,890	\$6,330,099

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Aviation Administration	5	5	5
General Airport Operations	21	21	21
Total Personnel	26	26	26

- Administration - Administration provides the operational and clerical support necessary to operate Oakland County International, Oakland/Troy and Oakland/Southwest Airports. Responsibilities include obtaining/administering Federal Grants for airport development and safety programs (\$1,594,000 in 2014); 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.

Performance Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual
Federal Grants	\$7,288,331	\$1,170,000	\$1,611,000	\$672,000
Land Acquisition	0 parcels/	0 parcels/	0 parcels/	0 parcels/
Construction / Design	\$3,873,000	0	\$130,000	0
Sound Attenuation	0	0	0	0
New Construction	\$4,964,000	\$720,000	\$1,144,000	\$670,000
Land Lease Admin	47	47	48	49
Based Corporations	123	138	144	141
Based Aircraft	619	587	569	552

- Operations - Operations at Oakland County International Airport provide 24-hour Aircraft Rescue Fire Fighting emergency response; equipment and building maintenance for county-owned buildings and 415 T-hangar units; snow plowing of runways, taxiways, ramps and service roads; landscape work, including considerable formal landscaping, and mowing over 625 acres of grass on the airport and an additional 90 acres off the airport. Additional responsibilities at Oakland/Troy and Oakland/Southwest Airports include electrical repairs to airfield lights; airfield striping and pavement repairs; building maintenance of county-owned buildings and an additional 260 T-hangar units. Airport employees also maintain 2.27 miles of irrigation systems at the three airports. In addition to the foregoing services, in order to promote public health and safety and to fulfill our Airport Certification Manual (ACM) requirements, the Operations Division provides: Airport familiarization (Waterford Fire & Police, other Oakland County Police and Hazmat agencies, U.S. Secret Service & FBI, Michigan State Police); Live burns (cross train 7 different fire departments; Fixed Base Operator (FBO) Training (Snow removal procedures, hand held fire extinguisher usage, Fuel farm inspections, Storm Water Pollution Protection Plan (SWPPP) compliance, ground operations).

Performance Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual
Lawn Mowing	625 acres	625 acres	625 acres	625 acres
Snow Removal	85 acres	85 acres	85 acres	85 acres
Pavement Maintenance & Repair	34 acres	34 acres	34 acres	34 acres
Electrical related to underground wiring and above ground lighting	12 miles	12 miles	12 miles	12 miles
Structural/Electrical/Mechanical maintenance of buildings	614	614	614	614
Operation and maintenance of fleet (47 major/25 minor)	70	71	72	72

- In 2011, Oakland County opened the first “green” airport terminal at Oakland County International Airport, Michigan’s second busiest airport in terms of take-offs and landings. The old terminal was more than 50 years old and very inefficient and costly to operate.

Features: The “green” terminal utilizes wind and solar energy, geothermal heating and cooling, plus other energy efficiencies becoming the county's first LEED certified building. (LEED: Leadership in Energy and Environmental Design) The terminal incorporates a number of advanced green technologies and incredible architectural features that tell the business traveler that they have arrived at a county that embraces technology while preserving the environment. Features include geothermal heating and cooling; photovoltaic panels on the roof to capture the sunlight and convert to electricity; wind spires that generate electrical power to help offset the costs of our utility charges; a living wall filled with tropical plants from around the world serving as an air purifier; an acrobatic bi-plane suspended from the ceiling; the original copy of our FAA Registration Certificate - No. 000001 - making us the first registered airport in the United States of America; a 1929 official certificate granting permission to hold the first air tour...signed by Orville Wright. In addition, parking spaces for electric and alternative fueled vehicles and a public viewing area are available.

Savings: Comparing utility charges, the Oakland County International Airport Terminal is consistently operating at 44% greater efficiency. Translated into dollars, Oakland County International Airport's cost for terminal building utilities has dropped from .49 cents per square foot to .27½ cents per square foot.

Funding:

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

The building serves as the airport administrative office, houses the United States Customs offices and local law enforcement, as well as a conference center capable of holding up to 100 people. In March 2012, the terminal achieved LEED Gold status from the U.S. Green Building Council by earning more than 40 rating points.

Division Summary

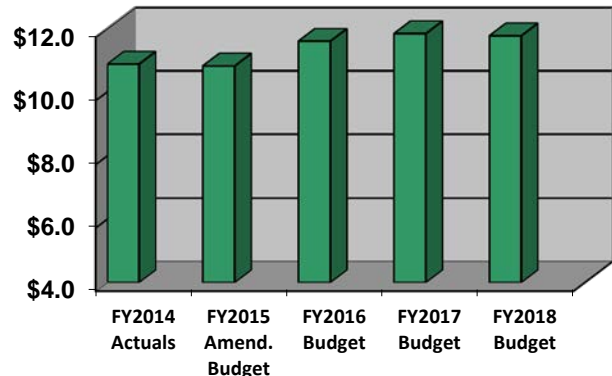
The Support Services Division of the Department of Central Services provides a wide variety of internal support services to county departments. The division is comprised of both governmental and internal service funds. The governmental fund portion includes Administration, Record Retention, Mailroom, and emergency print services. The internal service portion consists of Vehicle Operations. The division also is responsible for contract administration for the courthouse cafeteria and vending machines placed in county buildings.

Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	672,637	701,790	723,904	723,904	723,904
Fringe Benefits	435,806	433,105	450,081	450,081	450,081
Contractual Services	271,537	347,455	348,845	343,645	343,645
Commodities	46,412	53,167	62,922	47,500	47,500
Internal Services	817,403	716,172	720,886	773,436	775,869
Total GF/GP Expenditures	\$2,243,795	\$2,251,689	\$2,306,638	\$2,338,566	\$2,340,999
<u>Other Funds</u>					
Motor Pool	8,634,145	8,565,885	9,294,424	9,500,402	9,430,293
Total Other Funds	\$8,634,145	\$8,565,885	\$9,294,424	\$9,500,402	\$9,430,293
Total Expenditures	\$10,877,940	\$10,817,574	\$11,601,062	\$11,838,968	\$11,771,292

Current Issues

- To operate and maintain the County vehicle fleet in a cost effective manner to meet the automobile, van and truck travel needs of the Oakland County workforce.
- To promote vehicle operations, public safety equipment installation and vehicle maintenance services to CVT's.
- To store and retrieve records efficiently, utilizing minimal space.
- To continue to market mail services to cities, villages and townships (CVT's) and schools.

Division Expenditures (\$ in millions)



Summary of Major Program Changes

All Funds

Expenditures

Controllable Personnel for FY2016 includes a 3% salary increase and associated fringe benefits. Internal Services increased due to Building Space Cost Allocation. Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations.

Mailroom

Revenues

In FY 2016, overall Charges for Services decreased due to loss of mailing services to Cities, Villages and Townships (CVT's) and the printing of municipality water bills.

Expenditures

In FY 2016, Contractual Services reflects a decrease of (\$5,300) for Maintenance Contract, along with an increase in Commodities for Expendable Equipment of \$15,422 due to the anticipated purchase of a scanner barcode system for the Mailroom to read mail with tracking numbers according to mail requirements. In FY2017, Commodities reflect a decrease of (\$15,422) in Expendable Equipment due to one-time expense in FY2016.

Motor Pool Fund

Revenues

In FY 2016, Gasoline, Oil and Grease charges increased \$557,323 due to fuel credits ending in FY 2015 and due to fleet expansion within various departments. Increased Leased Equipment \$514,238, Parts and Accessories \$54,980 and Productive Labor \$41,700 is due to an increase in vehicle maintenance and fleet expansion. Ext ISF Charges for Services reflects an increase in Ext-Productive Labor Rev \$42,500 due to increased vehicle builds and repairs for CVT's, with a decrease in Transfers In (\$273,474) due to fewer anticipated transfers for purchases of vehicles. In FY 2017, Planned Use of Fund Balance reflects an increase \$329,882 due to anticipated expenses, with a decrease in Transfers In (\$118,885) due to fewer anticipated transfers for the purchase of vehicles. In FY 2018, Planned Use of Fund Balance reflects a decrease (\$70,109) in anticipated expenses.

Expenditures

In FY 2016, Contractual Services reflects an increase in Sublet Repairs \$120,000 due to an increase in vehicles sent out to vendors for repairs, Insurance Reserve Expense \$75,000 due to an increase in County vehicles involved in accidents, Indirect Costs \$72,428 based on two year average of actual indirect costs, Insurance \$50,000 due to fleet expansion, with a reduction in License Plate and Title Fees (\$28,100) based on historical trends. Commodities reflects an increase in Expendable Equipment \$62,000 based on historical trends, Parts and Accessories \$60,525 due to fleet expansion and service on vehicles, Gasoline Charges \$50,501 due to fleet expansion and increased fuel costs, Tires and Tubes \$30,000 due to fleet expansion and increased tire costs. Depreciation of Vehicles reflects an increase of \$371,186 in FY 2016 and an increase of \$159,900 in FY2017 due to an anticipated increase in vehicle and depreciation calculations. In FY2018, Depreciation of Vehicles reflects a decrease (\$102,800) due to depreciation calculations.

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	209,161	206,896	212,853	212,853	212,853
Food Services	190,598	163,298	179,171	193,783	194,458
Record Retention	797,534	776,477	786,738	816,529	817,907
Mailroom	1,046,502	1,105,018	1,127,876	1,115,401	1,115,781
Motor Pool	8,634,145	8,565,885	9,294,424	9,500,402	9,430,293
Total Expenditures	\$10,877,940	\$10,817,574	\$11,601,062	\$11,838,968	\$11,771,292

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	2	2	2
Mailroom	8	8	8
Motor Pool	16	16	16
Record Retention	8	8	8
Total Personnel	34	34	34

- Administration - The Administration program is comprised of a manager and secretary. Under general direction from the Director of Central Services, the manager is responsible for the daily operations of the Support Services divisions. In addition, the manager represents Oakland County as an alternate on the SEMCOG Transportation Authority (TAC).
- Food Services - The Food Services Program oversees the third party contract for operation of the cafeteria located in the Oakland County Courthouse. The cafeteria operation was privatized several years ago; however, the County owns and maintains a majority of the equipment in this facility and pays the building space rental. The County also contracts with a third party for vending machine service in county buildings. The county receives commissions from the vending sales, of approximately \$38,000 annually. The manager of Support Services is the contract administrator for these contracts.
- Record Retention - Record Retention is the custodian of county records. It is the responsibility of Record Retention to store and maintain County records as required by law. Staff members review departments' record retention guidelines and destruction schedules with the State of Michigan. Stored documents are retrieved on a daily basis for the public and county departments, including Circuit Court judges.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Boxed Records Stored	36,956	37,379	36,223	35,368
Rolls of Microfilm	42,162	44,481	48,444	49,285
Drawers of Microfiche	227	227	245	250
Open Shelf Files	726,190	785,041	736,247	657,872
Number of Transactions	140,000	124,657	94,698	91,198

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

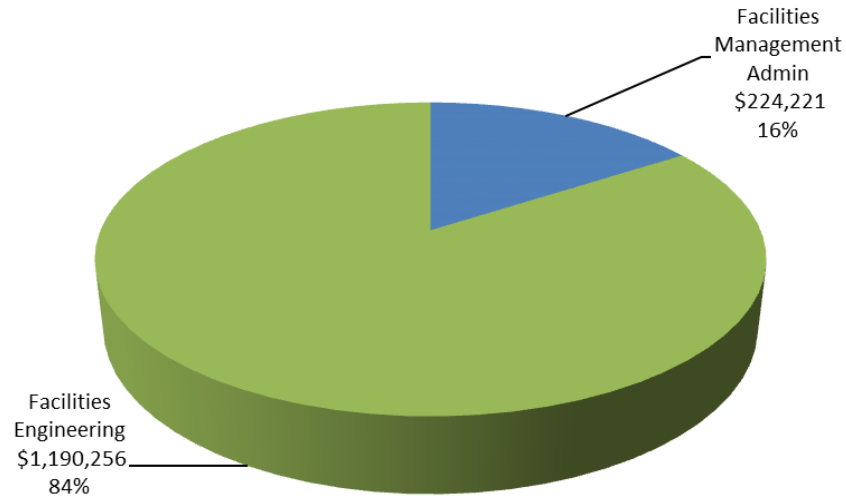
The Mailroom staff meters and automates outgoing mail in an effort to receive the maximum postal discounts allowed through the United States Post Office. This automation process saves county departments over \$200,000 annually in postage costs. The mailroom processes 2.4 million pieces of mail annually. This includes both daily and special mailings for other governmental agencies.

- Vehicle Operations - The Vehicle Operations program provides, maintains repairs and installs specialized equipment in County vehicles. The program operates under a separate working capital program that purchases and leases both new and used vehicles. The unit also operates a central garage facility. In addition to the maintenance and vehicle repair function, the Vehicle Operations staff builds patrol cars for the Oakland County Sheriff's Office and local agencies. In FY 2012, the Water Resources Manager took over the City of Pontiac Water and Sewer System. This increased the County fleet by 23 vehicles. Over this same time frame the Sheriff's Office added 21 vehicles. As a result, a Communications Installer was added in 2014 to keep pace with patrol car build-ups. In FY 2014 Oakland County Vehicle Operations began building patrol cars for the City of Farmington Hills.

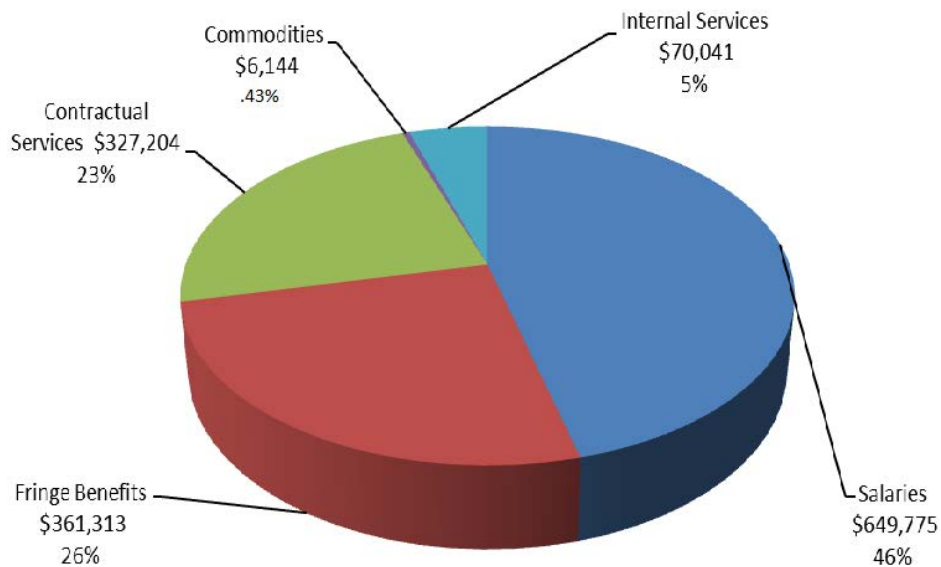
Oakland County Vehicle Operations is a General Motors warranty certified facility. Therefore, warranty repairs performed in-house on General Motors products are reimbursed by the manufacturer. Other warranty repair work, transmission and heavy engine jobs are taken to local dealers. All collision and glass repairs have been privatized and are performed by outside vendors.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Number of Vehicles	767	776	811	822
Miles Driven	9.5 million	9.9 million	10.1 million	10.3 million
Mechanics	9	9	9	9

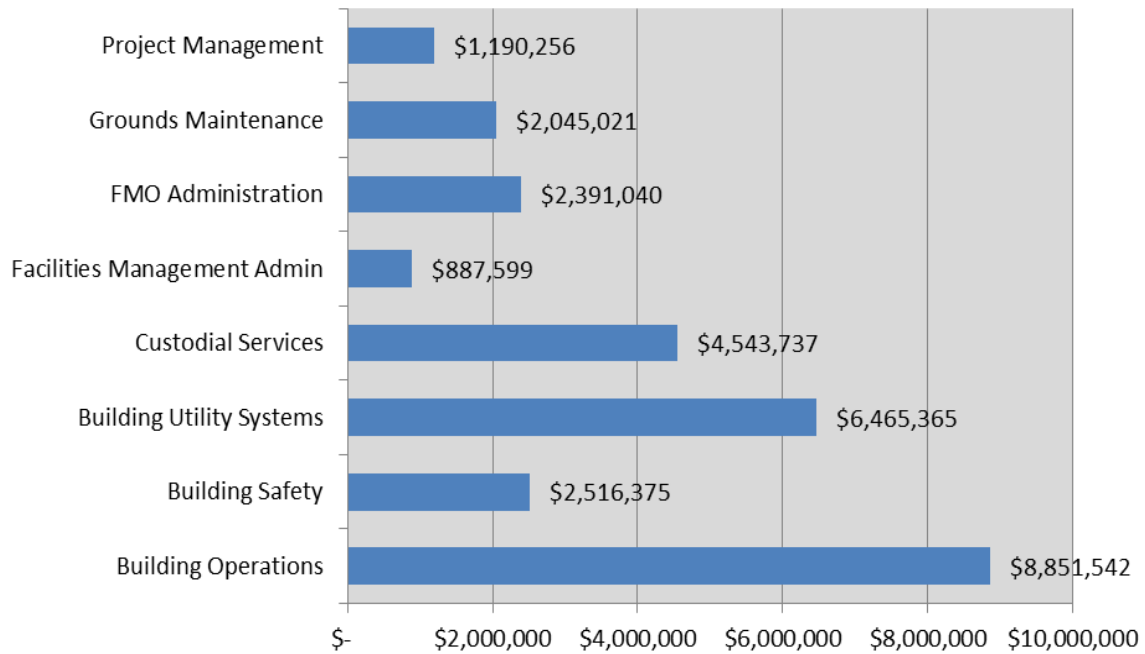
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Summary

The Facilities Management Department plans, designs, constructs, renovates, operates, maintains, repairs, acquires/leases, and secures the facilities and grounds owned and maintained by the Oakland County General Fund.

Its overarching mandate is to comply with and operate within the spirit of Public Act 139, Sections 8 and 13 which state that, "...the appointed Manager or County Executive shall submit to the board a proposed long-range capital improvement program and capital budget," and that, "The department...shall...plan for, assign, manage and maintain all county building space...[and] shall...perform general engineering, construction, and maintenance functions for all County departments..."

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Facilities Management Admin	226,453	223,687	224,221	224,736	224,759
Facilities Maintenance and Op.	0	0	0	0	0
Facilities Engineering	908,430	1,002,923	1,190,256	1,033,269	1,033,356
Total Expenditures	\$1,134,883	\$1,226,610	\$1,414,477	\$1,258,005	\$1,258,115

Current Issues

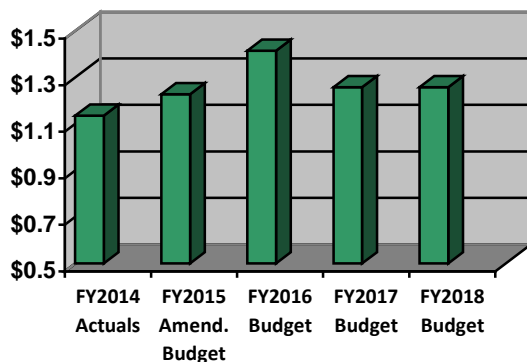
Given the Department's staffing level and its Public Act 139 mandate, Facilities Management must:

- Continuously manage costs per square foot.
- Optimize employee performance and out-sourcing.
- Balance lifecycles of equipment against maintenance demands, costs, and service levels to the public.

Department Goals

- Provide, in a cost effective and quality manner, a safe and comfortable environment for the efficient operation of business for both County employees and the public they serve.
- Evaluate and improve the cost effectiveness of operations.
- Improve support service responsiveness.
- Leverage private sector services and expertise consistent with the above goals.
- Provide staff training and ensure compliance with the numerous building codes, insurance requirements, Employee Right-To-Know laws, the Michigan Occupation Health and Safety Act, hazardous materials storage and disposal laws, medical waste disposal regulations, Americans with Disabilities Act (ADA), Occupational Safety & Health Administration (OSHA) requirements, Indoor Clean Air Act, asbestos awareness, building control technology, and other legislation impacting facilities and grounds.
- Pursue energy efficient solutions in all buildings.

Department Expenditures (\$ in millions)



Summary of Major Program Changes

Revenues – General Fund

No revenues are anticipated in FY 2016 – FY 2018

Expenditures

Controllable Personnel for FY 2016 includes a 3% salary increase and associated fringe benefits. Internal services increased due to rate changes for Building Space Cost Allocation. Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations. Contractual Services reflects an increase of \$158,902 primarily for Professional Services due to anticipated costs related to feasibility studies and assessments of capital projects in FY 2016. Internal Services reflects a decrease of (\$2,851) primarily for Info Tech Operations which is partially offset by increases in Info Tech Managed Print Services and Motor Pool based on an analysis of Internal Service fund rates and costs.

Division Summary

Administration oversees the departmental budget and sets strategic goals for the Facilities Maintenance & Operations Division and Facilities Planning & Engineering Division. It is responsible for long-range planning and ensuring that the Capital Improvement Program is implemented as approved. In addition, Administration negotiates and administers lease agreements and the purchase/sale of off-site facilities, including the district courts and office/storage space utilized by County departments.

Division Expenditure (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Facilities Management Admin	226,453	223,687	224,221	224,736	224,759
Total Expenditure	\$226,453	\$223,687	\$224,221	\$224,736	\$224,759

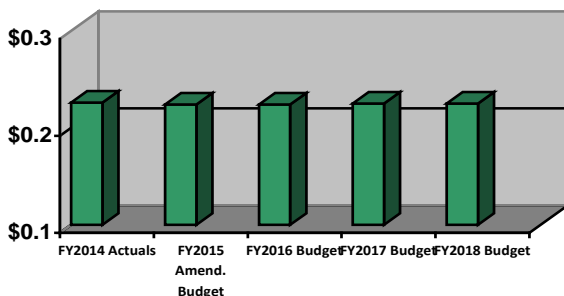
Division Goals

- To continuously ensure that all facilities and grounds are operated on behalf of the County Executive in accordance with the highest standards and best practices within the constraints of available resources.
- To support a safe, secure, effective, and professional physical environment for the employees and citizens of Oakland County.

Note the following trends:

- The Capital Improvement Program is expanding for the first time in several years. Further, all future projects involving capital equipment or building renovations will be reported strictly through the CIP.
- The apparent trend towards public violence and life-threatening incidents has been responded to by enhancing campus security. Further, building security enhancements are planned and funding in the CIP over the next four years.
- The lease and purchase of new facilities is increasing.

Department Expenditures (\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	125,962	129,139	133,014	133,014	133,014
Fringe Benefits	73,587	69,617	71,638	71,638	71,638
Contractual Services	6,763	5,077	5,077	5,077	5,077
Commodities	790	687	687	687	687
Internal Services	19,351	19,167	13,805	14,320	14,343
Total GF/GP Expenditures	\$226,453	\$223,687	\$224,221	\$224,736	\$224,759
Other Funds					
Internal Service Funds					
Facilities Maint Operations	2,003,075	117,772	1,265	1,265	1,265
Total Other Funds	\$2,003,075	\$117,772	\$1,265	\$1,265	\$1,265
Total Expenditures	\$2,229,528	\$341,459	\$225,486	\$226,001	\$226,024

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	224,063	225,459	225,486	226,001	226,024
Technical Support	482,018	0	0	0	0
FM & O Administration	13,932	0	0	0	0
Building Operations	346,901	0	0	0	0
Grounds Maintenance	11,505	0	0	0	0
Project Management	1,151,109	116,000	0	0	0
Total Expenditures	\$2,229,528	\$341,459	\$225,486	\$226,001	\$226,024

Personnel by Program			FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Facilities Management Admin			2	2	2
Total Personnel			2	2	2

Facilities Management Administration Programs

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

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Cost per Square Foot (avg.)	\$12.43	\$12.08	\$13.51	\$12.67
Staff	189	188	188	190
Square Footage	1,936,042	1,881,130	1,881,130	1,881,130
Leased Square Footage	96,803	80,616	80,616	110,957
Sublets	\$3,327,166	\$3,972,677	\$3,933,039	\$2,476,678

Division Summary

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

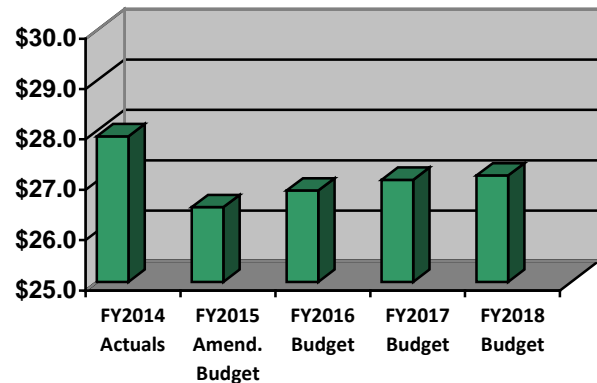
Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Total GF/GP Expenditures	\$0	\$0	\$0	\$0	\$0
FM&O Fund					
Salaries	6,948,645	7,512,173	7,711,864	7,858,260	7,932,921
Fringe Benefits	4,787,861	4,918,232	5,201,705	5,258,374	5,287,277
Contractual Services	9,966,898	11,545,528	11,359,454	11,397,197	11,396,995
Commodities	1,259,655	1,389,800	1,374,650	1,374,650	1,374,650
Depreciation	72,064	63,000	95,431	92,475	74,323
Internal Services	1,192,857	1,037,616	1,051,215	1,045,948	1,046,150
Transfers Out	3,663,017	18,910	18,761	0	0
Total FM&O Fund	\$27,890,997	\$26,485,259	\$26,813,080	\$27,026,904	\$27,112,316
Total Expenditures	\$27,890,997	\$26,485,259	\$26,813,080	\$27,026,904	\$27,112,316

Division Goals

- Provide, in a cost effective and quality manner, a safe and comfortable environment for the efficient operation of business for both County employees and the public they serve.
- Evaluate and improve the cost effectiveness of program operations through benchmarking with similar public and non-public sector organizations.
- Continuously meet all existing and new local, state, and Federal guidelines for facility operations.
- Improve responsiveness in the provision of support services to other County departments where applicable.
- Optimize staffing levels to meet demand and address upcoming retirements in a manner which creates a stable, skilled workforce.

Department Expenditures

(\$ in millions)



Summary of Major Program Changes

Facilities Maintenance and Operations Fund:

Revenues:

Charges for Services reflects an increase of \$2,289,596 due to increased Building Space Charge revenue from departments based on building space rates calculated by Facilities Maintenance & Operations to recover fund expenditures. Ext ISF Charges for Services reflects an increase of \$185,900 due to supplemental revenue received from the Resource Crisis Center. Contributions reflect a decrease of (\$18,750) as a result of funding received from the State of Michigan Public Assistance Grant Agreement per M.R. #15125 which reimbursed a portion of the costs incurred for repairs to the Oakland County South Health Building as a result of the County's insurance deductible. Planned Use of Fund Balance reflects a decrease of (\$2,230,337) due to the discontinuation of building space rate reductions implemented to reduce FM&O Fund balance.

Expenditures:

Controllable Personnel for FY 2016 reflects a 3% salary increase and associated fringe benefits. Also included is the creation of one full-time Custodial Worker II position; and two part-time General Helper positions. Contractual Services reflect a decrease of (\$128,815) due to an adjustment to Sublet Repairs which offsets the cost of the new positions and increased Internal Service Fund recommendations. Depreciation reflects an increase of \$32,431 due to anticipated vehicle and equipment purchases in FY 2016. Internal Services reflect an increase of \$13,092 based on analysis of Internal Service Fund rates and costs with increases in Motor Pool, Info Tech Operations, Telephone Communications and Info Tech CLEMIS which is partially offset by a reduction in Radio Communications. Transfers Out reflects an overall decrease of (\$116,149) as a result of one-time funding for the FY 2015 Children's Village fire alarm replacement project, FY 2015 capital costs for the lease of an utility van and a budgeted increase for the purchase of a Pick-Up Truck in FY 2016. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations.

Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
FM & O Administration	6,248,753	2,410,546	2,391,040	2,400,625	2,408,159
Building Operations	8,498,860	8,881,453	8,851,542	8,946,905	8,985,862
Building Utility Systems	5,471,197	6,390,169	6,465,365	6,473,668	6,461,263
Custodial Services	4,087,068	4,419,468	4,543,737	4,595,212	4,621,465
Grounds Maintenance	2,041,468	2,035,857	2,045,021	2,065,682	2,076,220
Building Safety	1,543,651	2,347,766	2,516,375	2,544,812	2,559,347
Total Expenditures	\$27,890,997	\$26,485,259	\$26,813,080	\$27,026,904	\$27,112,316

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Building Operations	53	53	53
Building Safety	26	26	26
Building Utility Systems	7	7	7
Custodial Services	55	55	55
FM O Administration	9	9	9
Grounds Maintenance	30	30	30
Total Personnel	180	180	180

Facilities Maintenance & Operations Programs

- **Administration** - The administration unit oversees long and short-term planning, financial management, communications, computer applications, space allocation, personnel matters, operating procedures, technical support, purchasing, and clerical functions to support other FM&O Divisional units. It strives to maintain continuity and standardization of operating procedures for operational units.
- **Building Operations** - The Building Operations unit has responsibility for the day-to-day operations, maintenance, repair, and alteration of the County's structural, mechanical, electrical, and architectural infrastructure in all County-owned facilities. In addition to the general office requirements, specialty environments for large computer operation centers, Medical Examiner autopsy functions, kitchen services, crime labs, gun ranges, and medical unit requirements fall under the control of this unit.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Completed service requests	11,518	12,756	13,297	13,964

- **Building Safety** - The Building Safety unit provides building security for over 40 County facilities. The unit is responsible for inspections and alarm monitoring of fire, security, and equipment on a 24-hour, seven day-a-week basis. Nearly 3,000 alarm points, 715 card access readers, and 706 CCTV cameras are administered and maintained by the unit. A 24-hour centralized control center is staffed for reporting of facility-related problems, alarm monitoring, and dispatching of appropriate personnel. The Safety unit also handles the opening and closing of all County buildings on a daily basis along with the raising and lowering of all flags. Additionally, it handles submission of safety issues, maintenance of emergency contact numbers and names by facility, and implementation of the Facilities Management Emergency Response Plan. Furthermore, the unit is responsible for maintaining identification (ID) badge scanners, the issuance of ID badges, and the background checking of contractors, volunteers and interns working in County facilities.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Number of calls for service	1,308	2,150	3,352	4,102

- **Building Utility Systems** - The Building Utility Systems unit monitors the purchase, distribution, cost accounting, and system maintenance of all gas, electric, steam, water, and sewer utility service to the County. Conservation efforts include improved efficiency of building HVAC, lighting, and equipment; the education of staff; support of the Green Team; and the rollout of the County's Energy Management Procedures.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Utility Cost				
Electric	\$2,496,974	\$1,689,695	\$1,826,500	\$1,678,645
Gas	\$989,413	\$862,517	\$1,520,084	\$1,000,324
Water	\$978,541	\$684,431	\$702,628	\$1,033,305

- **Custodial Services** - The Custodial Unit is responsible for the cleaning of facilities on and off of the Service Center, including floors, waste management, doors and window washing services, and recycling. Custodial services are provided by both County employees and contractors.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Completed service requests	471	896	1,321	1,462

- **Grounds Maintenance** - The Grounds Maintenance unit oversees the landscape construction and maintenance on the Service Center and the County's outlying facilities, including lawns and irrigation systems, snow removal, on-site composting and brush / tree chipping, pest control, signage, and minor asphalt repair.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Completed service requests	505	675	776	795

- **Central Heating** - On a 24/7 basis, Central Heating operates, repairs and performs preventive maintenance on the high-pressure steam boilers that provide all heating, cooling, and hot water to 15 campus buildings, including the Courthouse and Law Enforcement Complex. Central Heating also repairs and performs preventive maintenance on 1.3 miles of underground steam tunnels and lines.

Division Summary

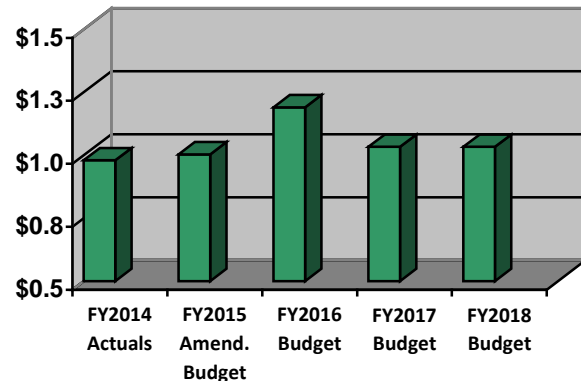
The Facilities Planning & Engineering (FPE) division is responsible for the project management of major construction and renovation projects undertaken by the County. It oversees the cost estimating, planning, design, construction, inspections, and testing of new County-owned facilities, roads, parking lots, and utilities. FPE is also responsible for design and construction management of interior renovation projects, design and coordination of furniture installation, and move management services for existing County buildings. In addition, it performs planning for exterior building maintenance projects such as roofing, caulking, waterproofing, masonry restoration, and window and sidewalk replacement. FPE provides technical support to FM&O, Facilities Management Administration, and property management. FPE prepares the five-year Capital Improvement Plan (CIP), forecasts future County space needs, and prepares the Facility Master Plan, along with maintaining space allocation, assignment data, and more than 12,000 facility record drawings, and campus utility infrastructure records.

Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Facilities Engineering	908,430	1,002,923	1,190,256	1,033,269	1,033,356
Total Expenditures	\$908,430	\$1,002,923	\$1,190,256	\$1,033,269	\$1,033,356

Division Goals

- Work closely with the operating departments to plan for and execute renovation and new construction projects.
- Maintain facility master plan for future County space requirements.
- Provide facility planning, approval, design, and construction management to ensure timely, high quality results within budget.
- Develop and execute the Capital Improvement Plan projects necessary for County operations on schedule and within budget.

Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	484,365	496,929	516,761	516,761	516,761
Fringe Benefits	286,479	283,491	289,675	289,675	289,675
Contractual Services	65,913	163,225	322,127	163,225	163,225
Commodities	2,778	5,457	5,457	5,457	5,457
Internal Services	68,895	53,821	56,236	58,151	58,238
Total GF/GP Expenditures	\$908,430	\$1,002,923	\$1,190,256	\$1,033,269	\$1,033,356
Other Funds					
Internal Service Funds					
Facilities Maint and Operation	125,722	647,018	662,113	672,944	678,467
Total Other Funds	\$125,722	\$647,018	\$662,113	\$672,944	\$678,467
Total Expenditures	\$1,034,151	\$1,649,941	\$1,852,369	\$1,706,213	\$1,711,823

Facilities Planning & Engineering Programs

 ● **Project Management**

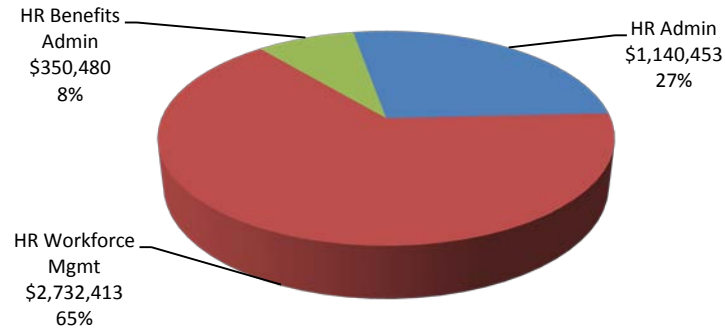
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Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	715	96	0	0	0
Technical Support	125,721	647,018	662,113	672,944	678,467
Project Management	907,715	1,002,827	1,190,256	1,033,269	1,033,356
Total Expenditures	\$1,034,151	\$1,649,941	\$1,852,369	\$1,706,213	\$1,711,823

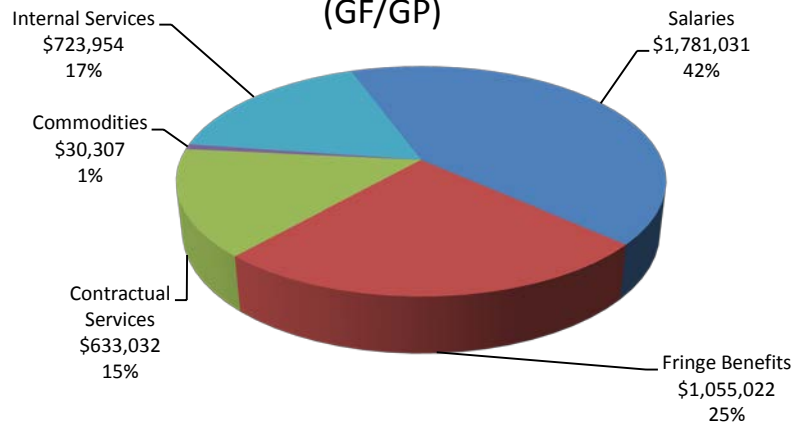
Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Technical Support	6	6	6
Project Management	7	7	7
Total Personnel	13	13	13

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Number of projects managed	9	9	10	4	10
Project dollars managed per FE staff	Not Available	Not Available	\$612,500	\$141,250	\$700,500
CIP Budget (five-year total)	Not Available	Not Available	\$30,475,000	\$26,650,500	\$30,896,000
Professional Services	Not Available	Not Available	\$77,587	\$51,831	\$180,694

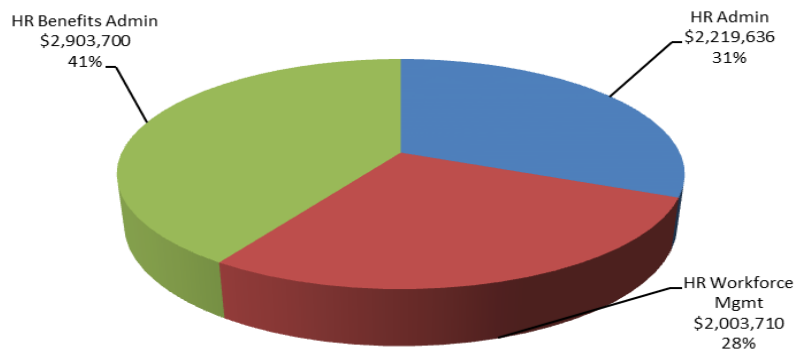
Budget Distribution by Division (GF/GP)



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



Budget Distribution by Program (All Funds)



Department Summary

The Human Resources Department, as mandated by Public Act 139, “directs the performance of all personnel and labor relations functions for the county.” In the execution of this mandate, the Human Resources Director (Administration Division) is responsible for a full range of human resource management and employee relations services including: labor relations, merit system administration, equal employment opportunity, recruitment, selection, employee records, human resources information system (HRIS), compensation, classifications, employee benefits, retirement, wellness, and employee training and development.

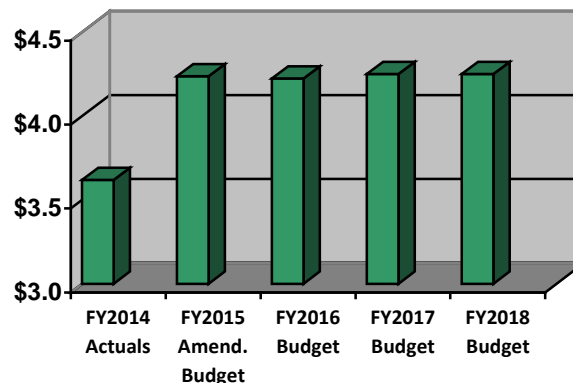
The Human Resources Director is also responsible for the department budget and serves as the County Executive’s liaison to the Board of Commissioners’ Human Resources Committee.

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Human Resources Administration	834,021	1,065,010	1,140,453	1,143,334	1,143,467
HR - Workforce Management	2,439,558	2,836,176	2,732,413	2,742,234	2,742,652
HR - Benefits Administration	345,812	334,645	350,480	362,934	363,510
Total Expenditures	\$3,619,391	\$4,235,831	\$4,223,346	\$4,248,502	\$4,249,629

Current Issues

- During the economic downturn the County was under a hiring freeze and focused on budget and staffing reductions. In the last two years the economy has improved and the unemployment rate is at its lowest point since 2006. The County has lifted the hiring freeze and must now focus on maintaining a competitive compensation and benefits package in order to recruit and retain a qualified workforce. The County offered a 2% general salary increase in fiscal year 2014 and a 3% for fiscal years 2015 and 2016 in order to strengthen our competitive position in the labor market.
- The County’s total compensation package (wages and benefits) will remain subject to review to ensure it is competitively positioned in the labor market. Previous wage cuts and salary freezes resulted in a need to pay close attention to how our wages and benefits compare to the private sector and other public sector employers, especially in difficult to recruit classifications. It is imperative that the county remain competitive with the labor market for its total compensation package in order to retain and attract a qualified workforce.
- Succession planning will continue to be critical as 20% of the County workforce is eligible to retire. The Human Resources Department will continue to work with departments on creating awareness, identifying successors and providing appropriate training.

Department Expenditures (\$ in millions)



Current Issues (Continued)

- Research shows that one of the main reasons an employee stays with or leaves an organization is due to the effectiveness of their supervisors. The Human Resources Department continues to educate and support the County's supervisory level workforce by providing direction, and assessing/improving training opportunities for all County employees as needed.
- The Human Resources Department recognizes that the population and employable workforce has changed since the economic downturn and will work to ensure a diverse workforce that is representative of the citizens it serves. The County is analyzing population trends in order to make predictions on the employable workforce available in the area to ensure a diverse workforce.
- A social media and branding campaign is underway to improve the County's image as a cutting edge, tech savvy organization, highlighting the positive aspects of working for Oakland County with the goal of making the County an employer of choice.
- The Federal Patient Protection and Affordable Care Act (PPACA) and recent changes in state legislation regarding public sector employee benefits have created challenges in the health care arena. The Human Resource Department continues to review and analyze benefit plan provisions and competitively bid its various health care components to ensure competitive pricing. The Human Resources Department also keeps abreast of evolving legislative requirements to ensure compliance. The Department plans to continue evaluating health care options on an ongoing basis.

Department Goals

- Review existing salary administration plan to ensure alignment with current labor market salaries.
- To support Department Directors and Elected Officials in meeting their staffing needs through succession planning, staffing projections, training and other strategic approaches.
- Conduct a County-wide job fair for Oakland County employees to explore internal career options in other Department/ Elected Official areas.
- Encourage use of interns, tuition reimbursement, computer based training, etc. to increase the number of qualified employees for anticipated vacancies.
- Assess the value of training and employee development initiatives in conjunction with department and employee needs in order to provide the best value to employees.
- Competitively bid employee and retiree medical, dental, vision, and prescription coverages, as well as employee life and disability coverage.
- Continue to enhance employee Wellness Program offerings.
- Continue to brand the County and increase its social media presence.
- Continue to implement enhancements to the employee applicant system and implement a new hire on-boarding process.
- Conduct research on demographics and hiring trends in order to maintain and improve upon a diverse workforce.
- Create a support group for County-wide supervisors to educate and share experiences to encourage continued growth and enhance performance. A team of Human Resources Department representatives will continue to meet with various Departments and Elected Officials to address their specific needs and questions regarding appropriate supervisory practices.
- To complete negotiations with all bargaining units when contracts open through Fiscal Year 2018.
- Launch the redesigned Human Resource Department website, allowing easier access for employees, retirees, applicants and the public to locate needed information.
- Evaluate options for upgrading the County HRIS system and/or purchasing a new system that will be compatible with current technology infrastructure.

Summary of Major Program Changes

Revenue

No changes for FY 2016 - 2018

Expenditures

Controllable Personnel for FY 2016 includes a 3% salary increase and associated fringe benefits. Contractual Services increased primarily due to the addition of Psychological Exams as part of the pre-employment process for new Sheriff Deputies and Professional Services for Diversity/Inclusion services. The overall Internal Services decrease is due to rate and usage adjustments for various line items such as Info Tech Operations, Info Tech Managed Print Services, and Telephone Communications. Info Tech Development and Maintenance Department Charges also decreased as the appropriations for these areas are budgeted in a Non-Departmental account and transferred to departments as needed per the General Appropriation Act. These decreases are partially offset by an increase in Building Space Cost Allocation because Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for building maintenance and operations.

Division Description

The Human Resources – Administration Division plans activities, ensures adherence to applicable Merit System Rules and federal and state laws and regulations, works with divisional managers to develop and monitor the HR Department budget, and ensures the provision of adequate resources to accomplish the department’s functions.

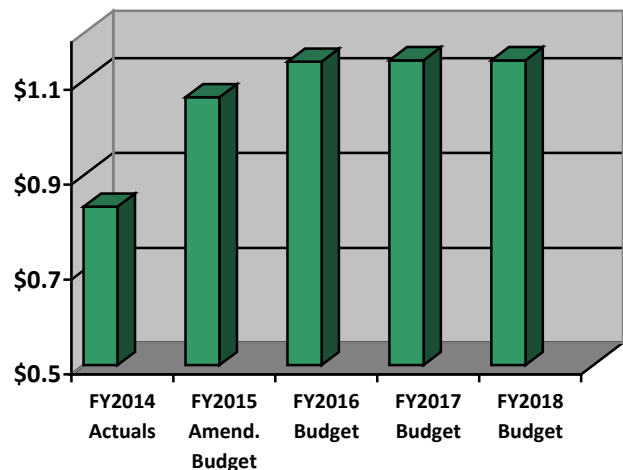
Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	439,336	475,587	481,347	481,347	481,347
Fringe Benefits	219,178	261,184	284,477	284,477	284,477
Contractual Services	107,235	273,065	323,065	323,065	323,065
Commodities	21,070	14,557	14,557	14,557	14,557
Internal Services	47,202	40,617	37,007	39,888	40,021
Total GF/GP Expenditures	\$834,021	\$1,065,010	\$1,140,453	\$1,143,334	\$1,143,467
<u>Other Funds</u>					
Total Other Funds	0	0	0	0	0
Total Expenditures	\$834,021	\$1,065,010	\$1,140,453	\$1,143,334	\$1,143,467

Division Goals

Division Expenditures

(\$ in millions)

- The Labor Relations/Equal Employment Opportunity (EEO) Unit is charged with the responsibility of negotiating collective bargaining agreements with our eight bargaining units.
- Remain current on any labor law changes that may impact the County and its employees as well as administering the Merit System Rules and collective bargaining unit agreements.
- Maintain the County’s EEO efforts by encouraging fair and inclusive labor practices and address employee complaints.
- Revitalize the Employee Suggestion Program through an active marketing program to encourage employees to submit money saving suggestions.
- Keep abreast of all new labor laws and assist in the training of managers and supervisors as needed.



Human Resources Administration - Programs

Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	834,021	1,065,010	408,583	409,747	409,801
Labor Relations	0	0	731,870	733,587	733,666
Total Expenditures	\$834,021	\$1,065,010	\$1,140,453	\$1,143,334	\$1,143,467

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	2	2	2
Labor Relations	4	4	4
Total Personnel	6	6	6

Human Resources – Administration Program

- **Administration/Labor Relations** - The Administrative Program includes the Labor Relations and Equal Employment Opportunity function which is responsible for all aspects of labor relations including negotiations, arbitrations, grievances, special conferences, as well as participation in matters brought before Michigan Employment Relations Commissions (e.g., Unfair Labor Practice charges, unit clarification hearings, representation elections, etc.). The program conducts pre-termination and pre-suspension hearings as required by U.S. Supreme Court Case *Loudermill v Cleveland Board of Education*, receives appeals of discipline and coordinates and assists the Personnel Appeal Board at all hearings. Provides information to management and employees related to Merit Rule interpretation and general labor laws pertaining to county employment. Consults with and advises management regarding disciplinary actions to ensure uniformity and compliance with Merit Rules. Coordinates bumping, layoff and recall process in accordance with Merit System Rules and/or collective bargaining agreements. Oversees the county's employee assistance program through an outside vendor. Investigates accommodation requests of employees/applicants; investigates internal EEO complaints and provides assistance to Corporation Counsel or other attorneys, as requested, related to formal EEO complaints. Reviews examinations for job relatedness to avoid potential adverse impact. Participates in county training related to the above. Coordinates County's Employee Suggestion Program by processing and implementing employee suggestions.

Human Resources Administration - Programs

Performance Measures	FY2012 Actual	FY 2013 Actual	FY2014 Actual	FY 2015 Actual
Began Negotiations on New Contracts/ Wage and Benefit Re-openers	8	5	-	3
Labor Agreements Completed	6	5	2	-
Grievances Processed and Respond to	10	7	11	8
Special Conferences	5	9	9	14
Arbitrations	3	72	2	1
Number of Arbitration hearing dates	2	3	2	-
312 Arbitration dates	1	-	-	-
Unfair Labor Practices filed	2	-	-	-
Unfair Labor Practice hearing dates at Michigan Employment Relations Commission	1	-	-	-
Disciplinary Action Hearings				
Pre-termination Hearings Conducted	18	19	23	14
Pre-suspension Hearings Conducted	19	11	12	8
Disciplinary Action Appeals processed	16	8	14	16
Appeal Board hearings	10	3	7	4
Personnel Appeal Board Hearings Resolved	13	5	7	6
Employee Suggestions Processed and Reviewed	33	21	11	26
Employee Suggestions Implemented	3	0	4	2
Participated in Employee Training	32	35	29	40
Internal ADA Accommodation Requests Processed	15	18	12	7
Internal EEO Complaints Investigated	2	5	3	4

Division Description

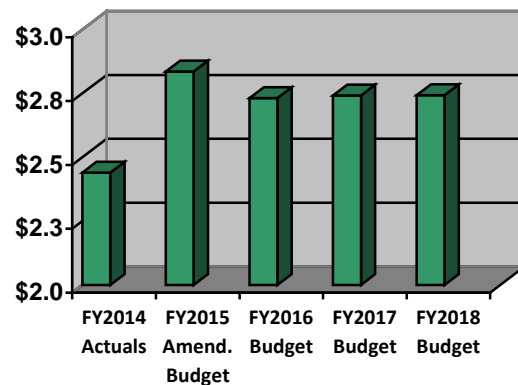
Responsible for administering and overseeing the Oakland County Merit System's Human Resources activities in the areas of Recruitment, Selection, Onboarding, Compensation, Classifications, Workforce Planning, Employee Records and Human Resources Information System.

Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	979,081	1,144,781	1,177,260	1,177,260	1,177,260
Fringe Benefits	591,003	668,867	719,354	719,354	719,354
Contractual Services	197,082	237,243	300,243	300,243	300,243
Commodities	5,461	11,497	11,497	11,497	11,497
Internal Services	666,930	773,788	524,059	533,880	534,298
Total GF/GP Expenditures	\$2,439,558	\$2,836,176	\$2,732,413	\$2,742,234	\$2,742,652
<u>Other Funds</u>					
Total Other Funds	0	0	0	0	0
Total Expenditures	\$2,439,558	\$2,836,176	\$2,732,413	\$2,742,234	\$2,742,652

Division Goals

- Assist Departments in meeting their staffing needs pursuant to the Merit Rules, working with them to determine cost effective ways to fill positions and streamline departmental human resources needs while continuing to provide service to the public.
- Oversee the preparation of Board of Commissioners resolutions that impact personnel, department reorganizations, position additions/deletions or grant acceptances.
- Review Division procedures to determine more efficient ways to perform tasks. Implement a new hire Onboarding software system to ensure efficiencies and add convenience to new hires.
- Continue to modify, maintain and upgrade the applicant tracking system to ensure best practices and efficiencies along with ease of use for applicants.
- Continue to develop the County's social media campaign and branding efforts.
- Continue to survey positions to ensure that County salaries are in good market position to remain competitive to attract and retain a qualified workforce.
- Continue to maintain the scanning program with regard to scanned personnel files to scan all files in a timely, organized manner without additional employee cost.
- Keep abreast of relevant employee law changes impacting the Family and Medical Leave Act, EEOC guidance and clarification, ADA accommodation for applicant testing, Personnel files, etc. Prepare EEO reports required by law.

Division Expenditures (\$ in millions)



Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	888,598	1,032,064	728,703	738,524	738,942
Compensation Classifications	0	0	501,021	501,021	501,021
Recruitment	1,171,729	1,412,861	1,075,009	1,075,009	1,075,009
HRIS Employee Records	379,230	391,251	427,680	427,680	427,680
Total Expenditures	\$2,439,558	\$2,836,176	\$2,732,413	\$2,742,234	\$2,742,652

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	1	1	1
Compensation Classifications	6	6	6
Recruitment	9	9	9
HRIS Employee Records	5	5	5
Total Personnel	21	21	21

Workforce Management Programs

- Workforce Management Administration** - Responsible for administering and overseeing the Oakland County Merit System's Human Resources activities in the areas of Recruitment, Selection, Onboarding, Compensation, Classifications, Workforce Planning, Employee Records and Human Resources Information System. The development and monitoring of the division's budget is also a function of administration.
- Employee Records & Human Resources Information System (HRIS)** - The Employee Records Unit is responsible for processing transactions for all County employees in accordance with Merit System Rules and collective bargaining agreements. They maintain employee records in compliance with federal and state laws; ensure compliance with the Bullard-Plawecki Employee Right to Know Act of 1978 and the Family and Medical leave Act of 1993; process salary and position changes authorized by miscellaneous resolutions, Personnel Appeal Board decisions, and collective bargaining agreements; maintain and publish quarterly updates to the County's salary schedule; provide applicable information as a result of subpoenas, Freedom of Information Act requests, and other requests for information regarding employee records; develop, implement, and maintain the Human Resources Information System to process employee, position, salary, and classification information and changes and provide reports for employee related statistical data. This unit is responsible for maintaining position management, which interfaces with the time and labor system and financial system, including approving and tracking Department requests for emergency salaries, ensuring that the request falls within the guidelines for usage; updating organizational charts after changes are made by Board of Commissioner action as a result of reorganizations, or position creation/deletion. Continue to implement scanning of employment records with the goal of having all personnel files, past and present, as scanned documents.

Objectives

- Set up new employee records, process termination files, and remote access security.
- Process all employee transactions, classifications, salary, and position changes accurately and efficiently.
- Maintain the confidentiality of employee files and employee records in accordance with merit system rules, and federal and state laws.
- Maintain the County's organizational charts.
- Provide training to department liaisons and management employees in order to assist them in accurately completing employee transactions in accordance with merit system rules and federal and state laws.
- Upgrade the Human Resources Information System (Oracle/People Soft applications) to allow consistency and uniformity with one central database and maintain system security.

Objectives (Continued)

- Review, approve, and monitor requests and expenditures related to temporary staffing needs (Emergency Salary).
- Respond to employment related Subpoena and FOIA requests in accordance with state laws in a timely manner.
- Maintain the County Salary Schedule.
- Continue to train management and supervisory staff in various employee issues (e.g., use of Leave without Pay, Family Leave, and salary rates, etc.)
- Upgrade and support the use of the Human Resources Information System (Oracle/People Soft applications) to allow consistency, uniformity, and lessen the need for shadow systems, with one central Database to meet the needs of the HR department and users of HR information systems throughout the County.
- Prepare statistical reports for management and departments from the Human Resources Information System.
- Continue scanning project with the objective to have all County employment records scanned, allowing electronic access while eliminating paper files.

Employee Records HRIS Unit Statistics

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Transactions Approved and Processed	18,943	17,578	17,874	22,666
Employment, Medical, Personal & I9 Files Set Up	3,248	3,488	3,428	3,908
E-Verify Transactions Processed	776	814	871	921
Family Medical Leave Act Requests Processed*	361	475	586	471
Verification, Subpoena, FOIA Requests Responded to	928	981	743	732
Reference Checks Processed	428	289	265	391
Filing/Scanning of Transaction and Miscellaneous Papers	21,689	22,851	27,629	29,645
Emergency Salary Requests Processed (new positions)	12	13	20	22

* Tracked by Calendar Year

- **Recruitment/Staffing** - Recruitment and Staffing is a resource for County Department management, employees and applicants in all areas of recruitment and workforce planning in accordance with the Oakland County Merit System. This Unit is responsible for internal and external hiring processes for the County. Administer the application, testing and appointment process defined by the Merit System Resolution and Rules; ensure compliance with local, state, and federal mandates for testing and hiring procedures; assist hiring departments in making selection and placement decisions; provide career counseling and transfer/re-employment opportunities for current employees per Merit System rules; maintain and update as necessary the Internet applicant system; proactively create a diverse applicant population that reflects the population in Oakland County by communicating our open competitive examinations through extensive community mailing lists, newspaper and Internet advertisements, professional organizations, etc.; design and administer the HR social media campaign to attract applicants and brand the County as an employer of choice; conduct exit interviews and monitor reasons for leaving to identify strengths and weaknesses within the County workforce; administer the clerical pool program for Oakland County departments to utilize part-time non-eligible employees for short-term staffing needs; process candidates for employment by verifying credentials, conducting background checks and coordinating employment physicals.

Objectives

- Continue to ensure the employment process results in the selection of qualified candidates for hire and promotion, using the most cost efficient and effective means possible while complying with Merit Rules, related laws, test validation standards and diversity initiatives.
- Review recruitment activity outcomes to determine effectiveness and define future recruiting strategy.
- Continue to improve the social media campaign and branding efforts to ensure the County is an employer of choice.
- Continue to upgrade current tests and research new testing processes to ensure accurate measurement of the knowledge, skills and abilities required for successful job performance.
- Continue to attend job fairs that promote the County to the largest diverse populations and attract the most qualified applicants especially for positions where there is a shortage of qualified candidates.
- Maintain the County's paperless employment application and paperless certified eligible list processes. Continue to implement technology initiatives and plan for future upgrades and workflow improvements.
- Continue to conduct and analyze the County's exit interview process to allow separated employees a chance to present information regarding their County experience.
- Compile and submit Equal Employment Opportunity reports by the deadline required per Federal law for reporting and grant acceptances.

Recruitment Statistics

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Jobs Posted (Formerly Exams Opened)	165	145	154	191
Applications Screened and Processed (total)	12,830	13,884	15,015	15,216
Applicants Tested	3,298	4,368	5,267	5,048
Eligible Lists Certified	368	90	103	154
Employee Physicals Facilitated	776	746	735	1,014
Transfer, Re-employment & Career Counseling Sessions	61	86	64	108
Job Fairs Attended	5	3	5	11
Exit Interviews Completed by Separated Employees	53	58	57	69
Internet Hits to HR Job Link	449,022	542,836	521,301	333,184

- **Compensation and Classifications** - Administer Oakland County's Salary Administration and Classification Plans as mandated by the Merit System. This involves conducting classification reviews to determine appropriate job classification and salary range; maintain accurate job descriptions and minimum qualifications for all County classifications; determine FLSA designation for all classifications; conduct and participate in salary surveys ensuring that County salaries are competitive within the labor market; prepare recommendations, resolutions, and supporting documentation for the Board of Commissioners for any position additions/deletions, grant acceptances and Countywide department reorganizations; coordinate the summer program; provide information and recommendations to the County Executive regarding budget requests; coordinate the County budget process as it relates to position, salary and/or applications/acceptances for personnel implications.

Objectives

- Continue to follow Merit System Rules to process timely review, assessment and response to requests for grant reviews, job audits, salary grade reviews and departmental reorganizations.
- Following County Executive and Board of Commissioners deadlines conduct timely review, analysis, and recommendations pertaining to County-wide departmental budget requests related to position creations/deletions, reclassifications, salary levels, reorganizations and transfers.
- Continue to monitor labor market trends and conduct salary surveys to ensure the County remains in a competitive position in the labor market for the purpose of retaining and attracting a qualified workforce.
- Generate and provide relevant salary survey data to support salary and classification determinations for job classifications that fall within and outside of the County's Salary Administration Plan.
- Maintain and update job descriptions for all County classifications covered under the Merit System, including ADA and essential functions of FSLA exempt/non-exempt status.

Compensation and Classification Statistics

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Job Audits and Classification Determinations	28	17	17	23
Completed Salary Grade Reviews	14	9	7	27
Resolution Agenda Items Prepared	34	45	49	36
Job Descriptions Finalized (created/revised)	70	52	108	75

Division Summary

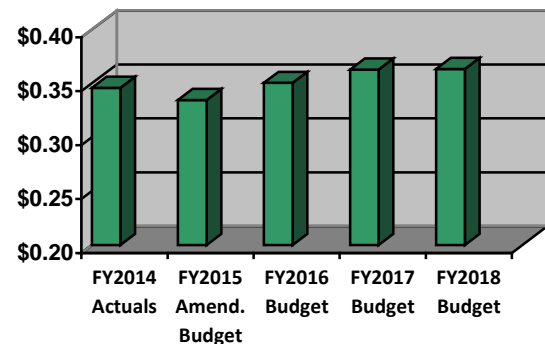
The Human Resources Benefits Administration Division is responsible for administering the County's benefit programs including medical and hospitalization coverage, prescription drug coverage, dental coverage, life insurance, vision care, disability income coverage (short-term and long-term), and flexible spending accounts for active employees, as well as unemployment compensation and COBRA compliance for former employees. The division coordinates the Defined Contribution and Defined Benefit Retirement Plans, and the Deferred Compensation Program with employees, retirees, the Retirement Board and outside vendors. The division administers the Tuition Reimbursement Program, Employee Service Award Program, OakFit Wellness Program and provides and/or coordinates training opportunities for all County employees. The division also oversees all contracts with benefit providers.

Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	110,765	118,858	122,424	122,424	122,424
Fringe Benefits	54,327	49,638	51,191	51,191	51,191
Contractual Services	4,773	9,724	9,724	9,724	9,724
Commodities	2,385	7,253	4,253	4,253	4,253
Internal Services	173,563	149,172	162,888	175,342	175,918
Total GF/GP Expenditures	\$345,812	\$334,645	\$350,480	\$362,934	\$363,510
<u>Other Funds</u>					
Fringe Benefits	2,376,220	2,778,946	2,903,700	2,940,500	2,959,600
Total Other Funds	\$2,376,220	\$2,778,946	\$2,903,700	\$2,940,500	\$2,959,600
Total Expenditures	\$2,722,032	\$3,113,591	\$3,254,180	\$3,303,434	\$3,323,110

Division Goals

- Ensure that all benefit programs are administered appropriately, cost effectively and in a timely and responsive manner.
- Ensure that all benefit plan designs are in compliance with federal and state regulations, including the issuance of required information and notifications.
- Manage the administration of benefit related contracts with vendors and recommend changes in plan design as needed.
- Promote and expand employee access to benefit, retirement and training information on-line and migrate the benefits website to the HR Department website.
- Continue to evaluate County benefits to ensure cost effectiveness and competitiveness with regional public and private employers in order to attract and retain quality employees.
- Ensure that retirement plans and programs are administered appropriately, cost effectively and in a timely and responsive manner.
- Ensure that employee training programs and educational opportunities are available to assist county employees and departments better perform their required services.
- Expand Wellness Program initiatives to further engage employees and retirees in an effort to improve employee health and that of their family.

Division Expenditures (GF/GP) (\$ in millions)



Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
HR Benefits Division Admin	345,812	334,645	350,480	362,934	363,510
Employee Benefits	1,494,831	1,495,246	976,700	989,700	998,300
Training and Development	456,675	581,800	600,800	609,300	613,600
Wellness	424,714	701,900	712,000	713,700	714,600
Retirement Plan Administration	0	0	614,200	627,800	633,100
Total Expenditures	\$2,722,032	\$3,113,591	\$3,254,180	\$3,303,434	\$3,323,110

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
HR Benefits Division Admin	2	2	2
Employee Benefits	6	6	6
Training and Development	6	6	6
Wellness	1	1	1
Retirement Plan Administration	6	6	6
Total Personnel	21	21	21

Benefit Administration Division Programs

- **Administration** - Responsible for managing the employees and programs within the Human Resources Benefit Administration Division, including employee benefit programs for medical, dental, vision, disability, life, flexible spending accounts and tuition reimbursement. Responsible for employee Training and Development initiatives and Wellness programs. Also responsible for Retirement Administration plans and benefits. Additional responsibilities include developing and monitoring the Benefit Administration Division budget, oversight of all benefit contracts with vendors, planning for future benefit related changes, and managing division employees and services provided.
- **Employee Benefits** - Process and administer all county benefit programs for active employees including medical, dental, life, vision, short-term and long-term disability insurance, and flexible spending accounts. Process unemployment claims and COBRA benefits for former County employees. Administer a comprehensive flexible benefit program and an annual open enrollment process. Responsible for contract administration with benefit vendors, including contract changes, rate renewals and review of annual accountings with The Hartford, WageWorks, ASR Health Benefits, Blue Cross/Blue Shield, Health Alliance Plan, Delta Dental and Navitus Health Solutions. Responsible for ensuring compliance with all State and Federal laws as it relates to employee benefits. Also responsible for communicating with employees any changes in benefit plan designs and options.

Objectives

- Monitor and evaluate State and Federal regulations regarding healthcare coverage and recommend plan design changes as needed to ensure County plans remain in compliance.
- Ensure all State and Federal reporting requirements are met in a timely and accurate manner.
- Track, report, and authorize payment on all required Patient Protection and Affordable Care Act (PPACA) fees including the PCORI and Transitional Reinsurance fees.
- Ensure HRIS modifications are in place to provide reporting as part of the PPACA requirements.
- Administer benefit contracts with Blue Cross/Blue Shield, ASR Health Benefits, Health Alliance Plan, WageWorks, The Hartford, Delta Dental and Navitus Health Solutions.
- Develop and issue request for proposals, review responses, select vendors and implement contracts for benefit plan vendors and carriers.
- Administer daily benefit claims, self-funded and insured billings, and answer questions from employees.
- Explore the feasibility of making more wellness features/options part of the current benefit package.
- Continue to update and improve benefits information for employees on-line, with open enrollment materials, through broadcast messages, the OakFit eNewsletter, and the new Human Resources Newsletter.

Objectives (Continued)

- Review and analyze benefit survey data and claims utilization reports to develop medical plan alternatives and other means of addressing benefit plan costs.
- Continue to scan existing employee benefit documents for OakDocs project, thereby reducing the volume of paper records.

Employee Benefits Unit Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Employee medical, dental & vision coverage administered	3,342	3,253	4,166	4,215	4,346
Disability claims administered* (long & short term)	416	373	356	363	313
Unemployment claims administered*	288	276	272	224	193
Employee Life insurance claims processed	3	3	4	8	11
COBRA Notices sent and tracked*	335	379	342	423	415
Open Enrollment changes entered in carrier enrollment systems	1,719	1,856	1,675	10,716	3,365
Open Enrollment changes processed in County HRIS system	13,866	14,449	14,961	16,281	9,815
Additional benefit transactions processed throughout the year	5,514	6,326	10,150	10,929	16,188
Scanning of Employee Benefit documents	N/A	67,820	71,742	61,455	71,450

*Denotes new claims only, does not include claims carried over from prior year.

- **Training and Development** – The mission of the Training and Development Unit is to enhance employee effectiveness by building organizational and individual competencies. The Training Unit designs and facilitates training courses based upon industry best practices of adult learning as well as employee/supervisor competency models. They are also responsible for administering the in-service training budget that is available for departments to use for job-specific external training, and for tracking employee participation in the HRIS system. In addition, the unit administers the Tuition Reimbursement program and the Employee Recognition program on a countywide basis.

Objectives

- Partner with departments to assess their training needs and offer solutions to facilitate the achievement of county objectives.
- Provide both instructor-led and computer-based curriculum, including County policy training, to employees in a cost-effective and efficient manner.
- Offer courses such as diversity training, workplace violence and harassment prevention training to ensure employees are up to date on workplace laws.
- Administer the Tuition Reimbursement program in accordance with parameters described in Merit Rule 20.
- Administer the Employee Recognition program to recognize employees' years of service, retirement and educational achievements.
- Maintain and utilize the HRIS learning module to track employee training.

Training and Development Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Instructor-led Training Sessions	201	234	208	256
# of Attendees	1,130	1,735	1,359	1,846
Computer-Based Training Courses Requested	475	468	674	1,048
# of Users	185	207	366	417
Oakland County Courses Created/Revised	3	2	5	3
Custom Course Sessions Facilitated	11	6	12	10
# of Attendees	201	120	190	100
In-service Training Sessions Approved	284	191	212	234
# of Attendees	1,836	907	967	1,063
External Training Expenditures Reviewed	537	503	512	498
Intergovernmental Cooperative Learning Program with Oakland County Municipalities:				
# Municipalities Participating	14	13	15	22
# of Attendees	115	73	114	84
Tuition Reimbursement Participants	148	113	140	167
# Applications	486	262	260	385
# Reimbursements	307	243	244	361
Service Award Recipients	515	442	544	523

- **OakFit Wellness Program** – The mission of OakFit is to assist Oakland County employees, retirees and dependents in taking ownership of their health and wellness in order to improve quality of life, enhance productivity, and stabilize long-term employee/employer health care costs.

The program seeks to build employee awareness and encourages participation in a variety of wellness events and activities. Examples include a pedometer walking program, a *Couch to 5K* running program that prepares employees for the *Brooksie Way 5K Run* and other 5K running events. OakFit provides various avenues for employees to access information on wellness topics, Lunch 'n' Learn sessions, an annual wellness fair and FREE vaccine program for employees, retirees, and family members. Employees can take part in many on-site activities throughout the year, including Weight Watchers at Work, exercise classes, employee appreciation massages, family fun days at the waterparks and a unique program called Fitness Unleashed that allows employees to walk shelter dogs during lunch hours. Off-site offerings include laser therapy tobacco cessation and weight management, as well as a reduced rate gym membership in partnership with Waterford School District.

Objectives

- Track results and industry trends to measure program success and plan future initiatives.
- Focus on modifying lifestyle behaviors that are associated with risk factors including diet, physical activity and preventative care.
- Continuously develop, modify and offer wellness programs to active employees, retirees and their families.
- Incorporate more wellness components into our employee medical plans.

OakFit Wellness Accolades:

- 2015 National Association of Counties (NACo) Achievement Award for Fitness Unleashed program
- 2014 and 2015 recipient of the Governor's Fitness Award
- 2014 and 2015 "Best & Brightest in Wellness" Winner
- 2013 recognized as one of Michigan's Healthiest Employers

Oakfit Wellness Program Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
<u>Number of Participants:</u>				
Health Screening	1,904	2,001	1,980	1,974
Health Risk Assessment	1,878	1,904	1,908	1,907
Flu Shot Program	1,046	1,068	1,137	1,673
Lunch n' Learn Events	11	10	10	12
Number of Attendees	271	274	257	221
OakFit Wellness Fair Participants	485	431	462	555
Weight Watchers at Work (lbs. lost)	612	360	879	628.5
Employee Market Day	250	250	300	300
Employee Appreciation Massage	422	324	321	406
Walk for Better Health Program	578	677	249	294
<u>Marketing of Programs:</u>				
Wellness Website Hits	123,030	99,011	73,295	76,405
Subscribers	2,307	2,850	2,264	2,020
Pages Subscribed to	5,731	5,570	8,282	7,315
eNews Bulletins Sent	44	55	54	71

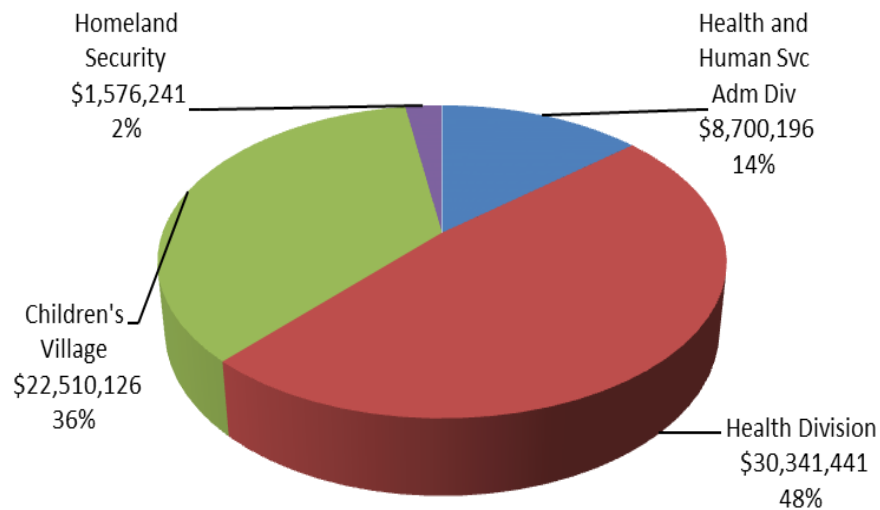
- Retirement Administration** - The Retirement Unit is responsible for all aspects of the County's Defined Benefit Retirement Plan (DB), Defined Contribution 401(a) Plan (DC), Deferred Compensation 457 Plan, and retiree health, dental, vision, and Medicare reimbursement programs. Other responsibilities include calculation of military time for eligible county employees, and maintaining the HRIS system as it pertains to payroll and benefit administration for retirees. The retirement unit prepares materials for the Retirement and Deferred Compensation Board meetings including agendas and member materials, and act as an information resource. The Retirement Administrator acts as Secretary to the Retirement and Deferred Compensation Board, is responsible for coordination of DB money managers, DC Plan record keepers, advisors, and the retirement board, and assists in developing and updating investment policy statements and asset allocations of the DB, DC, VEBA and Superseding Trust funds. Other responsibilities include coordinating the search for new money managers for the DB plan and discontinuing money managers as determined by the Retirement and Deferred Compensation Board. Also responsible for retirement plan contract administration and retiree benefit contract administration, contract changes, rate renewals and review of annual accounting with ASR, Blue Cross/Blue Shield, Health Alliance Plan, Navitus, NGS CoreSource and Delta Dental.

Objectives

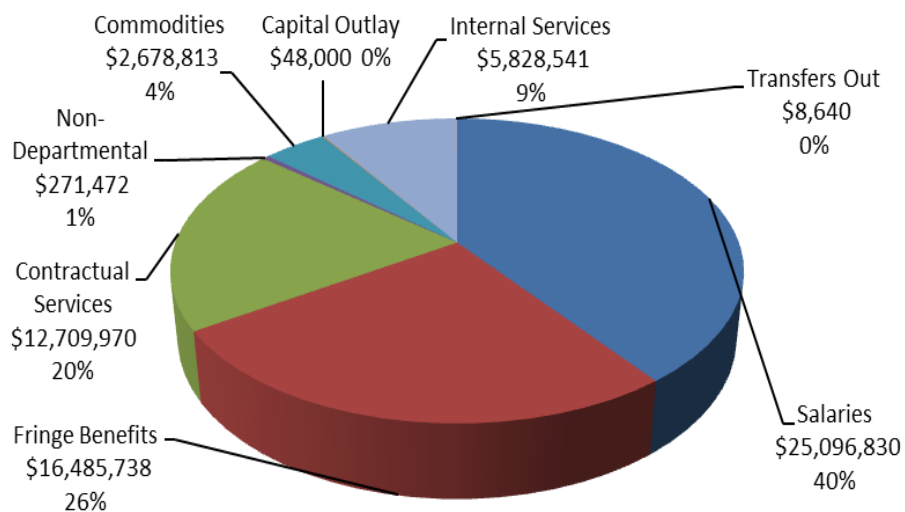
- Continue to administer the Defined Benefit plan for retirees and active employees that remain in the plan.
- Continue to administer the Defined Contribution plan for active employees, ensuring enrollments and fund transfers are completed accurately and timely.
- Continue to improve personalized education campaigns for Deferred Compensation and Defined Contribution plan participants.
- Continue to review retiree benefits and look for alternative ways to manage costs.
- Continue to scan existing retiree documents for Oakdocs project, thereby reducing the volume of paper records.

Retirement Administration Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
<u>Administration for active employees:</u>				
- Defined Contribution plan participants	2,698	2,758	2,842	3,009
- Defined Benefit plan participants	504	461	403	347
- Deferred Compensation plan participants	1,862	1,778	1,719	1,687
- Retirement Health Savings Plan participants	568	682	911	1,172
- PTNE FICA Alternative Savings Plan participants	1,514	1,184	1,206	1,159
<u>Administration for retirees:</u>				
- Defined Benefit plan retirees	1,943	1,963	1,975	1,990
- Defined Contribution plan retirees	468	524	571	624
- Retirees with Health, dental and vision coverage	2,189	2,394	2,424	2,473
Number of retirements processed for Defined Benefit and Defined Contribution employees	102	132	116	123

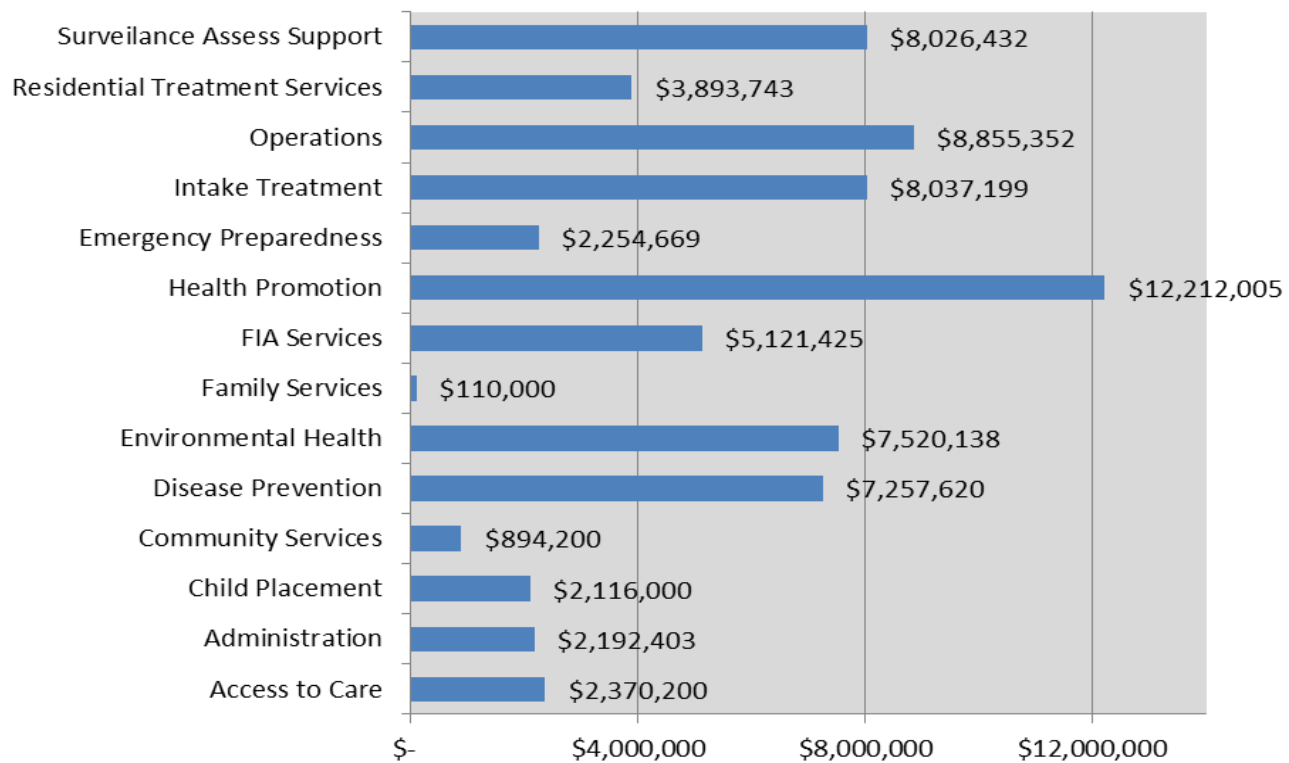
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Summary

The Oakland County Department of Health and Human Services is committed to people, excellence in service, maintaining efficiencies, as well as embracing change as an opportunity for improvement. The mission of the Department of Health and Human Services remains committed to coordinating and facilitating an array of high quality health and human services to the population it serves. These services focus on prevention, assessment, care, treatment, and regulatory functions for the citizens of Oakland County. Established pursuant to Public Act 139 of the Public Acts of 1973, the Department is responsible for providing administrative, budgetary, and policy direction for various operating divisions (i.e., Children's Village, Health Division, and Homeland Security). Additionally, the Department is responsible for facilitating coordination and collaboration among other agencies that provide client services such as Oakland-Livingston Human Service Agency (OLHSA), the Michigan Department of Human Services (formerly known as the Michigan Family Independence Agency), and the Area Agency on Aging 1-B (AAA 1-B). The Oakland-Livingston Human Services Agency provides services such as food distribution, housing, energy assistance, as well as the Head Start health services for children. The Area Agency on Aging 1-B program provides a variety of services to older adults and adults with disabilities in Livingston, Macomb, Monroe, Oakland, St. Clair and Washtenaw counties.

The Michigan Department of Human Services (Oakland County branch) provides a variety of social welfare services, including Child Protective Services, for Oakland County residents. The Health and Human Services Department is the County Executive's primary health and human services liaison with various local, state, and federal organizations and legislative bodies. This department also administers several service contracts and engages in needs assessment, planning, evaluation activities, and conflict resolution efforts.

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Health and Human Svc Adm Div	6,692,094	8,972,419	8,700,196	8,700,760	8,700,783
Health Division	28,794,136	29,519,407	30,341,441	30,441,803	30,445,979
Children's Village	21,138,116	21,562,739	22,510,126	22,680,183	22,688,211
Homeland Security	1,500,600	1,563,942	1,576,241	1,587,675	1,588,163
Total Expenditures	\$58,124,946	\$61,618,507	\$63,128,004	\$63,410,421	\$63,423,136

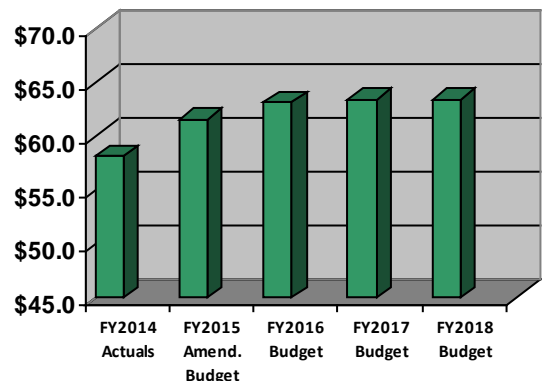
Current Issues

- Develop a comprehensive community health improvement plan to align resources and initiatives to improve public health in Oakland County.
- Continue with the upgrading of the physical plant at Children's Village.
- Increase awareness of homeland security efforts to maintain and protect County residents.
- Maintain department staff on training and credentialing certifications.

Department Goals (continued)

- Maintain strong collaborations with other Health and Human Service organizations in Oakland County to assure seamless care for our residents.

Department Expenditures –GF/GP (\$ in millions)



Department Goals

- Homeland Security Division will continue to stay active with the UASI (Urban Area Security Initiative) Regional Board as well as activities with Region 2 North.
- Continue the revision and update of the Children's Village Procedure Manual as relates to identifying "best practices."
- Work with area hospitals and other community partners to share Community Health Needs Assessment (CHNA) data to support their assessment requirements.

Summary of Major Program Changes

Revenue

The Revenue Budget for Health and Human Services includes a reduction in State Operating Grants within the Health Division for the Michigan Department of Health and Human Services (MDHHS) Comprehensive Planning, Budgeting and Contracting (CPBC) Agreement due to budgetary shortfalls at the State level. This reduction was required by "Executive Order 2015-5 Essential Local Public Health Services Program Reductions - Comprehensive Agreement." There is also a decline in Other Intergovernmental Revenues for Homeland Security due to fewer requests from local communities to install new Tornado Sirens. Revenue adjustments in the Health Division reflect an increase under Charges for Services: Reimb General of \$375,000, Immunizations \$536,612, Flu 3rd Party \$100,000 and Permits \$69,100. A partial offset to the increased Health Division Revenues from Charges for Services is expected due to Administration Fees (\$144,367) as a result of a new Medicaid Outreach contract and Flu Vaccine Fees (\$100,000) due to a reduced number of uninsured patients with alternate forms of payment for the influenza vaccine.

Expenditures

Controllable Personnel for FY2016 includes a 3% salary increase and associated fringe benefits. Also included is the creation of one full-time Public Health Sanitarian Supervisor position and one full-time Public Health Sanitarian Technician position. Further changes within the Health Division include the deletion of two full-time Office Assistant II positions. Position changes within the Children's Village Division include the creation of one full-time Treatment Services Supervisor position as well as one full-time Treatment Services Clinician I position.

Contractual Services reflect a decrease of (\$320,976) due to a reduction within the Health and Human Services Administration Division under Independent Living (\$305,895) based on programmatic needs and to offset the cost of the new positions in the Health and Children's Village Divisions. Reductions within the Health Division primarily include Professional Services due to the decline in demand for dental services resulting from Medicaid expansion and Affordable Care Act coverage. Increase within the Homeland Security Division \$24,000 under Maintenance Contract due to the recurrent need to maintain and repair the aging siren system. Commodities reflect an increase of \$53,145 consisting primarily of Vaccines within the Health Division due to the continual rise in the cost of immunizations. Capital Outlay reflects a decrease of (\$24,000) within the Homeland Security Division as a result of fewer requests from local communities to install new Tornado Sirens.

Internal Services reflect an increase of \$4,326 primarily due to Building Space Cost Allocation as Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for building maintenance and operations. Additionally, there are increases in Info Tech Operations; Info Tech Managed Print Svcs; and Motor Pool based on analysis of Internal Service Fund rates and costs which are partially offset by reductions in IT Development charges and Maintenance Department Charges which are budgeted in Non-Departmental and appropriated to departments on an as-needed basis along with a reduction in Radio Communications based on less demand.

Transfers Out reflects a decrease of (\$34,775) as a result of a one-time request for use of funds in the amount of \$28,492 within the Health and Human Services Administration Division Professional Services account in order to convert the current music classroom at Children's Village into a temporary clinic (M.R. #15062). It also included a one-time use of funds in the amount of \$6,283 from the Children's Village Division Security Supplies account so that a Duress/Signaling Security System in the Children's Village Counseling Center could be installed.

Division Summary

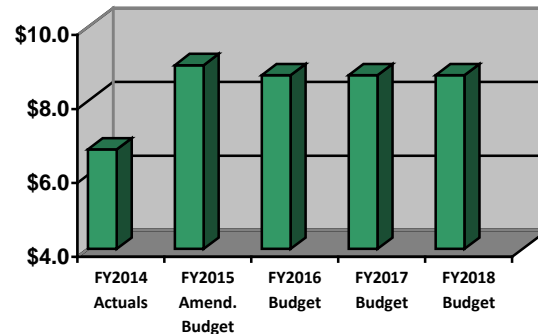
The Administration program of the Department of Health and Human Services is responsible for providing administrative, budgetary, and policy direction and oversight for and in collaboration with its operating divisions, which include Children's Village, Health, and Homeland Security.

Division Expenditure (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Health and Human Svc Adm Div	6,692,094	8,972,419	8,700,196	8,700,760	8,700,783
Total Expenditure	\$6,692,094	\$8,972,419	\$8,700,196	\$8,700,760	\$8,700,783

Current Issues

- Continue to improve coordination and cooperation among the Department of Health and Human Services' divisions and other agencies.
- Enhance quality assurance and cost containment/ cost avoidance efforts.
- Enhance public health response efforts through planning guidelines modeled by the National Association of County and City Health Officials (NACCHO) Project Public Health Ready.
- Improve staffing issues and address training gaps at Children's Village.
- Oversee and direct Department of Health and Human Services' preparedness and response activities.

Division Expenditures (\$ in Millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	138,558	142,053	146,316	146,316	146,316
Fringe Benefits	64,797	57,443	59,030	59,030	59,030
Contractual Services	6,370,593	8,649,970	8,372,567	8,372,567	8,372,567
Non-Departmental	60,354	80,472	80,472	80,472	80,472
Commodities	1,172	1,200	1,200	1,200	1,200
Internal Services	28,612	12,789	40,611	41,175	41,198
Transfers Out	28,008	28,492	0	0	0
Total GF/GP Expenditures	\$6,692,094	\$8,972,419	\$8,700,196	\$8,700,760	\$8,700,783
Other Funds					
Social Welfare	141,064	0	0	0	0
Total Other Funds	\$141,064	\$0	\$0	\$0	\$0
Total Expenditures	\$6,833,158	\$8,972,419	\$8,700,196	\$8,700,760	\$8,700,783

Health and Human Administration - Programs

Health and Human Services - Administration Programs

- Administration – Provides for administrative, budgetary, and policy direction and oversight for and in collaboration with its operating divisions, which include Children's Village, Health, and Homeland Security.

During FY 2014/2015, 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 683 individual child abuse investigations.

During FY 2014/2015, 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	3,810 – Number of Days
Boys and Girls Centers	4,514 – Number of Days
Life Preparation Center (LPC)	1,159 – Participants
Supervised Independent Living	61 – Days of Services
Re-Entry Services (Phase I, II, III)	\$199,600.00 – Total Cost

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	349,547	424,899	458,571	459,135	459,158
FIA Services	4,080,963	5,427,320	5,121,425	5,121,425	5,121,425
Family Services	100,875	110,000	110,000	110,000	110,000
Child Placement	1,487,573	2,116,000	2,116,000	2,116,000	2,116,000
Community Services	814,200	894,200	894,200	894,200	894,200
Total Expenditures	\$6,833,158	\$8,972,419	\$8,700,196	\$8,700,760	\$8,700,783

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Health and Human Svc Admin	1	1	1
Total Personnel	1	1	1

Division Summary

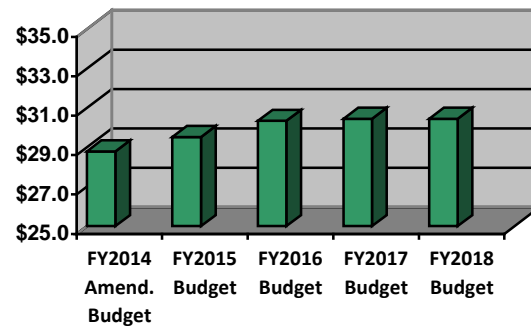
The Health Division protects the public's health through health promotion, disease prevention and protection of the environment. In addition to its traditional public health role, the Health Division facilitates collaborations among community agencies to align resources and efforts to impact community health issues and is committed to protecting the public through continual review and improvement of its emergency response capabilities, having developed nationally recognized preparedness programs. The Health Division executes all of these responsibilities in an exemplary manner in an environment of continually diminishing resources and increasing requirements from State and Federal authorities.

Division Expenditure (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Health Division	28,794,136	29,519,407	30,341,441	30,441,803	30,445,979
Total Expenditures	\$28,794,136	\$29,519,407	\$30,341,441	\$30,441,803	\$30,445,979

Division Goals

- Improve the public's health through health promotion, disease prevention and protection of the environment.
- Strengthen public health infrastructure by expanding public health response capabilities, maintaining regional collaboration and advocating about public health issues.
- Identify health priorities through comprehensive, community-wide health assessment and improvement planning process.

Division Expenditures (\$ in Millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	12,460,050	14,385,323	14,868,893	14,868,893	14,868,893
Fringe Benefits	8,485,485	9,150,384	9,494,966	9,494,966	9,494,966
Contractual Services	2,696,783	1,346,733	1,306,573	1,306,882	1,306,882
Non-Departmental	164,118	191,000	191,000	191,000	191,000
Commodities	1,592,460	1,382,563	1,758,063	1,758,063	1,758,063
Internal Services	3,387,742	3,054,764	2,713,306	2,813,359	2,817,535
Transfers Out	7,498	8,640	8,640	8,640	8,640
Total GF/GP Expenditures	\$28,794,136	\$29,519,407	\$30,341,441	\$30,441,803	\$30,445,979
Other Funds					
Human Service Grants	15,370,224	7,340,338	7,044,954	7,044,954	7,044,954
Total Other Funds	\$15,370,224	\$7,340,338	\$7,044,954	\$7,044,954	\$7,044,954
Total Expenditures	\$44,164,360	\$36,859,745	\$37,386,395	\$37,486,757	\$37,490,933

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Surveillance Assess Support	8,001,596	8,101,251	8,026,432	8,125,314	8,129,490
Health Promotion	9,956,350	12,531,653	12,212,005	12,212,454	12,212,454
Disease Prevention	7,943,605	6,645,376	7,257,620	7,258,080	7,258,080
Environmental Health	6,887,204	7,315,104	7,520,138	7,520,709	7,520,709
Access to Care	11,375,605	2,266,361	2,370,200	2,370,200	2,370,200
Total Expenditures	\$44,164,360	\$36,859,745	\$37,386,395	\$37,486,757	\$37,490,933

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Access to Care	26	26	26
Disease Prevention	70	70	70
Environmental Health	70	70	70
Health Promotion	134	134	134
Surveillance Assess Support	66	66	66
Total Personnel	366	366	366

Health Division Programs

- **Access to Care** - Access to care activities align with the core public health function of assurance. These services link people to needed personal health services and ensure the provision of health care where otherwise unavailable. These services include outreach, advocacy, and the direct care of persons in need of substance abuse treatment and dental services.

Accomplishments

- Nurse on Call (NOC) is staffed by experienced Public Health Nurses who provide callers with reliable, up-to-date information about a variety of health concerns. NOC answers questions regarding immunizations, communicable disease, pregnancy, infant and child health, and nutrition. They also provide referrals to community resources such as health care, prescription medication, emergency and community assistance programs, as well as Health Division programs and services, including community nursing. In 2015, 15,089 clients accessed information through the NOC program, with the top three calls for immunizations, health resources, and communicable disease information. NOC is a nationally recognized program, receiving the 2015 NACo Achievement Award.
- The Health Division's Dental Program plays a vital role in improving quality of life and eliminating health disparities by providing needed access to dental care for low income residents who lack dental insurance. A major concern in the dental community is that skipping regular, preventative dental care until a life threatening problem develops prompts unnecessary emergency department visits that consume scarce and valuable hospital resources. The Health Division has contracted with a dental care provider that delivers needed services at 13 locations throughout Oakland County to facilitate convenient low cost and timely access to care.
- The Homeless Healthcare Collaboration is a partnership that identifies available resources, gaps in services and barriers experienced by both individuals who are homeless and those who provide services to them. The Health Division has engaged representatives from local agencies, healthcare providers and others who provide resources and services to homeless and vulnerable populations to tackle issues surrounding the delivery of healthcare to the homeless. There are 65 organizations involved in this initiative that convene on a regular basis to address unique challenges surrounding hospitalization and discharge planning for clients who are homeless. This collaborative is nationally recognized, receiving the 2013 NACO Achievement Award and 2014 NACCHO Model Practice award.

Disease Prevention - Disease prevention is the primary role of Public Health. The financial impact of preventable illness is tremendous, representing 90% of healthcare costs. Through direct services to our clients and their families, Public Health Nursing Services (PHNS) seeks to enhance their health and well-being. PHNS offers a wide range of personal services that integrate clinic services, health screenings, community outreach, health promotion and education. PHNS nurses counsel clients regarding health issues, visit homes and schools and provide referrals to community resources.

Accomplishments

- Oakland County Health Division works to ensure that children with a health condition or developmental delay from birth to age three reach their full growth potential. Assessment and case management services provided by Public Health Nurses enable families to receive infant growth and development monitoring, intervention activities, and referrals to Early On Family Support Services. Public Health Nurses advocate for families to receive appropriate school services and help guide them through the process. The award-winning Early On-Oakland completed a record audit on children serviced by Community Nursing. OCHD met 100% of the criteria evaluated, including service delivery standards, comprehensive evaluation practices and child transition processes.
- Population immunity to communicable disease is dependent upon a high immunization coverage rate in the community. OCHD is the county's premier resource to raise immunization rates. In 2015, OCHD provided 38,339 immunizations to 15,171 clinic clients. As one of the largest local providers for the federally-funded Vaccines for Children (VFC) program, the Health Division is also able to increase vaccination rates by providing immunizations to infants and children who are uninsured. In addition, our community received nearly 19,936 flu shots through our outreach and in-house clinic services.

- **Environmental Health** - The Environmental Health Services (EHS) unit works to prevent illness caused by interactions between people and the environment. Environmental factors pertaining to food, land, air, water and shelter may pose risks to human health when not adequately protected from potential contamination. EHS inspects and regulates food service establishments, on-site sewage systems and private water supplies; monitors surface and groundwater; organizes infectious disease prevention programs; and educates people about environmental health issues.

Accomplishments

- Oakland County Health Division's accredited food safety program licenses and inspects more than 4,200 food service establishments, 248 food vending machines, and 92 mobile food operations. In addition, OCHD licenses and inspects food vendors at festivals such as the Woodward Dream Cruise; Arts, Beats and Eats; the Renaissance Festival; and many other local events. In fiscal year 2015, these efforts resulted in over 14,815 food safety inspections.
- Oakland County is home to hundreds of beaches and recreational water sources and has more than 100,000 water wells on commercial and residential properties. The Oakland County Health Division ensures water is safe for household and recreational use by providing water quality testing and analysis, inspecting public swimming pools and a permit program for water well construction. The Environmental Health unit conducted 1,276 pool inspections, issued 857 well and 771 septic permits, and reviewed 42,965 water sample results for drinking water wells and public swimming pools.
- Proper protection of individuals exposed to medical waste in their work environments is an important issue to reduce risk of injury, infection and disease. The Health Division is currently participating in a funded, pilot program in partnership with The Michigan Department of Environmental Quality (DEQ) Office of Waste Management and Radiological Protection, to inspect medical waste-producing facilities. Since inception of this pilot in 2014, nearly 250 inspections of small producing facilities, 100 inspections of large, high volume producing facilities and 100 inspections of unregistered, suspect producing facilities have been completed.
- Early detection of West Nile Virus (WNV) activity at the community level for the purpose of preventing human infection is an effective strategy for aggressive public education and prevention campaigns. The Health Division, in partnership with

- the Michigan Department of Health and Human Services (MDHHS), Emerging & Zoonotic Infectious Diseases Section (and sub-recipient of the CDC Epidemiology and Laboratory Capacity Cooperative Agreement), is participating in a funded project to support development of a low cost surveillance system using VecTOR Test kits for the rapid field detection of WNV. The innovation of the VecTOR test allows for rapid analysis of specific mosquito species to determine if WNV is present in testing pools providing a result within 30 minutes. In 2015, over 520 mosquitos were tested in 57 pools of mosquitos using this new technology.
- Beach monitoring to ensure recreational waters are safe for the community is a high priority for public health. Quantitative Polymerase Chain Reaction (qPCR) is a new, rapid test method that identifies E. coli DNA in beach waters. The Health Division now utilizes this highly innovative approach to testing the many lake waters in Oakland County. In partnership with the Michigan Department of Environmental Quality, Water Resources Division, OCHD instituted this new method to test beach water samples with specialized equipment for the rapid detection of E. coli bacteria. In 2015, Over 150 public beach samples were collected with the expectation to expand to the beach monitoring program to include real-time analysis on all monitored beaches in the county.

- Health Promotion** - Health Promotion enables individuals to increase control over and improve their health. Adopting healthy behaviors can prevent or minimize the potentially 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 and essential support services to facilitate all community collaborative efforts.

Accomplishments

- Safe Sleep awareness is a high priority around OCHD infant mortality initiatives to eliminate preventable infant deaths. As a result, Oakland County Health Division developed a Safe Sleep Train-the-Trainer program to increase knowledge about safe sleep practices among community partners and nursing students who educate infant caregivers. Training sessions increased participant knowledge resulting in enhanced direct client educational efforts. These partnerships allowed larger segments of the community to be reached with safe sleep messaging. These efforts have been nationally recognized, receiving the 2014 NACo Achievement Award for the Safe Sleep Train the Trainer program.
- Oakland County's Women, Infants and Children (WIC) Supplemental Food Program helps pregnant women, new mothers, infants, and young children up to age five receive healthy foods, nutrition education, breastfeeding support, and referrals to important services. Maintaining a historically high caseload, WIC generates important reductions in health care costs and long-term improvements in the health of women and children, servicing over 14,100 participants each month. For every dollar spent on WIC, it is estimated that savings of more than \$3.50 in health care costs occur.
- The Hearing and Vision Program provides state-mandated screening to identify and refer school-age children to treatment for hearing and vision problems that may impede a child's development and academic performance. Screenings were conducted within the county's twenty-eight school districts, pre-schools, childcare centers, and Health Division offices, successfully reaching 97% of the target enrollment for hearing screenings and 96% for vision screenings.
- The Health Division tobacco prevention efforts are geared toward youth to reduce use of tobacco products and help smokers quit. Youth tobacco education to eliminate the sale and distribution of tobacco products to minors is provided to retailers throughout the year in accordance with the Youth Tobacco Act (YTA). Unannounced, random inspections are completed each year, with youth volunteers attempting to purchase tobacco from various gas stations, grocery stores, convenience stores, bars, and tobacco specialty retail shops throughout the county. In FY 2015, none of the 46 retailers inspected sold tobacco to minors, resulting in a 100% compliance rate for Oakland County, marking a program first and a huge accomplishment for the community.

- The Health Division has a nationally recognized Social Media Team responsible for public health messages via avenues like Facebook and Twitter. Public health information is accessible with up-to-the-minute health news, events, emergency updates, prevention tips and links to public health resources. OCHD reaches over 2,000 people on average per week and continually strives to expand communication through social media avenues.
- **Surveillance, Assessment and Support** - Infectious diseases are the leading cause of death worldwide, and the number of deaths from infectious diseases has increased in the United States. Oakland County Health Division is responsible for protecting the public from these disease threats. OCHD's Medical Services unit is Oakland County's foundation for identifying, monitoring and preventing infectious disease occurrences. The Medical Services team investigates disease outbreaks, conducts public health surveillance, and provides programs to control further spread of disease. Assessment is an integral part of evaluating the community's health, prioritizing health concerns and developing an improvement plan for the community's high-priority health issues.

Accomplishments

- An important role of Public Health is to provide local personal health services that reduce the spread of infectious disease, such as HIV, and result in improved health outcomes for an entire community. Oakland County Health Division provides quality clinical care at no or low-cost. Services are provided by highly qualified and experienced Public Health Nurses and Laboratory Technologists. The Health Division's laboratory supports these efforts through rapid analyses and accurate results for nearly 80,000 tests performed annually. Confidential services are offered on a walk-in basis such as pregnancy testing; sexually transmitted infections (STI) testing, diagnosis and treatment; and counseling, testing and referrals for HIV prevention and control. Oakland County Health Division's clinical programs aim to increase awareness and empower individuals to protect themselves and the community through knowledge, understanding, and risk-reduction education. OCHD serviced 8,531 clients for STDs and administered 9,284 HIV tests.
- OCHD's Tuberculosis Program is front-line defense against Tuberculosis (TB). TB remains the second leading killer of adults in the world. The disease still regularly occurs in Oakland County, but rates continue to remain below the national average due to early identification of infection and treatment. Through low-cost testing, the Health Division is essential at identifying persons with Latent TB Infection (LTBI) who are at risk for progressing to the active and contagious form of TB because ten percent of people with LTBI develop TB later in life if they do not receive treatment. By September 2015, OCHD administered 9,133 TB skin tests and identified and began treatment for 17 active TB cases and more than 70 latent TB infections.
- Energizing Connections for Healthier Oakland (ECHO) is the County's comprehensive, community-wide health assessment and improvement planning process. The Oakland County Health Division created the ECHO initiative to engage the community in a recurring process to gather data, create a snapshot of health in the county, rank health issues and determine which ones to address. This will develop a coordinated action plan to empower all partners throughout the community to help improve the health of the county. The ECHO Steering Committee is a cross-sector collaborative with representatives from over 30 partner agencies, including hospitals, higher education, behavioral health organizations, emergency response, businesses, human services, environmental organizations, elected officials, parks and recreation, and homeless shelters. The Steering Committee's vision of healthy people connected to a thriving community guides decision-making, while a national model, Mobilizing Action through Planning and Partnerships (MAPP), is utilized for a planned approach to improve health and quality of life. MAPP was developed by the National Association of County and City Health Officials (NACCHO) to help communities apply strategic thinking to prioritize public health issues and identify resources to address them.

ECHO has completed data collection, identified top health priorities for the County, and is in the process of creating a community health improvement plan with all partners. The ECHO Data Dashboard (<http://oakland.mi.networkofcare.org/ph/>) is a resource that provides individuals and community organizations with current health indicators for Oakland County, model practices to improve health, and a service directory to increase awareness of community programs and services. The ECHO Data Dashboard will also host the final versions of the ECHO community health assessment and community health improvement plan, as well as future data reports.

Division Summary

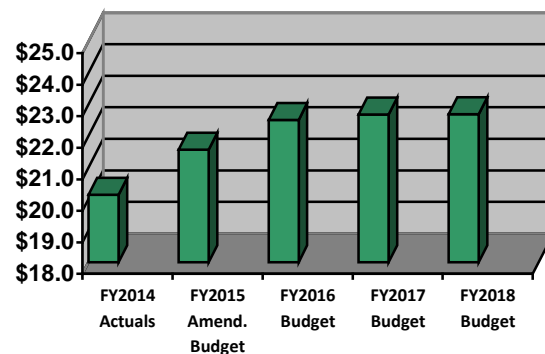
Children's Village is the County of Oakland's residential facility for children and youths, ranging in age from birth to eighteen years, who are court-ordered into care or who have been placed in the facility by the Michigan Department of Human Services. Established best practice treatment initiatives are incorporated into programming to meet the special needs of our population. Multiple living units located on a 45-acre campus provide the setting for the delivery of specialized services including: *secure custody* for juveniles charged with criminal offenses and determined to be at risk of flight or as posing a danger to public safety; *residential treatment* for youths who have been adjudicated as delinquents and determined by the court to be in need of out of home care and treatment services before they can be released back to the community, and *shelter care* for young people who are in need of protection for reasons of abuse or neglect or due to status offenses. The operational capacity of the facility is 216 beds. Children's Village residents attend school on campus, receiving educational services provided via contract with the Waterford School District.

Division Expenditure (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Children's Village	21,138,116	21,562,739	22,510,126	22,680,183	22,688,211
Total Expenditures	\$21,138,116	\$21,562,739	\$22,510,126	\$22,680,183	\$22,688,211

Division Goals

- To provide proven services within existing resources to children and youth who come under the jurisdiction of the court and are deemed to be temporarily in need of out-of-home care, custody and treatment.
- Deliver services in a caring, safe and therapeutic environment which also serves to protect the public.

Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	8,992,686	9,147,630	9,553,882	9,553,882	9,553,882
Fringe Benefits	5,926,705	6,209,746	6,637,296	6,637,296	6,637,296
Contractual Services	2,716,450	2,792,991	2,792,991	2,792,991	2,792,991
Commodities	712,733	898,225	900,870	900,870	900,870
Internal Services	2,789,542	2,507,864	2,625,087	2,795,144	2,803,172
Transfers Out	0	6,283	0	0	0
Total GF/GP Expenditures	\$21,138,116	\$21,562,739	\$22,510,126	\$22,680,183	\$22,688,211
Other Funds					
JAG 2014 DJ BX 0581	0	10,000	10,000	10,000	10,000
Juvenile Acct Incentive Block	0	0	0	0	0
Local Law Enforcement Block Gr	0	88,113	0	0	0
Total Other Funds	\$0	\$98,113	\$10,000	\$10,000	\$10,000
Total Expenditures	\$21,138,116	\$21,660,852	\$22,520,126	\$22,690,183	\$22,698,211

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	1,603,936	1,677,165	1,733,832	1,733,859	1,733,859
Operations	8,635,547	8,526,361	8,855,352	8,893,108	8,895,025
Intake Treatment Services	7,394,385	7,945,510	8,037,199	8,132,979	8,137,404
Residential Treatment Services	3,504,248	3,511,816	3,893,743	3,930,237	3,931,923
Total Expenditures	\$21,138,116	\$21,660,852	\$22,520,126	\$22,690,183	\$22,698,211

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administrative	18	18	18
Intake Treatment Services	97	97	97
Operations	43	43	43
Residential Treatment Services	45	45	45
Total Personnel	203	203	203

Children's Village Programs

- Administration** - Administrative services focus on providing the necessary fiscal resources, personnel, and other means of support necessary to enable the Intake Treatment Services, Residential Treatment Services and Operations teams to carry out their respective functions, goals and objectives. These functions include the development of the division's budget and ongoing monitoring aimed at remaining within budget parameters. Program goals reflect the Department of Health and Human Services' credo of remaining committed to excellence in service, efficiency, continuous review and improvement of services and staff, and embracing change as an opportunity for improvement. Included in the administrative program structure are the division's revenue efforts such as reimbursement for school meals, board and care reimbursement from the Michigan Department of Health and 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

- Develop and implement an Assessment Center based on risk and need assessment to determine best placement of youth, including alternatives to out of home placement.
- Implement a comprehensive database to strengthen the structure of individualized treatment programming and case management.
- Expand database capacity to collect and generate broader scope of statistical data.
- Redefine secure treatment and detention programming to establish best practices based on industry standards and statistical data generated from data management system.
- Increase campus security with the upgrading and expansion of the campus wide video surveillance system.
- Strengthen Reentry Process to increase services to youth and families and increase service consistency to all youth and families.

- **Operations** - The function of Operations is to provide the ancillary services necessary for the Intake Treatment Services and Residential Treatment Services teams to carry out their respective missions in rendering the best possible care to our young clients and their families. Operational functions include ensuring a properly maintained physical plant, providing transportation, food services, clothing and laundry services, bedding and linen, educational supplies, recreational supplies, security equipment (including radio communications, audio and visual surveillance and alarm systems), equipment rental and repair, toiletries (including diapers and other supplies for infant care), and housekeeping supplies. In short, operations focus on the "care and feeding" of the residents and with equipping staff with the "tools" necessary to deliver services to our clients.
- **Intake Programming** - Provides a safe and secure environment and essential services to males and females, ranging from birth through 17 years, who are in need of temporary shelter, secure detention or transitional care. These services relate to the formal admittance of new residents to the facility; and to the assessment of needs and subsequent assignment to an appropriate living unit as well as the implementation of initial and/or interim treatment.
 - **Secure Detention Services** – For males and females, ages 10 through 17, residing in two secure (i.e., locked) units, who are awaiting court process or placement in a Children's Village treatment program or with other agencies, and have been deemed to be a risk to the community and/or self. These youth receive short-term services including: emotional and physical health assessment, treatment and crisis intervention.
 - **Shelter Care/Transitional Services** – For children, ages birth through 17, temporarily removed from their own homes for reasons of parental neglect, dependency or who have been involved with court for home or school difficulties. May be awaiting reunification with family, foster care, placement with other agencies or placement in a Children's Village residential treatment program. Children reside in staff secure (i.e., unlocked) living quarters and receive short-term treatment services, including emotional and physical health assessment and treatment as well as crisis intervention.
- **Residential Treatment** - Provides comprehensive treatment services in a residential setting to youths who have been identified as being in need of out-of-home placement. Essential to this service delivery is the partnership involvement of parents and guardians and the Family Court with the facility staff in the ongoing treatment process. Additionally, protection for the community is addressed via the continuum of security levels. Children's Village incorporates an innovative Youth Re-entry Process into treatment programming. Planning for each youth's exit from the juvenile justice system is initiated immediately upon placement in a treatment program in order to develop and support a successful transition home. Youth receive support services specific to their needs to help them and their families' successfully transition back into the community.
 - **Residential Treatment Program** – Provides comprehensive rehabilitative services to adjudicated youths, ages 12 through 17 years, who have been placed by dispositional orders of the Family Court or by referral from the State Department of Human Services. Youths reside in either staff secure living units or a secure setting depending upon the severity of their delinquency and dysfunctional behavior. Residential Treatment Services provides behaviorally-based programming, utilizing a therapeutic-milieu approach to daily living. Standard services include individual counseling and group therapy with individualized service plans, including Re-Entry. Specialized services include individual psychotherapy, psychiatric care, family therapy and substance abuse counseling. Length of stay is open-ended, based upon individualized needs and the progress made by youth and family toward achieving those objectives. The Residential Treatment Services program serves as a lower-cost alternative to youths having to be committed to the state system of care.

Division Summary

The mission of the Oakland County Homeland Security Division (OCHSD) has been, and continues to be, to keep those that live, work and recreate in Oakland County safe. Recent world events now present another dimension to the mission that being the concern of terrorism and the vast range of potential terrorist acts now requiring broadening the scope of what the Division must be cognoscente of in planning how to prepare, respond, attempt to mitigate and recover from what may befall us. To that end, OCHSD has engaged with federal and state homeland security entities in areas more involved with potential threats. This includes organized terrorism or lone wolf attacks, health preparedness, schools, public entertainment venues, government facilities and other critical infrastructure sites. Notwithstanding this broadened scope of responsibility, the Division is still very much committed in continuing our efforts with weather related disasters, chemical/biological/radiological/nuclear/explosive (CBRNE) incidents, educating the public and being ready to respond to any/all emergencies.

OC/HSD is especially committed in ensuring the safety of the county workforce as well as assisting employees tasked with critical responsibilities. We continually update and provided relevant information to other county divisions/departments. This includes conducting training workshops on suspicious mail/packages handling, ADA requirements pertaining to county services and most recently Surviving Active Shooter Situations and campus violence.

Regionally, OCHSD has remained an active participant in the Urban Area Security Initiative (UASI) and taken a lead role with developing and implementing two vital programs that play a significant role in the safety of citizens within our region. The Michigan Task Force 1 Urban Search and Rescue (USAR) is a fully functional and skilled team capable of responding to any major emergency or catastrophic event requiring specialized personnel and equipment. Also, The Detroit Southeast Michigan Information and Intelligence Center (DSEMMIC) is fully staffed with trained intelligence analysts who receive both classified as well as non-classified data to evaluate and re-distribute on a 'need-to-know' basis regarding terrorism, criminal acts and/or other data first responders need be aware of to safely perform their function(s). Several millions of dollars were obtained through Department of Homeland Security funding sources to support these projects. Both have been cited by State and Federal Agencies as a model to be emulated. In addition to the Regional and Local funding we receive through UASI Homeland Security grants, because of efficiencies and the commitment of our staff Oakland County has been able to secure an additional \$2M dollars in funds over the last (4) years.

Utilizing local Homeland Security funding, OC/HSD has also been instrumental in developing OAKTAC and the Incident Management Team (IMT). OAKTAC is an emergency tactical response team, comprised of county wide first responders that utilize shared resources for emergency situations. Team members train together ensuring a collective and unified response saving law enforcement agencies the expense of funding individual teams. The IMT is another special response team with trained first responder personnel tasked with the responsibilities of assisting Incident Command with on-scene management and resource allocation, long term planning and logistical support. The Oakland County Emergency Operations Center (OC/EOC) and the IMT rely heavily upon one another ensuring real-time communication from an incident scene and the identification and accusation of resources. The OC/IMT came together via a total commitment of IMT leaders and OC/HSD. It remains the Michigan's *only* functional Incident Management Team with other local units of government either seeking partnership or information on our model.

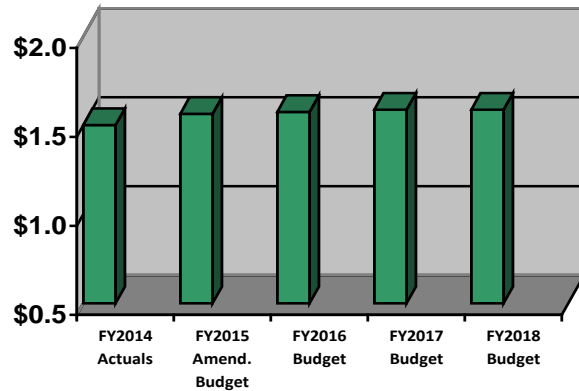
The Homeland Security Division embraces the county/community wide concept of preparedness, both for citizens as well as for businesses, schools, entertainment venues, government facilities and special events. We identify gaps and needs to build stronger awareness and response capabilities through trainings, exercises and taking part in National and Statewide programs. Our preparedness literature is distributed at county special events, libraries, schools and public facilities. We assist critical infrastructure establishments with developing their Emergency Operations and Response plans. Most recently we completed an extensive Security and Emergency Response Plan with the Cranbrook Academy, as well as their Arts & Science Centers which was highly regarded by both Cranbrook Administration and the Bloomfield Hills Department of Public Safety.

Division Expenditures(GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Homeland Security	1,500,600	1,563,942	1,576,241	1,587,675	1,588,163
Total Expenditure	\$1,500,600	\$1,563,942	\$1,576,241	\$1,587,675	\$1,588,163

Division Goals

- Develop and maintain proficiencies with Oakland County Special Response Teams with attention focused upon grant acquired equipment, funded exercises and safe/effective response capabilities,
- Expand Emergency Management awareness and preparedness exposure to K-12 school populations,
- Continue specialized training presentations (active shooter/workplace violence) to special Interest groups (hospitals, schools, special needs, religious institutions, entertainment venues and shopping centers,
- Continue utilizing existing grant funding and explore new grant opportunities to increase the readiness and preparedness levels of Oakland County in maintaining the safety of all its citizens, businesses and visitors,
- Continue comprehensive and advance training to Oakland County first responders as well as testing, exercising and evaluating plans and protocols.
- Enhance emergency preparedness plans to ensure they include whole-community approach and are understood by EOC responders and community partners.

Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	487,060	513,180	527,739	527,739	527,739
Fringe Benefits	272,825	297,600	294,446	294,446	294,446
Contractual Services	226,978	211,252	237,839	238,186	238,186
Commodities	13,602	18,680	18,680	18,680	18,680
Capital Outlay	19,790	72,000	48,000	48,000	48,000
Internal Services	480,345	451,230	449,537	460,624	461,112
Total GF/GP Expenditures	\$1,500,600	\$1,563,942	\$1,576,241	\$1,587,675	\$1,588,163
Other Funds					
Emergency Preparedness	2,396,592	766,471	678,428	678,428	678,428
FEMA Grants	57,942	0	0	0	0
Total Other Funds	\$2,454,535	\$766,471	\$678,428	\$678,428	\$678,428
Total Expenditures	\$3,955,135	\$2,330,413	\$2,254,669	\$2,266,103	\$2,266,591

Homeland Security - Programs

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Emergency Preparedness	3,955,135	2,330,413	2,254,669	2,266,103	2,266,591
Total Expenditures	\$3,955,135	\$2,330,413	\$2,254,669	\$2,266,103	\$2,266,591

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Emergency Preparedness	11	11	11
Total Personnel	11	11	11

Emergency Management – Oakland County Homeland Security Division is the designated Emergency Management program for the County. Emergency Management functions include all planning aspects before, during and after an emergency. Assessments such as the Oakland County Hazard Mitigation Plan and Threat and Hazard Identification and Risk Assessment (THIRA) assist us in identifying probable incidents and likely hazards that could affect Oakland County. A comprehensive Emergency Operations Plan (EOP) was recently updated to follow the FEMA Essential Support Function (ESF) hybrid model. Oakland County included community partners to solicit information, at the local level, in the planning process to ensure a whole community approach. Oakland County Homeland Security Division also works with the local communities to review all local support plans. In the event of an emergency, local communities can request assistance from the County in accordance with Public Act 390. Reviewing the Local Support plans ensures each community understands their planning and response responsibilities as well as the process for emergency requests and assistance. On-call staff are required to maintain situational awareness 24/7 and address all concerns from the community.

Early Weather Warning Program - Oakland County has the largest outdoor warning program in the state and continues to enhance the system and educate the public pertaining to warnings recommendations. Oakland County Homeland Security Division is responsible for the coordination, purchase and maintenance of 274 outdoor warning sirens. The outdoor weather warning program is designed to provide timely notification of severe weather conditions to persons and agencies. The goal of the program is to reduce personal injuries and property damage as a result of severe weather. The sirens are activated for Tornado Warnings (tornado sighted or strongly indicated on radar) or Severe Thunderstorm Warnings with 70 mph winds or greater. On-call staff monitors weather conditions 24/7 and respond to the EOC for monitoring of inclement weather and activation of the sirens. They are often in the EOC after-hours and on weekends during severe weather events. The sirens are also tested at 1:00 PM on the first Saturday of month starting in March through November. In FY15 the outdoor warning system was activated 9 times for tests and actual events.

Community Education and Assessments - Oakland County Homeland Security Divisions (HSD) assists the community with detailed Hazard Vulnerability Assessments (HVA), risk assessments, plan reviews and trainings as requested. During FY13-15 Oakland County Homeland Security Division provided a comprehensive HVA to all Long-term Care Facilities (LTC) in the County that requested one. This was to assist with LTC mandated requirements to enhance their security measures and planning documents. Oakland County also supports several volunteer agencies that will assist during a disaster such as Oakland County Michigan Amateur Radio Public Service Corps, Citizen Corps Programs and Oakland County Crisis Response Organization (OCCRO). HSD also supports Severe Weather Awareness Week effort to encourage education and planning for communities. In FY15 over 114,177 pieces of educational materials were distributed to schools, businesses, and government agencies. In addition, Oakland County assisted the National Weather Service (NWS) by hosting eight Skywarn training classes training 513 participants. September of each year is National Preparedness Month. Each year OC/HSD designates a specific area of preparedness and through mailings, presentations and media exposure to enhance exposure of the topic. These have included 'Build a Plan', 'School Safety', 'Weather Emergencies', 'Workplace Safety' and 'Volunteer Resources'.

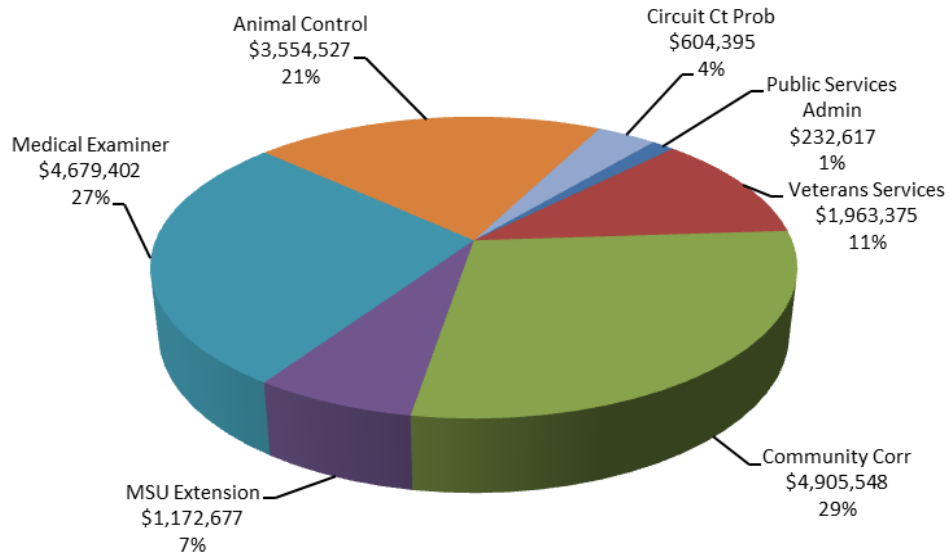
SARA Title III (Superfund Amendment and Reauthorization Act) - Title III of the Superfund Amendment and Reauthorization Act (SARA) is a federally mandated program to ensure a coordinated planning and response effort between industries with County and local governments in the event of a hazardous substance release into air, land and/or water. Oakland County's Local Emergency Planning Committee (LEPC) is managed by the Oakland County Homeland Security Division. There are currently over 498 hazardous substance facilities on file in Oakland County that could have one or more of the approximately 1,500+ regulated hazardous substances at their facility. If these substances were released, they would have an immediate effect upon the community. Of these, approximately 225 facilities in 2015 were categorized as Extremely Hazardous Substance (EHS) facilities. HSD staff developed emergency response plans for each EHS facility and provided copies to first responding agencies.

School Drills – House Bill No. 4713 now requires all public and private schools in Michigan report their required schools drills to County Emergency Management (EM) offices each year. The EMs are then required to share that information with local first responders. Oakland County Homeland Security Division manages this requirement through a recently developed on-line portal system. Each week reports are generated to track compliance with the outlined requirements for over 500 schools. HSD staff then followed-up with the schools and local first responders to provide guidance, assistance and training on the requirements. At the end of the 2014/2015 school year, Oakland County schools were 94% compliant with all requirements. This was the first year these new responsibilities were placed on the EM's and local schools. Our success (exceeding all other school systems in the state) was due to the development of a manageable reporting system and the diligence of our staff to ensure compliance. There are no other counties in the state that have been able to track and manage the components of the required changes as well as Oakland County.

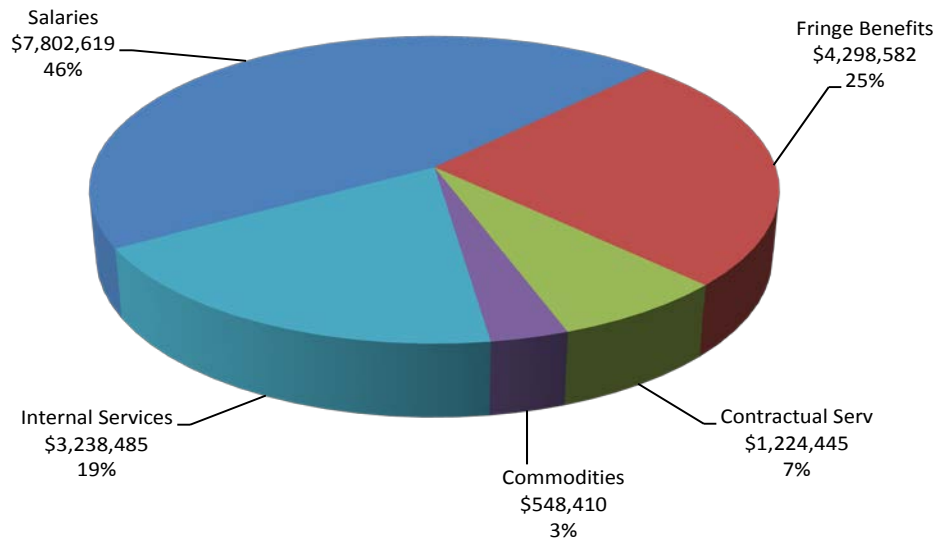
Grants - Oakland County Homeland Security Division receives several grants from FEMA that are awarded through the State. The Homeland Security Grant Program (UASI & SHSP) grants are the largest grants HSD receives. While fiduciary, from 2008-2013, HSD managed over \$32,789,334 grant funding. HSD often manages up to 35 projects at a time, ensuring from the start of the allocation, through Grant Allocation Committee (GAC), UASI Board approval, State approval, purchasing requirements, payment and reimbursement are done on each project and coordinated with the project leads in the community. As a result of Oakland County's ability to expend funding in a timely, efficient and compliant manner in addition to our initial allocation we have been awarded funds exceeding \$2M. Grant funding is used to support the purchase of equipment, trainings, exercises, and personnel expenditures to support first responder agencies, communities and critical infrastructure sites.

Trainings and Exercises - Oakland County Homeland Security Division is always looking for ways to enhance response capabilities. Trainings and exercises with community partners and responders enhance competencies providing improved protocols and plans. HSD conducts several trainings and exercises throughout the year for first responders, schools, community partners, county employees and other Critical Infrastructure and Key Resources (CIKR) sites. Each year HSD, in conjunction with the Oakland County Sheriff's Office, provides safety and security presentations, continually updated based on the recent threats and lessons learned. In FY15 our Emergency Preparedness and Active Shooter presentation was given eight times throughout the year. HSD also assisted Building Safety with County Building Evacuation drills. A policy and plan was developed whereby on a rotating schedule drills are internally conducted. Periodically the drills will be observed and evaluated by HSD and Building Safety with a full After Action Report prepared designed to improve the safety of all employees and visitors. In effort to enhance the understanding and interdependence of the Emergency Operations Center (EOC) function with other county departments/divisions HSD coordinated a FEMA sponsored training in August, 2015. The training course concluded with an exercise involving participants to operate in their assigned roles during an emergency. Exercises help people test the theories and protocols in plans to identify areas that need improving. HSD staff hosted or participated in 9 exercises in FY15.

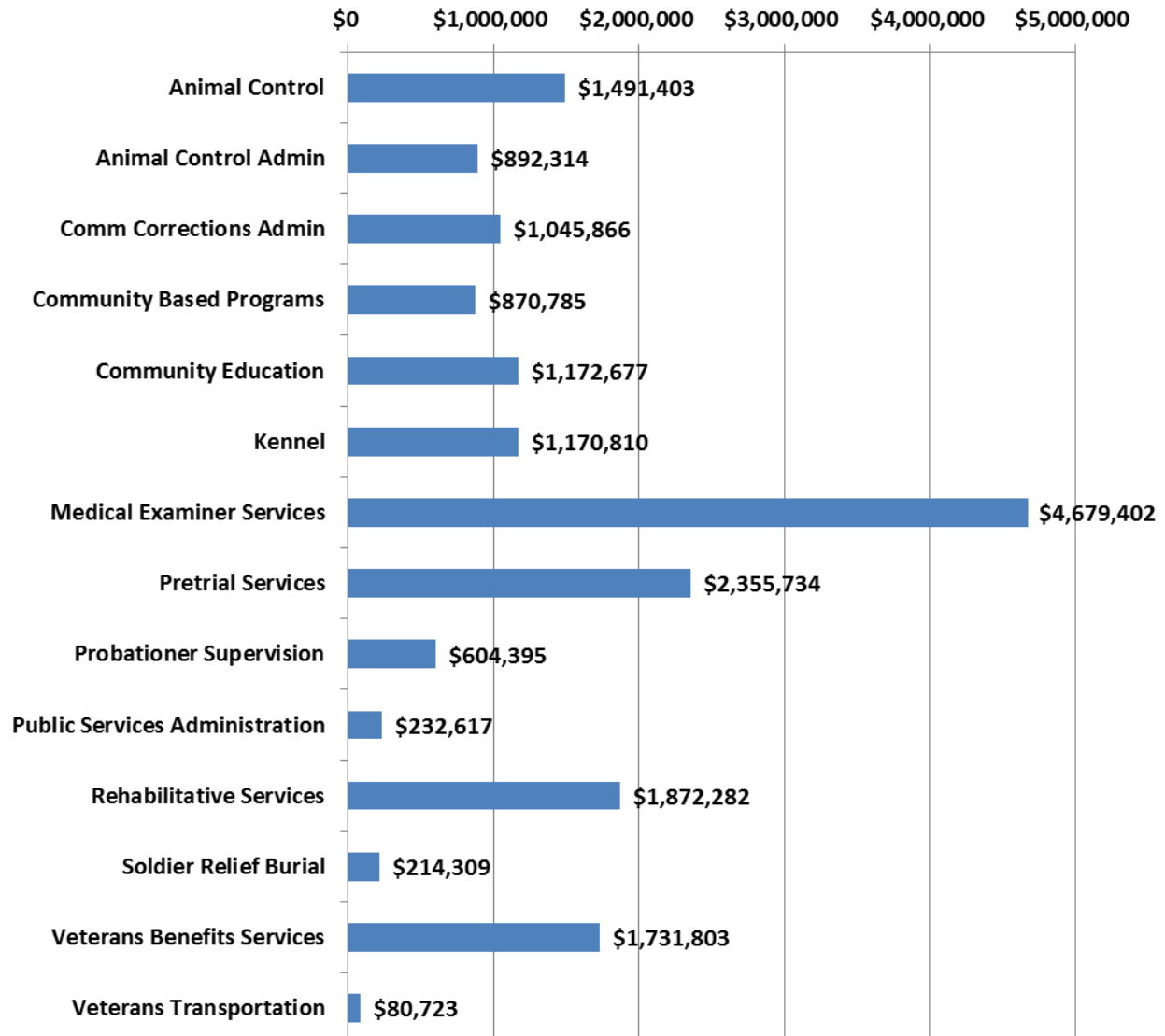
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Mission

To enhance the quality of life for Oakland County residents by providing excellent services in the most expedient, dependable and cost-effective manner possible.

Public Services Administrative Division Summary

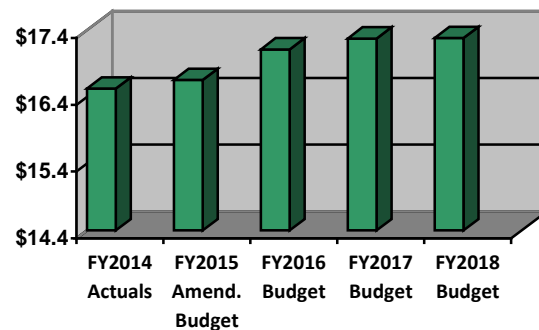
The Administrative Division through the Director of Public Services coordinates, directs, and is responsible for the following divisions: Animal Control, Circuit Court Probation, Community Corrections, MSU Extension - Oakland County, Veterans' Services, and the Medical Examiner. This is consistent with provisions of Section 13 and 14 of the P.A. 139 of 1973; the County Executive's organization plan as adopted by the Board of Commissioners. In addition, the Director of Public Services represents the County Executive in preparation and presentation of material for the Public Services Committee of the Oakland County Board of Commissioners. This latter function, in part, involves liaison coordination and management of materials as requested and proposals generated by the following departments and divisions: Public Services Department, Homeland Security, Circuit Court, District Court, Probate Court, Prosecuting Attorney, Sheriff, Criminal Justice Coordinating Council, and Local Law Enforcement Agencies.

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Public Services Administration	229,165	225,700	232,617	233,133	233,157
Veterans Services	1,753,990	1,894,923	1,963,375	1,971,333	1,971,694
Community Corrections	4,608,207	4,735,081	4,905,548	4,922,228	4,922,976
MSU Extension Oakland County	1,090,277	1,122,068	1,172,677	1,192,366	1,192,964
Medical Examiner	4,541,791	4,597,084	4,679,402	4,720,272	4,722,145
Animal Control	3,695,561	3,552,333	3,554,527	3,596,716	3,598,668
Circuit Court Probation	605,220	527,945	604,395	640,263	641,916
Total Expenditures	\$16,524,211	\$16,655,134	\$17,112,541	\$17,276,311	\$17,283,520

Current Issues

- Veterans' Services Division ensures that Oakland County's 70,000-plus veterans receive all federal, state, and local benefits they earned while serving in uniform. Since 2014, Veterans' Services has focused on ending veteran homelessness, identifying dozens of veterans in need and placing them in housing.
- Animal Control Division continues to improve policies and procedures that will enable it to adopt out as many dogs and cats as possible. It also has an eye toward enhancing facilities in order to optimize the care given to the 5,000-plus animals it takes in every year.
- Community Corrections Division works collaboratively with the courts and law enforcement agencies to find cost-effective ways to hold non-violent offenders accountable while helping to relieve county jails and state prisons of overcrowding.

Department Expenditures (\$ in millions)



Department Goals

- Be transparent and accountable to Oakland County residents.
- Improve the quality of life for Oakland County residents by making our communities safer, ensuring veterans receive all their benefits, advocating for humane treatment of animals, and applying current research to improve our natural resources.
- Provide exceptional customer service through a commitment to having a well-trained staff and utilizing technology for greater efficiency.
- Continue to identify and implement best budgetary practices that will ensure the Public Services Department will be able to fulfill its mission for years to come.

Summary of Major Program Changes

Revenue

Charges for Services increased in the FY 2016 revenue budget due to Animal Control Sale of Licenses and Service Fees that were adjusted to reflect program activity. This increase was partially offset by decreases in Animal Control Adoptions / Shots / Sterilization fees that were reduced to promote animal adoptions. Community Corrections fee income was also reduced due to less than anticipated court referrals to the Weekend and Weekday Alternative for Misdemeanants (WWAM) Program.

Expenditures

Controllable Personnel for FY 2016 includes a 3% salary increase and associated fringe benefits. Contractual Services increase is primarily a result of Animal Control's trustee tethering program (MR #15062). Commodities increased due to an increase in Animal Control Medical Supplies and Animal Supplies to account for actual operational needs. The overall Internal Services increase is due to Building Space Cost Allocation because Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY2015 compared to FY2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. Additionally, Internal Services increased due to rate and usage adjustment for various line items such as Motor Pool, Info Tech Managed Print Services and Info Tech Operations. These increases were partially offset by a decrease in Info Tech Development and Maintenance Department charges which are a result of appropriations being budgeted in a Non-Departmental account and transferred to departments as needed per the General Appropriation Act. FY 2017 – FY 2018 building rates are based on a full cost recovery for building maintenance and operations.

Division Summary

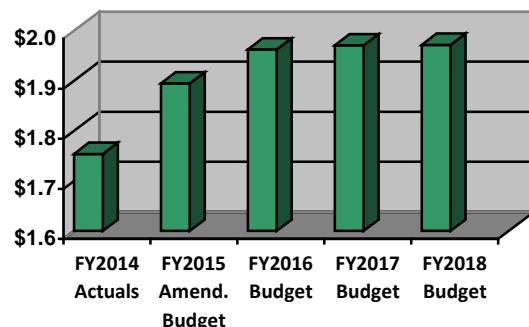
The Veterans' Services Division provides technical, local-level advocacy and assistance to Oakland County Veterans and/or dependents to obtain federal, state and local veterans' benefits. These benefits include disability compensation, pension, education, medical care, burial benefits, etc. In addition, the Veterans' Services Division administers the relief and burial allowances for the Soldier's Relief Commission. Additional services provided include transportation to the Department of Veterans Affairs Medical Centers for treatment purposes and referrals to other appropriate agencies. Currently the division provides services in Troy and Pontiac, Michigan.

Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Veterans Services	1,753,990	1,894,923	1,963,375	1,971,333	1,971,694
Total Expenditure	\$1,753,990	\$1,894,923	\$1,963,375	\$1,971,333	\$1,971,694

Division Goals

- Provide Oakland County veterans/dependents with the highest caliber service available to assist them in developing and processing their claims for legislated veterans' benefits.
- Provide Soldiers Relief Burial and Foundation Allowances and Emergency Financial Relief.
- Provide reliable, wheelchair accessible transportation for veterans to the US Department of Veterans Affairs Medical Centers in Detroit and Ann Arbor, MI.
- Continue training for staff to maintain accreditation status granted by the U.S. Department of Veterans Affairs.
- Monitor legislation to determine impact on veterans, their dependents and Oakland County.
- Continue the enhancement and/or replacement of reference materials with CD-ROM and Internet access.
- Maintain and update the division's veterans' networked database, automated forms completion software and Soldiers Relief ledger program.
- Increase public awareness of services available through outreach, advertising, public service announcements and networking.

Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	786,135	895,502	912,307	912,307	912,307
Fringe Benefits	623,007	638,313	666,799	666,799	666,799
Contractual Services	151,823	175,780	176,780	176,780	176,780
Commodities	11,972	15,132	14,132	14,132	14,132
Internal Services	181,053	170,196	193,357	201,315	201,676
Total GF/GP Expenditures	\$1,753,990	\$1,894,923	\$1,963,375	\$1,971,333	\$1,971,694
<u>Other Funds</u>					
County Veterans Trust	376,801	63,460	63,460	63,460	63,460
Total Other Funds	\$376,801	\$63,460	\$63,460	\$63,460	\$63,460
Total Expenditures	\$2,130,791	\$1,958,383	\$2,026,835	\$2,034,793	\$2,035,154

Public Services – Veterans’ Services Programs

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Veterans Benefits Services	1,545,269	1,665,205	1,731,803	1,739,761	1,740,122
Soldier Relief Burial	508,499	214,309	214,309	214,309	214,309
Veterans Transportation	77,023	78,869	80,723	80,723	80,723
Total Expenditures	\$2,130,791	\$1,958,383	\$2,026,835	\$2,034,793	\$2,035,154

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Veterans Benefits Services	15	15	15
Veterans Transportation	1	1	1
Total Personnel	16	16	16

Veterans’ Services Programs

- Veterans’ Benefits Services** - Veterans’ Benefits Services is comprised of administration, client services, and community outreach and staff development. Administration activities include administering all division programs and personnel issues, developing the budget and monitoring budget expenditures, evaluating and developing division policies and procedures. Client Service consists of providing veterans and their families with federal, state and local veterans’ benefits counseling and advocacy. This service includes research, development and claims processing. Also, technical and support staff maintain a networked database, forms completion software and hard copy file system. Community Outreach is accomplished through staff presentations, news articles, advertising products, cable broadcasts, pamphlets and mass mailings. This includes the representation of our division at various community organizations, agencies and events. Staff Development consists of continuous training and testing of our benefits counseling staff to obtain and maintain US Department of Veterans Affairs accreditation. This training is provided through seminars, conferences and training classes held by the US Department of Veterans Affairs (USDVA), Veterans Organizations, and other related professionals. Other training is also obtained for our staff related to computer software programs, clerical support, personnel and management.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual
Contacts (personal, phone, mail)	61,572	61,893	55,465	46,863
Claims Filed	6,848	6,805	6,202	5,461
USDVA Monetary Benefits to Veterans/Dependents	\$149,215,000	\$153,718,000	\$184,181,000	\$214,738,000
USDVA Medical Benefits to Veterans/Dependents	\$70,039,000	\$74,211,000	\$97,637,000	\$97,475,000

Public Services – Veterans’ Services Programs

- **Soldier Relief/Burial** - Public Act 214 of 1899 establishes the Soldiers’ Relief Commission as an appointment of the Probate Court. This law mandates an annual tax levy of an amount not to exceed 1/10 of a mill for financial relief of indigent veterans and their dependents. The Oakland County Board of Commissioners established a levy of .0004 mills in 1994. This millage provided \$30,932 for this program in FY2011-FY2014. Public Act 235 of 1911 mandates Michigan counties to provide a \$300 allowance toward the burial expenses of an honorably discharged member of the armed forces of the United States, who served for at least 90 days active duty during a period of war and dies with an estate not exceeding \$40,000. Additionally, this act requires the County to provide an allowance to place the government marker on the eligible veteran’s grave. Effective January 1, 2001, on behalf of veterans who qualify for the County Burial allowance, our Division also provides an American flag case to the recipient of the American Flag as issued by the United States in appreciation of his/her honorable service.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual
<u>Relief Program Indicators</u>				
Total Spent	\$26,617	\$26,552	\$26,025	\$27,066
Applications/Approved	234/199	235/198	221/185	222/201
<u>Burial Program Indicators</u>				
Burial Expense	\$100,500	\$122,400	\$99,000	\$90,600
Applications approved	335	408	330	283
Marker Foundation Expense	\$13,470	\$16,181	\$16,691	\$12,912
Applications approved	64	62	65	68
Total Expense	\$113,970	\$138,581	\$115,691	\$103,511
<u>Flag Case Indicators</u>				
# Flag Cases Granted	212	268	201	211
Total Expense	\$2,510	\$3,173	\$2,412	\$2,532

- **Veterans’ Transportation** - Our transportation program provides wheelchair accessible transportation for veterans to and from the US Department of Veterans Affairs Medical Centers (VMAC) in Detroit and Ann Arbor. Transportation is available from the Pontiac and Southeast Offices 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	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual
Trips Made	176	183	192	169
Veterans Transported to Detroit VAMC	221	295	220	183
Veterans Transported to Ann Arbor VAMC	142	121	256	154
Total Veterans Transported	363	416	476	337

Division Summary

The Community Corrections Division is responsible for operating programs, which may be used for non-violent offenders. These programs offer rehabilitative value without compromising public safety. All programs are cost effective alternatives to jail space, which allows for the jail space to be reserved for the most serious offenders.

Mission

The mission of Community Corrections is to minimize jail and/ or prison lengths of stay by providing a continuum of supervision, sanctions, and services that promote behavioral change through the individualized assessment of offenders in order to reduce criminal conduct while mitigating risks to public safety.

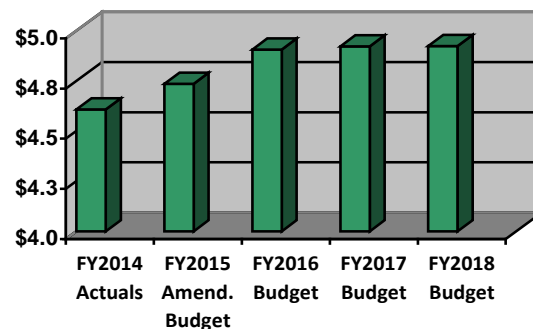
Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Community Corrections	4,608,206	4,735,081	4,905,548	4,922,228	4,922,976
Total Expenditures	\$4,608,206	\$4,735,081	\$4,905,548	\$4,922,228	\$4,922,976

Division Goals

- Reduce recidivism through the use of Evidenced based Practices (EBPs) in programming.
- Minimize prison and jail housing costs and reduce jail overcrowding through programs that serve as alternatives to incarceration.
- Promote positive behavior change in offenders through comprehensive risk / needs assessments.
- Provide offenders with individualized supervision plans that address their criminogenic risk / needs thereby reducing recidivism.

Division Expenditures

(\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	2,134,236	2,337,931	2,460,023	2,460,023	2,460,023
Fringe Benefits	1,353,108	1,324,885	1,405,581	1,405,581	1,405,581
Contractual Services	483,670	458,465	458,465	458,465	458,465
Commodities	28,722	43,560	43,560	43,560	43,560
Internal Services	608,471	570,240	537,919	554,599	555,347
Total GF/GP Expenditures	\$4,608,206	\$4,735,081	\$4,905,548	\$4,922,228	\$4,922,976
<u>Other Funds</u>					
Community Corrections	1,107,103	1,239,119	1,239,119	1,239,119	1,239,119
Total Other Funds	\$1,107,103	\$1,239,119	\$1,239,119	\$1,239,119	\$1,239,119
Total Expenditures	\$5,715,309	\$5,974,200	\$6,144,667	\$6,161,347	\$6,162,095

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	1,060,675	1,100,210	1,045,866	1,056,380	1,056,863
Pretrial Services	2,254,779	2,243,139	2,355,734	2,356,768	2,356,803
Community Based Programs	440,739	801,712	870,785	870,804	870,804
Rehabilitative Services	1,959,116	1,829,139	1,872,282	1,877,395	1,877,625
Total Expenditure	\$5,715,309	\$5,974,200	\$6,144,667	\$6,161,347	\$6,162,095

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	7	7	7
Community Based Programs	12	12	12
Pretrial Services	21	21	21
Rehabilitative Services	19	19	19
Total Personnel	59	59	59

Community Corrections Programs

Pretrial Services

- **Pretrial Services Screen & Assessment** - The Screening & Assessment unit is responsible for interviewing in-custody defendants prior to their arraignment. The information gathered includes background, residence, employment, criminal history and other required elements under Michigan Court Rule 6.106. Every attempt is made to verify all information provided by the defendant with a third party for accuracy. The information gathered is used to score the defendants risk of pretrial misconduct on an actuarial pretrial risk assessment tool called the Praxis. The Praxis score is the basis for a recommendation as to release suitability which is contained within a report provided to the judicial officer. The goal of Pretrial Services is to ensure that similarly situated defendants are treated in a similar fashion regardless of age, race, gender, or socio-economic status.
- **Pretrial Services Supervision** - The Supervision unit is responsible for ensuring that defendants released into the community pending disposition abide by any conditions of release. Conditions of release may include participation in substance abuse testing or counseling, not entering a specified premise or associating with specified persons, maintaining or seeking employment or electronic monitoring. Noncompliance with any condition of release is reported to the court and prosecuting attorney and may result in a revocation of release status. The goal of the supervision unit is to mitigate the chance of pretrial misconduct by reducing failures to appear for court and rearrests while on bond.

Objectives

- To maximize the number of pretrial defendants who may be safely released into the community through the use of the Praxis
- To ensure that defendants released on a conditional bond return for all subsequent court appearances through the use of automated reminder phone calls

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Reports submitted to court	10,286	10,702	9,881	9,727
Offenders on Pretrial Supervision	3,468	3,292	3,419	3,914
Number of reminder calls to defendants	14,171	11,889	11,422	11,341
Fail to appear for court percentage	6%	3.2%	3.7%	4.5%

Community Based Programs

- **Weekend and Weekday Alternative for Misdemeanants (WWAM)** - The WWAM program is a sentencing option available to all District Court Judges within Oakland County. Offenders may be court ordered to the program, in lieu of jail, where they are required to perform labor for non-profits and various local governmental agencies. The offenders are organized into crews of 12-14 and dispatched to projects throughout the county while under the supervision of a part-time Community Corrections employee. The crews participate in a variety of work assignments including painting, raking, and general clean up. Each offender is charged a daily fee to participate in the program helping to offset the cost to taxpayers.
- **Warm Wear by WWAM** – This is an extension of the WWAM program mentioned above. Due to the physical nature of the work, offenders with medical restrictions or physical limitations have not previously been able to participate in the WWAM program. In an effort to include these individuals, WWAM started the Warm Wear program in 2012. Program participants knit hats on a circular loom. The physical requirements needed for using a knitting loom are minimal, making it the perfect tool for this program. It takes approximately two – three hours to create each unique knit hat. All hats created by program participants are donated to local charities.

Objectives

- To benefit the citizens of Oakland County through work performed by offenders within their communities
- To provide offenders with an opportunity to learn new skills that may be beneficial in their employment endeavors
- To divert low level offenders from occupying expensive jail beds

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Days of work in lieu of jail	13,706	13,110	12,171	11,789
Money saved by non-profit organizations for work performed by WWAM crews*	\$877,184	\$839,040	\$778,944	\$754,496

*Based on a rate of \$8.00/hour

Rehabilitative Services

- **Step Forward** - The Step Forward program provides offenders with an array of services which may be accessed from a central location. Through a comprehensive assessment the offender's criminogenic risks and needs are identified and an individualized supervision plan is created. The program offers a variety of groups and services each aimed at addressing specific criminogenic factors. Services include but are not limited to substance abuse and mental health counseling, batterer's intervention, anger management, cognitive restructuring, and case management services.
- **Alternatives to Incarceration Centers** - Community Corrections also offers through area agencies, substance abuse services from residential treatment, to clean and sober living arrangements. These programs are designed to be used either in conjunction with, or in lieu of a jail sentence. In addition these programs provide offenders with needed skills in fighting addiction and making a successful reentry into the community.

Objectives

- To provide programs that offer non-violent offenders treatment instead of jail.
- To reduce recidivism by addressing an offender's individual risk / needs.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Offenders completing Step Forward	588	643	590	495
Offenders enrolled in Step Forward	1487	1540	1424	834
Offenders in treatment agencies	841	863	856	787

Administration

- Activities within this area include the creation of new programs and the management of existing programs that meet the Community Corrections Division's goals and objectives. All programs strive to protect the public safety, reduce taxpayer cost of detention for non-violent offenders and meet Evidenced Based Principles.

Objectives

- To implement within Community Corrections innovative programming in accordance with Evidenced Based Practices (EBP).
- To continue to secure funding through the Michigan Department of Corrections Office of Community Alternatives.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
MDOC /OCC state grant award	\$1,795,303	\$2,005,574	\$1,911,028	\$1,911,028

Division Summary

Michigan State University Extension (MSUE) is part of the National Cooperative Extension Service (CES) system that provides unbiased research based education to address critical issues. The mission of MSUE is to help people improve their lives through an educational process that applies knowledge to critical issues, needs and opportunities. Educational programs are provided in adult and youth volunteer development; agriculture/natural resources; business and home horticulture; ground and fresh water education; community and leadership development; family resource management; food safety and nutrition education. MSUE is funded through a three-way partnership with local, state and federal governments.

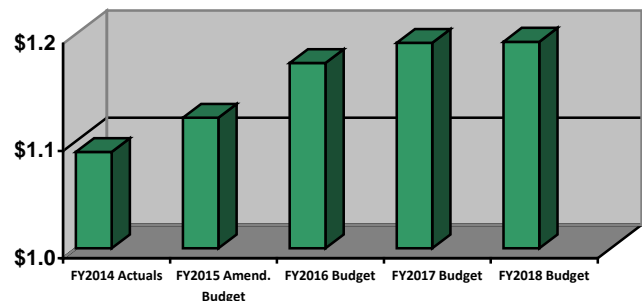
Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
MSU Extension Oakland County	1,090,277	1,122,068	1,172,677	1,192,366	1,192,964
Total Expenditure	\$1,090,277	\$1,122,068	\$1,172,677	\$1,192,366	\$1,192,964

Division Goals

To meet the current needs of Oakland County residents with unique, innovative programs, the County and MSUE staffs work as a team to:

- Link MSU faculty and resources to implement innovative university outreach projects that fit the needs of the communities using best practices from research and national experience.
- Build partnerships and provide educational programs, collaborative support and technical assistance for local officials, community leaders and the agencies/organizations in the County to extend resources.
- Recruit and provide in-depth training and support for adult and youth volunteers.
- Foster a positive environment for diversity and multiculturalism.
- Provide youth and families the opportunity to participate in Youth Development programs. A wide variety of Positive Youth Development educational programs, 4-H clubs, projects and activities that build youth assets and give them personal and leadership skills they can use for a lifetime are available.
- Provide food and nutrition and food safety educational programs for residents, including senior citizens and low-income families with young children to acquire the knowledge, skills, attitudes and behavior necessary to improve their diets for better health. Maintain a food safety hotline to answer consumer questions concerning safe handling, cooking, storing and preserving of food.
- Support the creation and sustainment of healthy community food systems by providing resources, specialists and educational programming.
- Provide education for consumers interested in environmental issues, insect infestations and other horticultural subjects by offering Master Gardener, Michigan Conservation Stewards, community gardening, Integrated Pest Management and pesticide applicator training.
- Provide education and technical assistance on water quality issues to minimize threats and promote the management and stewardship of groundwater and surface water resources, including proper phosphorus fertilizer management, onsite wastewater (septic) system education and oil and gas exploration information.
- Assist entrepreneurs who develop and commercialize high-value, consumer-responsive products and businesses in the food, agriculture and natural resources sectors.
- Provide a 7-part series of workshops for members of planning boards and commissions called Michigan Citizen Planner. Participants become knowledgeable and skilled in developing master plans, handling zoning issues and including residents in the planning process.
- Assist individuals, households, organizations and communities become sustainable through workshops and other education related to financial capability.

Division Expenditures (\$ in millions)



Division Goals (Continued)

- Provide technical information on plant, insect and soil problems that confront homeowners and businesses and to manage them environmentally, economically and safely. Maintain an office center to answer consumer phone calls and provide in-office assistance.

Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	415,428	410,513	417,137	417,137	417,137
Fringe Benefits	256,546	243,387	261,195	261,195	261,195
Contractual Services	160,480	208,797	213,797	220,347	220,347
Commodities	4,413	7,892	6,892	6,892	6,892
Internal Services	253,410	251,479	273,656	286,795	287,393
Total GF/GP Expenditures	\$1,090,277	\$1,122,068	\$1,172,677	\$1,192,366	\$1,192,964
<u>Other Funds</u>					
Total Other Funds	0	0	0	0	0
Total Expenditures	\$1,090,277	\$1,122,068	\$1,172,677	\$1,192,366	\$1,192,964

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Community Education	1,090,277	1,122,068	1,172,677	1,192,366	1,192,964
Total Expenditure	\$1,090,277	\$1,122,068	\$1,172,677	\$1,192,366	\$1,192,964

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Community Education	13	13	13
Total Personnel	13	13	13

- **Community Education** - Michigan State University Extension (MSUE) provides unbiased, up-to-date, research based educational and technical assistance for Oakland County consumers. MSUE is committed to providing positive multicultural environments through the inclusion of all people at all levels. MSUE provides a wide variety of delivery modes that include educational programs, leadership workshops and seminars conducted in the form of community forums, one-on-one or group instruction, Internet based webinars, desktop video conferencing, computer databases, instructional videos, consumer bulletins and research reports.

Objective

- Enable Oakland County citizens to improve their lives by bringing the vast knowledge resources of MSU directly to individuals, communities and businesses. For more than 100 years, MSU Extension has helped Oakland County residents by equipping them with the information that they need to do their jobs better, raise healthy and safe families, build their communities and empower children toward a successful future.

FOCUS AREA – 4-H Youth Development Programs

Objective

- Responding to identified community needs and requests, Extension educational programs have been provided as follows:

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Provided positive youth development educational experiences for: Youth (ages 5-19) throughout Oakland County	15,468	14,690	9,690*	Not available
Youth In 4-H Community Clubs	757	856	868	730
Volunteer Leaders	327	841	697	156**

*New reporting system implemented **Certified Adult Volunteers only

- Over the past 6 years, more than 120 youth have participated in the 4-H2O Eco-Challenge www.4hecochallenge.com, focusing on topics ranging from Low Orbit Space Exploration, Remotely Operated Vehicles, Biomimicry, Water Quality, Invasive Species and Robotics.
- In 2015, 44 Oakland County youth participated in Green Science Adventure Camp at the MSU Tollgate Education Center in Novi. The camp is focused on engaging youth ages 5-10 in a week of inquiry based experiential science programming with a focus on basic biology, plant and animal classification, and gardening and farming techniques.
- A delegation of Oakland County 4-Hers annually attend Youth Exploration Days (YED) at Michigan State University for youth 11-19. In 2015, 101 youth from Oakland County attended YED. YED is a 3-day pre-college experience that is designed to develop personal growth and interests as well as communication, citizenship, and leadership skills.
- Educating volunteers remains a centerpiece of the 4-H program. In addition to state-wide workshops and webinars offered to all volunteers, county leader updates are offered quarterly providing professional development and program information to all volunteers.
- Volunteers depend on 4-H Youth Development program staff for volunteer screening, leadership training, educational program materials and designing research-based, developmentally appropriate activities that build assets in youth.
- 4-H Tech Wizards, a mentoring program focusing on STEAM (science, technology, engineering, art, and math) provided hands-on STEAM related activities for over 60 youth at Alcott Elementary, Owen Elementary and Webber Media Arts Academy, all located in Pontiac.
- For the past 25 years, youth in Oakland County have participated in the Oakland County 4-H Horse Camp at Springfield Oaks County Park in Davisburg. In 2015, 45 Oakland County campers spent 4 days in intensive instruction learning life skills such as responsibility, commitment and team building while sharpening their skills as equestrians.
- Thirty-one individuals participated in the Oakland County 4-H Proud Equestrian Program at Bloomfield Open Hunt in 2015, a therapeutic as well as recreational program for mentally and/or physically challenged people. Under the guidance and leadership of several trained instructors and over 40 volunteers, physical and emotional therapy is provided through horseback riding.

FOCUS AREA – Natural Resources

- Consumers were provided with technical expertise on plant diseases, insect problems, pesticide selection and use, soil analysis, plant identification and selection, cultural problems and garden stewardship, and clientele were assisted with soil test interpretations and environmentally sound fertilizer recommendations.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Telephone and Counter Customers	1,956	2,272	1,786	1,535
Educational Programs	6	2	8	10
Individuals Attending Programs	205	54	376	445
Individualized Fertilizer Recommendations	476	305	146	171

- Volunteers receive 56 hours of science-based horticulture training through the [MSU Extension Master Gardener Volunteer Program](#). To become a “Master Gardener Volunteer”, each trainee provides a minimum of 40 hours of community-based service.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Training Classes	1	2	1	2
Master Gardener Class Attendees	48	124	70	125
Master Gardener’s Volunteers	540	673	602	600
Volunteer Hours	24,245	28,454	28,052	21,823
Contribution Value	\$528,299	\$629,687	\$644,073	\$503,457

- 3,153 county residents, including Master Gardener Volunteers, receive a weekly electronic horticulture newsletter called [The Oakland Gardener](#).
- Some of the many Master Gardener volunteer projects include information booths at various Oakland County Farmers Markets, Jr. Master Gardener & other children’s programs/activities, and Plant-A-Row (PAR) for the Hungry community gardens.
- MSU Extension offers outdoor education at the Tollgate Education Center and Farm in Novi which includes an Outdoor Classroom Workshop Series, Community Food Systems education, Farm-to School and natural science programs. In 2014, over 6,000 youth and adults participated in one or more of these programs. This programming utilized 3,460 hours of volunteer service, a value of \$76,604 according to the Independent Sector.
- In 2013-15, 70 articles were written for the MSU Extension website on a variety of topics, many of which were also posted on the MSU Extension Oakland County web site. Topics included soil testing, changes in the Michigan Fertilizer Law, septic management, lake management and natural shorelines on inland lakes, lawn and garden best practices to protect water quality, water cycle and watershed management, and drinking water well management, climate change, Michigan Fish and Wildlife species, stream management, invasive species management, and ecosystem management.
- Water quality programs were presented to K-12 students on a variety of topics including water stewardship, water conservation, the water cycle, drinking water, wells, septic systems and lawn care, and best management practices to protect water quality. The programs meet State curriculum guidelines related to water and environmental issues. Water quality related content was incorporated into the following programs—Jr. Master Gardener Program, local water festivals, and local natural history events.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Water Quality Programs	12	6	10	0
Students Receiving Training	300	200	255	0

- Programs were offered to County residents on a variety of water-related issues including septic system maintenance, invasive species management, landscaping to promote wildlife and water quality, pond and lake management issues, the importance of natural shorelines on inland lakes, climate change. These programs also helped Oakland County municipalities meet requirements of the Phase II Storm water Public Education Plans. Programs were presented to groups and individuals and on a one-on-one basis.
- The first Introduction to Lakes Online course was offered by MSU Extension through the MSU D2L online course platform. The course content covers six topics: lake ecology, lakes and their watersheds, lakes and their shorelines, lakes and the law, aquatic plants, and citizen involvement. This course was launched on October 6, 2015 and is set to conclude on November 18, 2015. 98 participants enrolled in the course, including 17 individuals from Oakland County.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Water Quality Programs	8	15	14	1
Individuals Receiving Training	379	276	97	17

- Water Stewardship information and educational activity booths were provided at local home and garden shows, outdoor shows and other events.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Individuals Visiting Booths	1,000	55	55	0

- Residents received over 40 hours of classroom and field-based instruction (11 total sessions) through the Michigan Conservation Stewards Volunteer Program (CSP), a program in which participants are trained to understand, promote, support, actively contribute to or lead significant volunteer conservation management activities on public and private lands in Oakland County. To become a "Conservation Steward" each trainee is required to complete 40 hours of volunteer services for their community. Once basic certification is earned, Conservation Stewards must complete 40 hours of service in addition to 8 hours of advanced training each year to retain their status.
- In 2014, focus groups were held with trained Conservation Stewards to determine what was going well and what needed updating. From input received, the course was reduced to 8 sessions, with the course content delivered via in-person class and field-based classes as well as online content in the MSU online course management platform, D2L. The program was piloted in Washtenaw County in 2015 (September 9 through October 14, 2015) and 4 were enrolled from Oakland County. The program is set to be offered again using the new model in 2016.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Basic Training Classes Offered	n/a	1	0	1
Advanced Training Sessions	0	1	1	0
Conservation Steward Volunteers Trained	0	22	0	4
Volunteer Hours Contributed	557.5	1,505	1,096	0
Economic Value of Volunteer Service	\$12,148	\$33,306	\$24,254	0

FOCUS AREA – Health and Nutrition

- This dynamic nutrition program, Expanded Food and Nutrition Education Program (EFNEP), uses paraprofessionals from the community to enroll and educate families who are 185% of poverty on the role that physical activity and nutrition has in maintaining a healthy lifestyle. Cash benefit studies show that for every \$1.00 invested in these food and nutrition programs, approximately \$10.00 is saved in health care costs.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Families Enrolled	412	147	28	122
Members Served	1,767	1301	799	1248

- Supplemental Nutrition Assistance Program Education (SNAP-Ed) provides general nutrition education and cooking demonstrations for individuals and youth who are at 130% of poverty or less.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Programs Held	87	124	223	663
Individuals Attending	1,421	3,655	2,772	3,470

- Food and nutrition programs are provided to senior citizens to help them make positive food and behavior changes.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Senior Citizens Attending Program	520	692	443	661
Food and Nutrition Programs Offered	49	56	51	55

- In cooperation with the Oakland County Farmers Market and Oakland County Parks and Recreation, programming was done at the Oakland County Farmers Market and other farmers' markets throughout Oakland County to raise awareness of locally grown foods and the health benefits of these foods.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Programs Held	10	29	31	31
Individuals Attending	400	1330	1570	1520

- Beginning in 2010, low-income seniors participated in the Senior Project FRESH Program. Coupons worth \$20.00 per person, redeemable at local farmers' markets, were distributed to encourage seniors to eat more fresh fruits and vegetables for better health. Seniors also received education on the nutritional value of fruits and vegetables from EFNEP instructors.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Seniors Receiving Coupons	100	140	100	200
Redemption Rates	86%	88%	83%	N/A

- Food and nutrition programs, displays and fairs on healthy eating and food safety were presented to the public.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Programs Held	122	141	139	163
Individuals Attending	6,637	5,907	5,167	6,889

- Information was provided by phone to County consumers asking questions regarding food safety, sanitation, food preservation and nutrition. A follow-up telephone survey was conducted to determine the value of the Food Safety Hotline service.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Clients Served	3,116	4,224	3,768	4,033

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Participants who followed advice given	94%	93%	90%	93%
Participants who said they received a satisfactory response to their question	95%	90%	93%	96%
Participants who would call the hotline again	95%	92%	96%	95%
Participants who used the hotline more than once	61%	58%	64%	66%

FOCUS AREA – Financial and Home Ownership Education

- In today's economic climate, many families are finding it difficult to make ends meet and sustain daily living. Some of the reasons for this are job loss, decreased income, increased housing costs, medical expenses, rising food prices and lack of affordable credit. In order for communities to prosper, it is important that individuals and families review their assets and liabilities and develop a plan to improve their financial habits for a more stable and sustainable existence. This can be achieved through education. In May of 2012, Financial and Home Ownership Education programs began being offered in Oakland County.
- Financial education focuses on the National Strategy for Financial Literacy. The vision is the sustained financial well-being for all individuals and families. Two main goals are to increase awareness and access to financial education. Education focuses on the following core competencies:
 - Earning Income
 - Planning for Spending
 - Saving and Investing
 - Borrowing
 - Protecting Finances
 - Pre-purchase Education
 - Post-purchase Education
 - Foreclosure Prevention

- Individuals, households, organizations and communities were provided personal financial education focused on building financial capability. This was accomplished through in-person workshops, online financial education self-study courses and online financial information such as current articles related to personal and family finance.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Online Educational offerings	11	11	13	11
In-person workshops offered (partnership with Investor Education)	15	11	8	*
Webinar attendance	103	87	67	*
Educational articles written	10	59	51	*

*position vacant

- Using technology as a means to reach additional clientele, MSUE financial and homeownership education resources are now available via the Internet through multiple educational websites and educational webinars:

MI Money Health (www.mimoneyhealth.org) is the website maintained to provide Michigan citizens with access to non-commercial, reliable personal financial information and resources.

Online Learning -

[eHome America Online Homebuyer Education](http://ehomeamerica.org/msue) <http://ehomeamerica.org/msue>

[eHome Money Online Financial Education](http://ehomemoney.org/msue) <http://ehomemoney.org/msue>

[Legally Secure Your Financial Future](http://www.extension.org/pages/11477/legally-secure-your-financial-future) <http://www.extension.org/pages/11477/legally-secure-your-financial-future>

- MSU Extension News articles regarding financial and homeownership are regularly posted at http://msue.anr.msu.edu/topic/info/personal_finance

Division Summary

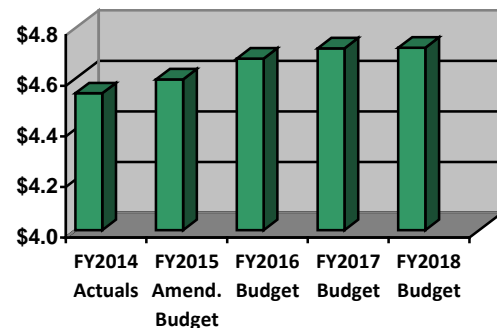
The Office of the Medical Examiner is responsible for investigation of death, as mandated by Michigan Statute, Act 181, P.A. 1953, for all deaths within the county that meet reporting criteria. The medical examiner will conduct an investigation to determine cause and manner of death. Death investigation includes, but is not limited to, death scene investigation, complete examination of the body and working in conjunction with law enforcement and medical care providers. The results of these investigations provide evidence for both criminal and civil prosecution, settlement of estates, etc. It also provides public health authorities with information relative to communicable diseases and other mortality data.

Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Medical Examiner	4,541,791	4,597,084	4,679,402	4,720,272	4,722,145
Total Expenditure	\$4,541,791	\$4,597,084	\$4,679,402	\$4,720,272	\$4,722,145

Division Goals

- Make a conscious effort to improve both the quality and timeliness of services provided to families of the deceased, to the law enforcement community, and all other interested private or government agents.
- Continue to cooperate with health care providers, emergency medical services, funeral homes, law enforcement, fire agencies, and educational institutions through direct assistance, information, advisory and teaching services throughout the country.
- Develop regional policies, protocols and coordinate networks within the health community for management of smallpox bio-terrorism and other mass fatality occurrences. The Chief Medical Examiner is a member of the Smallpox Response Team for Oakland, Macomb and St. Clair Counties.
- Work closely and participate in any related matters with the County Homeland Security Division.

Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	2,017,473	2,185,965	2,253,571	2,253,571	2,253,571
Fringe Benefits	1,042,909	1,055,739	1,105,809	1,105,809	1,105,809
Contractual Services	351,778	297,822	297,822	297,822	297,822
Commodities	223,154	222,184	222,184	222,184	222,184
Internal Services	906,478	835,374	800,016	840,886	842,759
Total GF/GP Expenditures	\$4,541,791	\$4,597,084	\$4,679,402	\$4,720,272	\$4,722,145
<u>Other Funds</u>					
Total Other Funds	0	0	0	0	0
Total Expenditures	\$4,541,791	\$4,597,084	\$4,679,402	\$4,720,272	\$4,722,145

Public Services – Medical Examiner Programs

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Medical Examiner Services	4,541,791	4,597,084	4,679,402	4,720,272	4,722,145
Total Expenditures	\$4,541,791	\$4,597,084	\$4,679,402	\$4,720,272	\$4,722,145

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Medical Examiner Services	26	26	26
Total Personnel	26	26	26

Medical Examiner Programs

- Medical Examiner Services - The Medical Examiner provides cause and manner of death of all reportable medical examiner cases. The Medical Examiner's office investigates and determines cause and manner of death in any violent, sudden, unexpected, suspicious or otherwise unexplained death, inclusive of all jail deaths and deaths in police custody occurring within Oakland County.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Total Cases	5,849	6,361	6,552	7,156
Cases Reported & Released	4,771	5,326	5,529	6,080
Inspections	105	120	153	125
Autopsies	973	915	870	951
Cremations	5,506	5,666	5,956	7,530

Division Summary

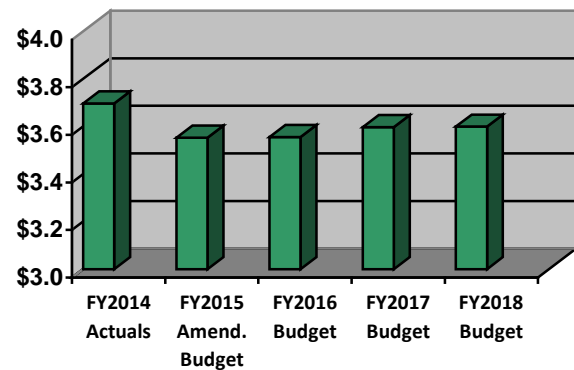
The Animal Control Division is responsible for the enforcement of state laws pertaining to domestic animals and livestock. Under state law this division impounds stray small animals and livestock, investigates animal bites involving humans, licenses dogs, investigates cruelty complaints involving animals, and provides statistics on animal bites and strays to the state. This division is also responsible for the operation of the Oakland County Pet Adoption Center that provides shelter to board and care for stray and homeless animals and the adoption of said animals. The Oakland Pet Adoption Center is dedicated to the principles of integrity and professionalism, as well as the protection, preservation and welfare of all animals.

Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Animal Control	3,695,561	3,552,333	3,554,527	3,596,716	3,598,668
Total Expenditure	\$3,695,561	\$3,552,333	\$3,554,527	\$3,596,716	\$3,598,668

Division Goals

- Provide pet owners exceptional service by reacting promptly, respectfully, and with sensitivity to customer requests.
- Reach the World Health Organization's goal of 70% licensed and vaccinated dogs to prevent a rabies outbreak.
- Maintain service agreements with local cities and animal control agencies.
- Educate and inform residents of Oakland County concerning the Michigan Dog Law and "Responsible Pet Ownership".
- Reduce pet overpopulation by educating pet owners on spay/neuter benefits.
- Increase the number of animals adopted from the Shelter, therefore decreasing the euthanasia rate.

Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	1,415,005	1,538,456	1,613,265	1,613,265	1,613,265
Fringe Benefits	713,334	741,773	784,028	784,028	784,028
Contractual Services	64,840	67,725	65,225	65,225	65,225
Commodities	219,874	194,872	214,872	214,872	214,872
Internal Services	1,282,508	1,009,507	877,137	919,326	921,278
Total GF/GP Expenditures	\$3,695,561	\$3,552,333	\$3,554,527	\$3,596,716	\$3,598,668
Other Funds					
Animal Control Grants	0	31,354	0	0	0
Total Other Funds	\$0	\$31,354	\$0	\$0	\$0
Total Expenditures	\$3,695,561	\$3,583,687	\$3,554,527	\$3,596,716	\$3,598,668

Public Services – Animal Control Programs

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	1,445,599	1,061,668	892,314	892,489	892,499
Animal Control	1,261,175	1,444,399	1,491,403	1,491,403	1,491,403
Kennel	988,787	1,077,620	1,170,810	1,212,824	1,214,766
Total Expenditures	\$3,695,561	\$3,583,687	\$3,554,527	\$3,596,716	\$3,598,668

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	15	15	15
Animal Control	17	17	17
Kennel	6	6	6
Total Personnel	38	38	38

- **Administration** - The Administration unit provides managerial and clerical support to the Animal Control Unit as well as the Oakland Pet Adoption Center. Additional activities are to develop and monitor the Division budget, answer public inquiries and requests for information, oversee the selling of dog licenses, evaluate and modify departmental procedures to provide fast and efficient service to the public, manage accounts payable and receivable, and oversee eight (8) contracts with municipalities to provide services for boarding and disposing of animals. Administration also oversees educational activities. Every year schools are visited within our service area to educate children about animal safety and proper care of animals. Several tours are hosted for classes where children can visit and learn about the Animal Shelter. Administration is also responsible for the implementation and oversight of programs that will increase adoptions thus lowering the number of animals euthanized at the Shelter. One such program is the no-cost spay/neuter clinic that has been in place since March 2015. Oakland County cat owners utilizing this clinic have resulted in the sterilization of over 500 cats in six months. This program not only reduces the number of stray cats received at the Shelter, lowering the euthanasia rate; but it also reduces the population of stray cats within the community.

Performance Measures	2011 Actual	2012 Actual	2013 Actual	2014 Actual
Dog Licenses Issued	54,024	57,229	61,177	59,902
Dog Licenses processed via mail/on-line orders	8,543	9,220	8,595	21,151

- State Law P.A. Act 339 of 1919 mandates an annual census for inquiry as to the number of dogs licensed in the Oakland County service area. Part-time employees are hired to go door to door taking statistical information on how many dogs are in each household and of these, how many are licensed. The program runs from June through September of each year. A violation is issued to persons owning dog(s) that are not currently licensed.

Performance Measures	2011 Actual	2012 Actual	2013 Actual	2014 Actual
Violations Issued	1,357	1,767	9,424	10,853
Dogs in Violation	1,669	2,173	11,591	13,349
Dog Licenses Purchased	820	1,381	9,849	11,365
Relinquished Animal	12	12	83	104
Regular Officer Sent	0	0	1,659	1,529
Flyer Left/No One Home/Purchased License	1,534	1,393	0	0

- **Kennel** - The Kennel unit provides care for animals held at the Oakland County Pet Adoption Center. This unit processes adoptions, returns animals to owners, takes in relinquished animals and accepts strays from private citizens as well as the Animal Control Officers servicing our Oakland County jurisdiction. The shelter also hosts several special events through-out the year helping to boost the amount of animal adoptions and public awareness. The Kennel accepts animals from Municipalities contracted with Oakland County for board, care and disposal. There are currently eight (8) such contracts.

Contracted Municipalities

Bloomfield Township – Disposal Only
 Berkley – Disposal Only
 Hazel Park – Disposal Only
 Huntington Woods – Disposal Only
 Lathrup Village – Disposal Only
 Madison Heights – Disposal Only
 Rochester – Disposal and Boarding
 Southfield Township – Disposal Only

Performance Measures	2011 Actual	2012 Actual	2013 Actual	2014 Actual
Total Animals	7,660	6,463	5,667	6,158
Adopted	2,770	2,572	2,511	2,696
Returned to Owners	758	789	970	942
Euthanized	3,204	2,451	2,335	1,924
Dead on Arrival/Died	598	541	532	557
Taken for Service Dogs	1	1	0	0
Wildlife Released	59	40	12	14
Miscellaneous/Other	270	69	180	25

- **Animal Control** - The Animal Control Unit, also known as the Road Patrol, is responsible for enforcing State Law, P.A. Act 339 of 1919. The Road Patrol services 790 square miles involving incorporated and unincorporated area of 19 townships, 18 cities and 7 villages. Duties include patrolling and impounding of stray small animals, livestock that have strayed and animals requiring quarantine for biting. It is also responsible for the removal of dead animals from public highways, inspection and licensing of kennels, investigation of livestock and poultry damage done by dogs, and investigating cruelty complaints involving animals.

Performance Measures	2011 Actual	2012 Actual	2013 Actual	2014 Actual
Complaints Answered	9,065	9,780	11,496	10,920
Bite Complaints	1,031	1,050	1,179	1,001
Pick-Up Complaints	1,152	1,106	1,131	885

Division Summary

The Circuit Court Probation Division provides the Oakland County Circuit Court with a Pre-Sentence Investigation Report consistent with Michigan Compiled Law 771.14 prior to sentencing on each defendant convicted of a felony and referred by the court. The Probation Division acts as a service agency in its secondary role, as offenders are placed on probation or delayed sentence in the community, which provides for an economic alternative to incarceration. The Circuit Court Probation Division is a multi-funded agency, which is funded by both the State of Michigan and Oakland County. This is a result of Public Act # 82 of 1980: "County Assumption of Probation Services". Specifically, the county probation officer employees were absorbed by the State of Michigan Department of Corrections, over a six year period from 1980 to 1986. Under the Public Act, the State of Michigan is responsible for salaries and benefits of the probation staff and Oakland County is responsible for capital equipment and office space.

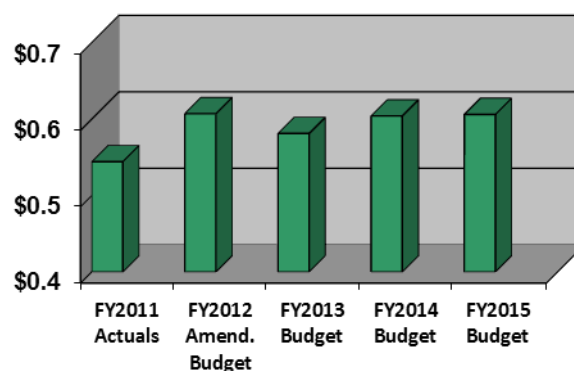
Division Expenditures (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Circuit Court Probation	605,220	527,945	604,395	640,263	641,916
Total Expenditure	\$605,220	\$527,945	\$604,395	\$640,263	\$641,916

Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Bdgt.	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Contractual Services	3,789	7,356	7,856	7,856	7,856
Commodities	44,019	46,970	46,470	46,470	46,470
Internal Services	557,412	473,619	550,069	585,937	587,590
Total GF/GP Expenditures	\$605,220	\$527,945	\$604,395	\$640,263	\$641,916
<u>Other Funds</u>					
Total Other Funds	0	0	0	0	0
Total Expenditures	\$605,220	\$527,945	\$604,395	\$640,263	\$641,916

Division Goals

- Efficiently provide the Court and the public with high quality investigations and supervision relative to offenders referred to our agency.
- Protect the public by providing both staff and resources to quickly respond to probation violations or other indication of potential criminal behavior.
- Enhance the administration of an integrated criminal justice system within Oakland County through a collaborative effort.
- Create a supportive, respectful, healthy work environment, where teamwork exists and partnerships flourish.
- Efficiently use limited jail space by appropriately utilizing all sentence alternative options.
- Engage offenders in meaningful supervision processes consisting of a balanced collaborative approach of needs assessment, treatment, monitoring, surveillance and enforcement.

Division Expenditures (\$ in millions)



Division Expenditure by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Probationer Supervision	605,220	527,945	604,395	640,263	641,916
Total Expenditure	\$605,220	\$527,945	\$604,395	\$640,263	\$641,916

Circuit Court Probation Programs

- **Probationer Supervision** -The Probationer Supervision program provides the Oakland County Circuit Court with a Pre-Sentence Investigation report prior to sentencing on each defendant convicted of a felony and any others as referred by the court. The program also provides supervision of offenders who are placed on probation or delayed sentence in the community, which provides an economical alternative to incarceration. In addition to the traditional three levels of supervision which are based on offender risk, the Operation Night Hawk program holds offenders accountable during evenings, weekends and holidays.

Objective

- Protect the public by providing high quality supervision of felony offenders placed on probation or delayed sentencing within the community, quickly responding to probation violations or other indications of potential criminal behavior.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Avg. # of Offenders Supervised	4483	4139	3808	3738	3629

Objective

- Efficiently and accurately investigate and prepare Pre-Sentence Investigation Reports to aid the Circuit Court in the appropriate sentencing of convicted felony offenders.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Pre-sentence Investigation Reports/Delay of Sentence Reports	4524	4485	4111	3806	4550

Objective

- Increase use of sentencing alternatives to divert offenders from more costly prison days to programming consistent with their immediate needs. (*Data for FY 2015 not yet available).

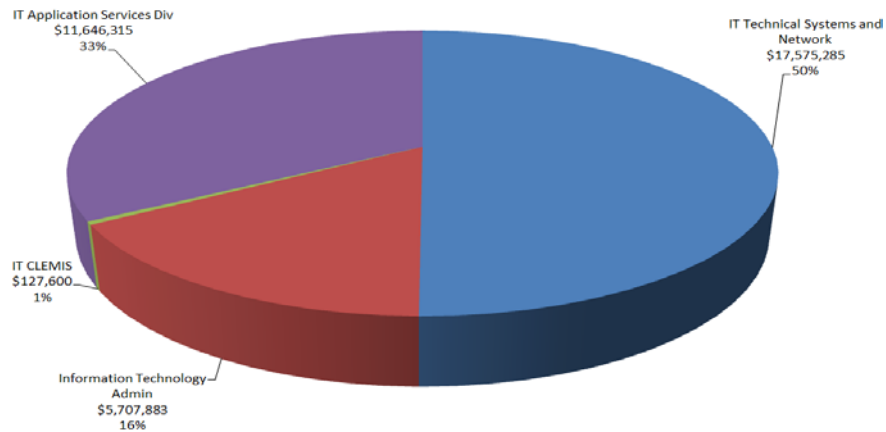
Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Overall Prison Commitment Rate	17.8%	18.7%	20%	20.5%	N/A*
Straddle Cell Commitment Rate	26.5%	28.1%	32%	31.2%	N/A*

Objective

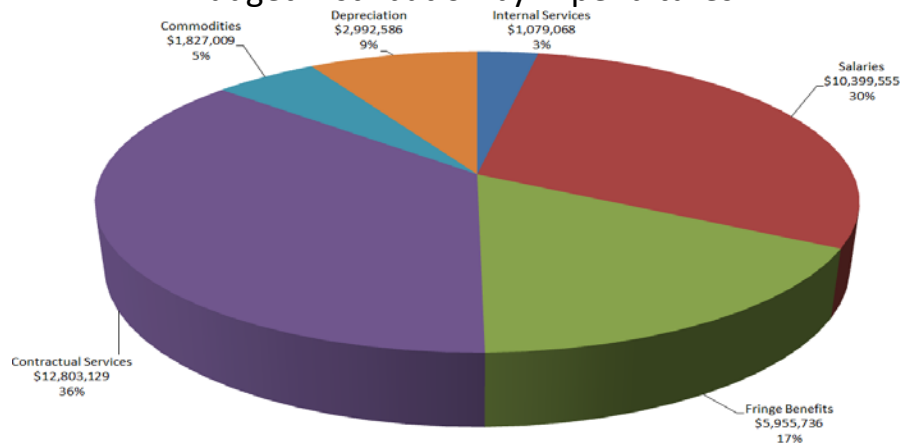
- The Probation Division has embarked on a concerted effort to insure compliance with probation orders outside of normal hours of operation. In collaboration with local police departments within Oakland County, probation officers, accompanied by police officers, make home calls on offenders during non-traditional hours such as evenings, weekends and holidays.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
Collaborating Police Departments	33	33	33	33	33
Home calls During Non-traditional hours	383	528	330	433	282

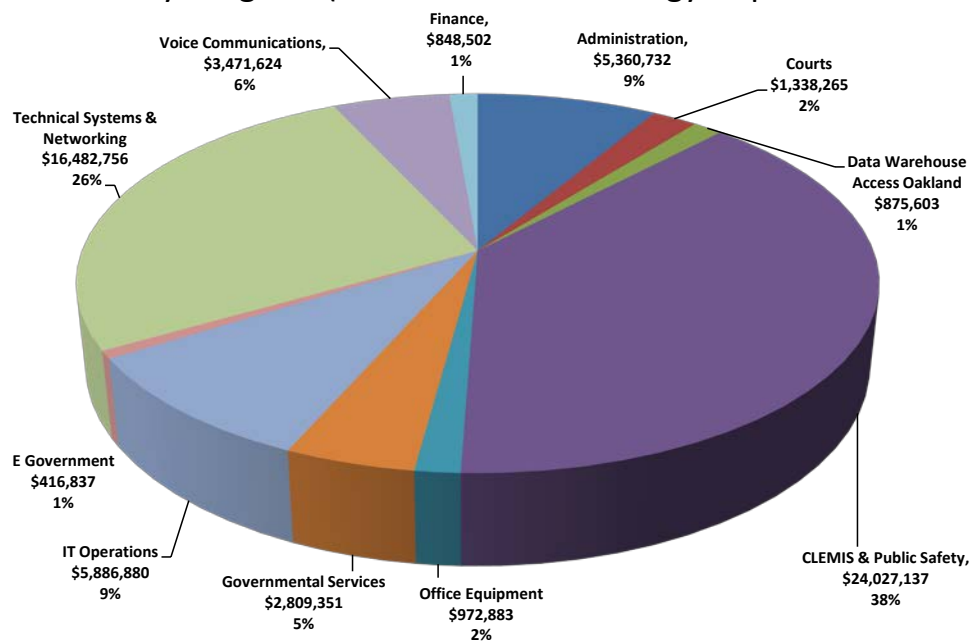
Budget Distribution by Division



Budget Distribution by Expenditures



Budget Distribution by Program (Information Technology Department – All Funds)



Department Summary

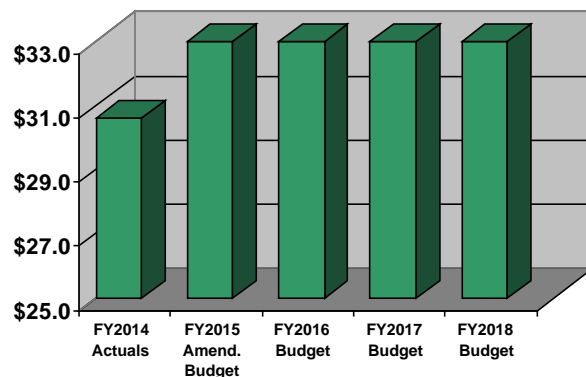
The Department of Information Technology (IT) is a service bureau that provides IT services to 82 County divisions, more than 100 local governmental units (assessors, treasurers, law enforcement, etc.), over 50 private sector customers, and over 1,700 @ccess Oakland customers. IT is responsible for over 150 major applications consisting of more than 8,000 programs and provides systems support, maintenance, enhancements, and new development for all major systems applications.

Department Expenditures by Division	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Information Technology Admin	5,081,365	5,348,373	5,707,883	5,941,389	5,967,695
IT Application Services Division	11,624,206	11,088,489	11,646,315	11,580,092	11,640,090
IT CLEMIS	278,645	127,600	127,600	127,600	127,600
IT Technical Systems and Netwk	13,653,052	17,780,717	17,575,285	16,075,734	15,321,232
Total Expenditures	\$30,637,268	\$34,345,179	\$35,057,083	\$33,724,815	\$33,056,617

Current Issues

- Maintaining employee skills in a dynamically changing environment.
- Recruiting and retaining qualified personnel.
- Integrating cities, villages, townships (CVTs) local area networks (LAN) into the wide area network connection, OAKNet.
- Empowering the CVT's to leverage the enterprise technology solutions developed or acquired at the county level.

Department Expenditures (\$ in millions)



Department Goals

- Increase application integration through web services.
- Integrate mobility and location integration in business applications.
- Promote and utilize shared services through the use of cloud technologies to offset costs and expand product offerings to customers.
- Improve the quality, reliability and availability of all applications.
- Increase the agility and responsiveness of business units by expanding customer analytics.
- Leverage the County's web presence as a branded consolidated point of access to all County information and services.
- Centralize identity and access management for all applications and content.
- Advance the use of IT Infrastructure Library (ITIL) best practice framework for IT Service Management.
- Implement Configuration Management Database to better identify IT Assets.
- Provide a high-quality training program to empower employees through technology.
- Utilize a formalized customer communication plan.
- Build IT staff expertise through professional development.
- Expand capacity through ongoing organizational review and selective right sourcing.
- Implement a consolidated security management strategy.

Department Goals (Cont.)

- Deliver services using a standardized shared technology infrastructure
- Improve service availability through network design and management strategies
- Enhance capacity planning and recovery management strategies

Department Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
IT Fund					
Salaries	7,754,763	9,915,516	10,399,555	10,605,208	10,710,086
Fringe Benefits	4,738,911	5,612,028	5,955,736	6,035,670	6,076,437
Contractual Services	14,221,848	13,166,834	12,803,129	12,790,129	12,790,129
Commodities	648,214	1,821,484	1,827,009	1,827,009	1,827,009
Depreciation	2,059,496	2,786,321	2,992,586	1,327,406	510,484
Internal Services	1,214,036	983,139	1,079,068	1,139,393	1,142,472
Transfers Out	0	59,857	0	0	0
Total IT Fund Expenditures	\$30,637,268	\$34,345,179	\$35,057,083	\$33,724,815	\$33,056,617
Other Funds					
Telephone Communications	2,677,637	3,308,538	3,383,950	3,341,357	3,343,521
CLEMIS IT	193,234	0	0	0	0
CLEMIS	9,002,039	8,817,035	10,400,915	9,600,736	9,327,413
Fire Records Management	664,894	685,107	735,089	740,895	744,394
Radio Communications	12,096,886	9,434,128	12,913,533	13,688,469	12,292,398
Total Other Funds	\$24,634,690	\$22,244,808	\$27,433,487	\$27,371,457	\$25,707,726
Total Expenditures	\$55,271,958	\$56,589,987	\$62,490,570	\$61,096,272	\$58,764,343

Summary of Major Program Changes

Revenues

Information Technology Charges for Services increased \$223,260 due to higher than anticipated activity. Equipment Rental decreased (\$7,371) due to one-time charge in FY 2015. Ext-Enhanced Access Fees Revenue increased \$21,630 for customer usage. Capital Contributions increased \$34,524 due to projects estimated to be completed in FY 2016 that are funded from Building Authority bond proceeds. Transfers In decreased by (\$1,055,670) for a one-time appropriation transfer in FY 2015 of (\$1,000,000) for the IT Reference Architecture Project and (\$55,670) from the Sheriff's Office for equipment related to various law enforcement contract amendments.

Expenditures

Controllable Personnel for FY 2016 includes a 3% salary increase and associated fringe benefits. Contractual Services decreased (\$363,705): Software Maintenance (\$395,078) due to one-time appropriation in FY 2015 for IT Reference Architecture Project; Professional Services (\$173,592) due to the conversion of six contracted Workstation Services Unit positions to full-time eligible employees; Software Rental Lease (\$50,000) based on historical data; Equipment Maintenance (\$50,000) for reduction of maintenance contracts for equipment. Offset by increased Contracted Services \$203,600 due to Windstream providing a secondary backup site; Charge Card Fee \$95,000 to reflect actual expenses; Depreciation increased \$206,265 due to projected capital assets in progress becoming operational in FY 2016. Internal Services increased \$95,929 due to rate and usage adjustments for various line items such as: Insurance Fund, Motor Pool, Telephone Communications and Building Space Cost Allocation. Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations.

Department Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	4,378,603	4,972,641	5,360,732	5,583,601	5,629,527
Finance	699,209	819,108	848,502	859,284	864,783
Courts	801,985	1,334,733	1,338,265	1,353,067	1,360,617
Governmental Services	2,443,361	2,572,179	2,809,351	2,844,503	2,862,422
E Government	2,611,589	368,163	416,837	421,398	423,727
Data Warehouse Access Oakland	1,024,208	985,881	875,603	885,168	890,046
IT Operations	7,726,104	5,515,438	5,886,880	5,757,834	5,760,752
Office Equipment	757,272	1,236,372	972,883	972,883	428,493
Technical Systems & Networking	10,067,957	16,428,243	16,482,756	14,981,803	14,770,976
CLEMIS/Public Safety	22,084,035	18,963,870	24,027,137	24,007,700	22,341,805
Voice Communications	2,677,637	3,393,359	3,471,624	3,429,031	3,431,195
Total Expenditures	\$55,271,960	\$56,589,987	\$62,490,570	\$61,096,272	\$58,764,343

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	31	31	31
CLEMIS / Public Safety	36	36	36
Courts	11	11	11
Data Warehouse Access Oakland	6	6	6
E Government	2	2	2
Finance	6	6	6
Governmental Services	19	19	19
Technical Systems/Networking	55	55	55
Total Personnel	166	166	166

Information Technology Programs

- **Administration/IT Operations** - The Administration – Internal Services Division is comprised of the following Operational Units: Project Management Office (PMO), Service Center Training & Communications, and Administrative Services. This division supports Information Technology and the County in functions related to Project Management, Training and Customer Support. This includes the following:

Objectives:

- Development of the IT Annual Master Planning and Leadership Group Processes;
- Providing Project Management Support and Assistance to IT Project Managers;
- Providing hands-on customer instruction and training, customized to the needs of County and CVT employees to empower them with skills in standard software products, providing the skills necessary to complete their tasks effectively and efficiently;
- Provide Service Center Customer Support Services to internal and external customers;
- Provide on-going IT Employee Training and Education;
- Manage IT Department Communication Processes, Customer Service Requests, Telephone Communications, Purchasing, Billing and Clerical staff functions, Department Policies and Procedures, Human Resource Administration / Recruitment and Retention.

Application Services - The Application Services Division is comprised of the following Operational Units: Land Management Technologies, Courts/Finance and eGovernment. The program is responsible for development of new applications, enhancements to existing applications, and support and maintenance of both Oakland County developed software and purchased software. The current portfolio of applications is based on several technology platforms including, web, client/server, and field-based computing.

- **Application Services – Land Management: Government Services/Data Warehouse Access Oakland** – The Land Management program is responsible for information systems used in land-related business functions. These business functions include: assessment, taxation, planning and economic development, homeland security, infrastructure management, and well/septic inspections. The program provides IT development and support to the Oakland County Treasurer, Water Resources Commissioner, Planning and Economic Development Services, Health, CLEMIS, Facilities Management, Parks/Recreation, Aviation and Transportation, Animal Control, Register of Deeds and Equalization Division. Geographic Information Systems (GIS) is a foundational technology used to support these diverse departments and local CVTs. The Land Management program supports numerous departments and local cities, villages and townships (CVTs) in relating demographic and land related data to the County base map, which is comprised of approximately 475,000 parcels of property. The program contains substantial land-related data and features (both county and CVT information) and covers 910 square miles. Responsibilities of this unit include the standardization of data and software used by County departments and local municipalities throughout the County. Programs and applications provided by this unit support an enterprise-wide approach to GIS management and land-related technologies, enabling County officials to better perform their functions and to share this information with the CVTs. Most of the applications are fully integrated with other applications running on the same or disparate platforms.

Objectives:

- Expand upon the successful development of the enterprise GIS program to greatly increase the use of GIS throughout the County and Cities, Villages and Townships, and to promote Oakland County as an information technology center in the United States.
- Enable, through, vertical integration, GIS development in local CVTs.
- Continuously improve the content and accuracy of all location-based data sets.
- Maintain a responsive GIS technology service delivery model.

Objectives (continued):

- Re-engineer business processes through the inculcation of technology into the workflow of internal County agencies.
- Leverage developing technologies (imaging, Internet, digital photography, field collection, distributed computing, etc.) to enhance land records management in Oakland County.
- Implement improvements to the County's integrated land records systems to insure compliance with new user and statutory requirements.
- Implement upgraded technologies that support the Tax and Assessing functions of the County and CVT's.
- Improve the sharing of information between the County Departments/Division and the CVTs.
- Implement and enhance an "E-Health" program that reduces the labor associated with restaurant, well, on-site sewerage, and swimming pool field inspection activities.
- Standardization of countywide infrastructure (water, sewer, storm, and roads) through a collaborative GIS centric asset management system that will allow Oakland County and its local governments to proactively manage assets and mitigate long-term costs associated with the operations and maintenance of critical infrastructure.

- **Application Services – Courts** - The Courts program provides IT development to Oakland County's Circuit Court, Probate Court, the 52nd District Courts, Prosecuting Attorney, Clerk/Register of Deeds, Animal Control, Children's Village, Community Corrections, Medical Examiner's Office, and Circuit Court Probation. The program is responsible for development of new applications, enhancements to existing applications, and support and maintenance of both Oakland County developed software and purchased software. The current portfolio of applications is based on several technology platforms including mainframe, client/server, and web. Many of the applications are fully integrated with other applications running on the same or disparate platforms. Integration is real time updating and/or batch updating which is determined by business need.

Objectives:

- Enhancing the current Circuit, Probate and District Court systems by providing decision support system tools, upgraded technologies, new functions and web based applications.
- Implement improvements to the Animal Control Center's dog/cat licensing program so that a more efficient licensing and registration program can be deployed.
- Enhance Clerk/Register of Deeds applications to comply with state and federal requirements.
- Replace the existing electronic document management system, and expand its use throughout the County.
- Continue to enhance the Medical Examiner software to meet business needs.

- **Application Services – eGovernment** - The eGovernment unit provides technical systems support for County web sites, G2G Cloud Solutions, Access Oakland/eCommerce, and web platform administration; a broad base of software products that reside on the County's web infrastructure is maintained. The eCommerce team provides a centralized payment engine for credit card, electronic check, and invoiced payment of web-based products and services.

The eGovernment program is responsible for maintaining and supporting the County's entire internet presence. Today, the County's web site contains 14,145 pages. The County's website averages 380,000 visitors per month and 4,600,000 annually. With over 12.5 million pages viewed per year the County website delivers substantial content to citizens and businesses. In addition, the eGovernment program is also responsible for web site content management activities including overall editing, proofreading, standards compliance, graphics, photos, sound, video, etc. The eGovernment program implements and maintains documented standards for all static, application content, and web application user interface development standards. In addition, the eGovernment group provides planning, marketing, and consulting activities for all eGovernment initiatives.

As part of supporting the County's website and applications, the team also operationally supports and maintains the County's Web and eCommerce infrastructure 24 hours a day, seven days a week. The eGovernment program maintains Oakland County's online services Payment Card Industry Compliant (PCI) accreditation, which has been achieved by only a handful of governments across the country. PCI scans are completed on a regular basis and a thorough audit is completed once a year. The eGovernment program supports the G2G Cloud and Solutions initiative, which was developed by Oakland County to share technology at little or no cost to other government agencies. The eGovernment program supports and maintains several initiatives, such as the Enterprise Content Management System, SharePoint, Digital Asset Management, Video/Audio Management System, Enterprise Portal, Over the Counter Payments, Online Payments, Shopping Cart, the Fulfillment System, Search, Mobile Web Access, eMail Subscription, social media and my.oakgov.com.

Objectives:

- Continuously improve the efficiency of, and access to, government information and services.
- 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.
- Maintain and continually improve PCI standards for the ecommerce system.
- Increase, promote, support and maintain government agency participation in G2G Cloud Solutions and G2G Marketplace.

- **Application Services – Finance/Administration** - The Financial/Administrative program provides IT development and support to Oakland County's County Executive, Board of Commissioners, Corporation Counsel, Risk Management, Homeland Security, Public Health, Public Services, Treasurer, Management and Budget, Human Resource, Central Services, and Information Technology Departments. The program is responsible for development of new applications, enhancements to existing applications, and support and maintenance of both Oakland County developed software and purchased software. The current portfolio of applications is based on technology platforms including client/server and the web. Many of the applications are fully integrated with other applications running on the same or disparate platforms. Integration is real time updating and/or batch updating which is determined by business need. Systems include the enterprise-wide financial and personnel systems.

Objectives:

- Implement Peoplesoft Human Resource/Financial Information System enhancements and upgrades in a timely manner to insure that departments can fully utilize available resources.
- Implement technology for the public and departments to better manage FOIA requests.
- Evaluate future state of the current Human Resource/Financial system.
- Implement Human Resources document management, performance management, and an auditing management system.

- **Clemis and Public Safety** - The CLEMIS (Courts and Law Enforcement Management Information System) and Public Safety program provides computer technology, radio communications, and related services to criminal justice and public safety agencies (police, fire, and emergency medical services). CLEMIS, a regional law enforcement consortium, provides solutions through a cooperative effort that are affordable and efficient for agencies of all sizes. Approximately 200 police, fire, courts, prosecutors and emergency medical services agencies in a seven county region rely on CLEMIS for up to 20 different Public

Safety software and hardware solution needs. By serving as a technical link among multiple agencies, the program promotes communication and sharing of criminal justice information. CLEMIS also facilitates the maintenance of fire and emergency medical records. The program's standards are monitored by the CLEMIS Advisory Committee, and six sub-committees to ensure the integrity of information entered into the system. The CLEMIS program empowers criminal justice and public safety agencies to maximize the use of collected data, for their daily operations and comprehensive planning. CLEMIS staff provides and maintains a countywide radio system comprised of approximately 6,500 radios, used by 72 public safety agencies 12 hospitals and all public and private EMS transport vehicles. This division is also responsible for the County's E911 equipment and its integration with the Computer Aided Dispatch system. CLEMIS staff provides all the necessary training to the agencies as well as 24 X 7 support. The CLEMIS Division is comprised of the following Operational Units: Public Safety Applications, Corrections-Biometric Applications, Tech/Field Services, and Radio Communications.

Objectives:

- Ensure that CLEMIS law enforcement agencies have the most up-to-date, efficient electronic systems available.
- Provide a regional database, which provides for the sharing of law enforcement data between agencies within Oakland County and the surrounding communities.
- Provide a regional Fire Records Management System meeting Federal government reporting mandates and the needs of local fire agencies.
- Provide a Public Safety Radio system for use throughout Oakland County; which includes an interoperability gateway for communications to the State and surrounding systems.
- Provide an Automated Fingerprint Identification System with Palm Print and two digit mobile fingerprint queries.
- Provide a Video Arraignment System to all Oakland County Law Enforcement, Circuit and District Courts, Prosecutor's Office and Community Corrections; system is also used for Warrant Requests and Swear To needs.
- Provide enhanced application uses by mobile data computers
 - Incident Reporting Writing
 - Electronic Crash Reporting Writing
 - Electronic Citation Writing / Printing
 - Regional Digitized Mugshot Access
 - Fingerprint Queries
 - Local/State/Federal Criminal Justice System access.

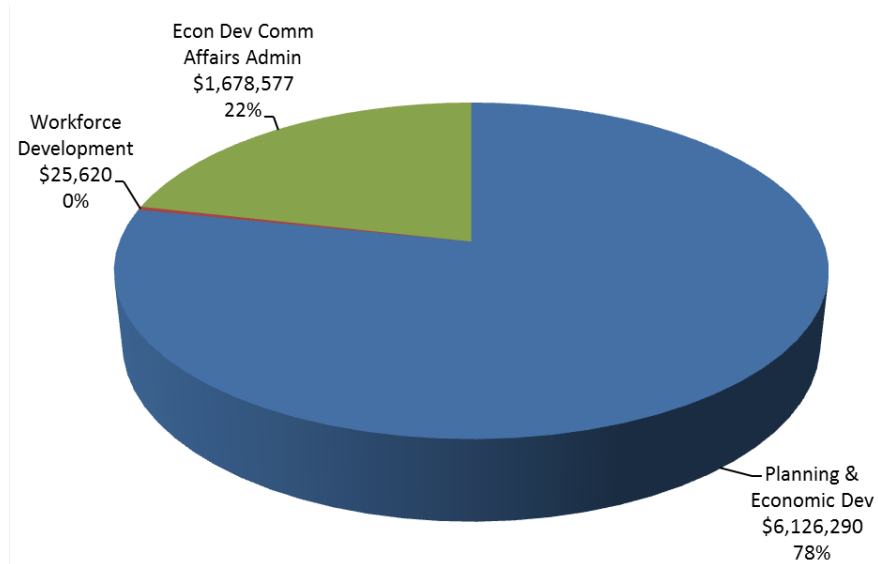
- **Technical Systems and Networking (TS&N)/Voice Communications** - The Technical Systems and Networking Division is comprised of the following Operational Units: Data Base Administration/Deployment Services, IT Security, Server Administration, Network Services, Operations, Workstation Services, and Telephone Communications.

The Technical Systems and Networking program manages the County-wide computing and network infrastructure that underpins virtually every service and program delivered to all County departments, cities, villages, townships, public safety agencies, and the public. The Technical Systems and Networking program indirectly provides services to other programs by managing the infrastructure of workstations, printers, servers, fiber links, leased lines, routers, switches, firewalls, etc. that provide the computing power, data storage, security, backup/recovery, database management, and data communications needed by other program areas. The Technical Systems and Networking budget includes all costs associated with the following areas: Networking Services, Server Management Services, IT Security Services, Database Administration, Workstation Services, and Operations Services. Recent projects have upgraded the technical infrastructure in the Data Center and employed the use of both public and private cloud services where appropriate and cost effective. With a focus on information security, investments have been made in the perimeter security systems, application security, end point protections and dedicating resources to audit and improve our overall information security posture. User awareness campaigns have also been implemented to improve all county employees' knowledge regarding safe practices for IT use.

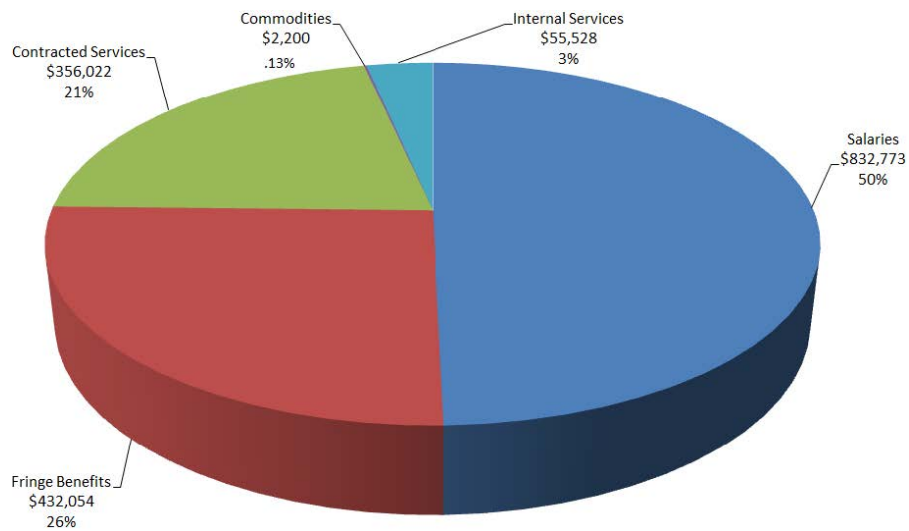
The Technical Systems and Networking program manages the County-wide network, communications, and computing infrastructure 24 hours a day including:

- Monitoring, security, configuration, and troubleshooting activities.
- Maintaining and extending a fiber optic network connecting the County and the CVTs to better coordinate data, video, and voice communications.
- Managing file, print, application, and mail servers, including security administration, operating system upgrade and maintenance, capacity planning, anti-virus scanning, and monitoring.
- Establishing standard development platforms and methodologies encompassing such areas as mainframe and PC application development, database creation, design, and naming, application product selection, and standard software suites and applications.
- Developing procedures and plans to facilitate disaster recovery, data protection, and data recovery.
- Workstation, workstation software, and workstation peripheral configuration, maintenance, delivery and problem resolution.
- Traditional telephone services, pager services, pay phones and cellular phone services, having its own Private Branch Exchange (PBX) system telephone switch allowing for reduced costs for operations, including toll charges.

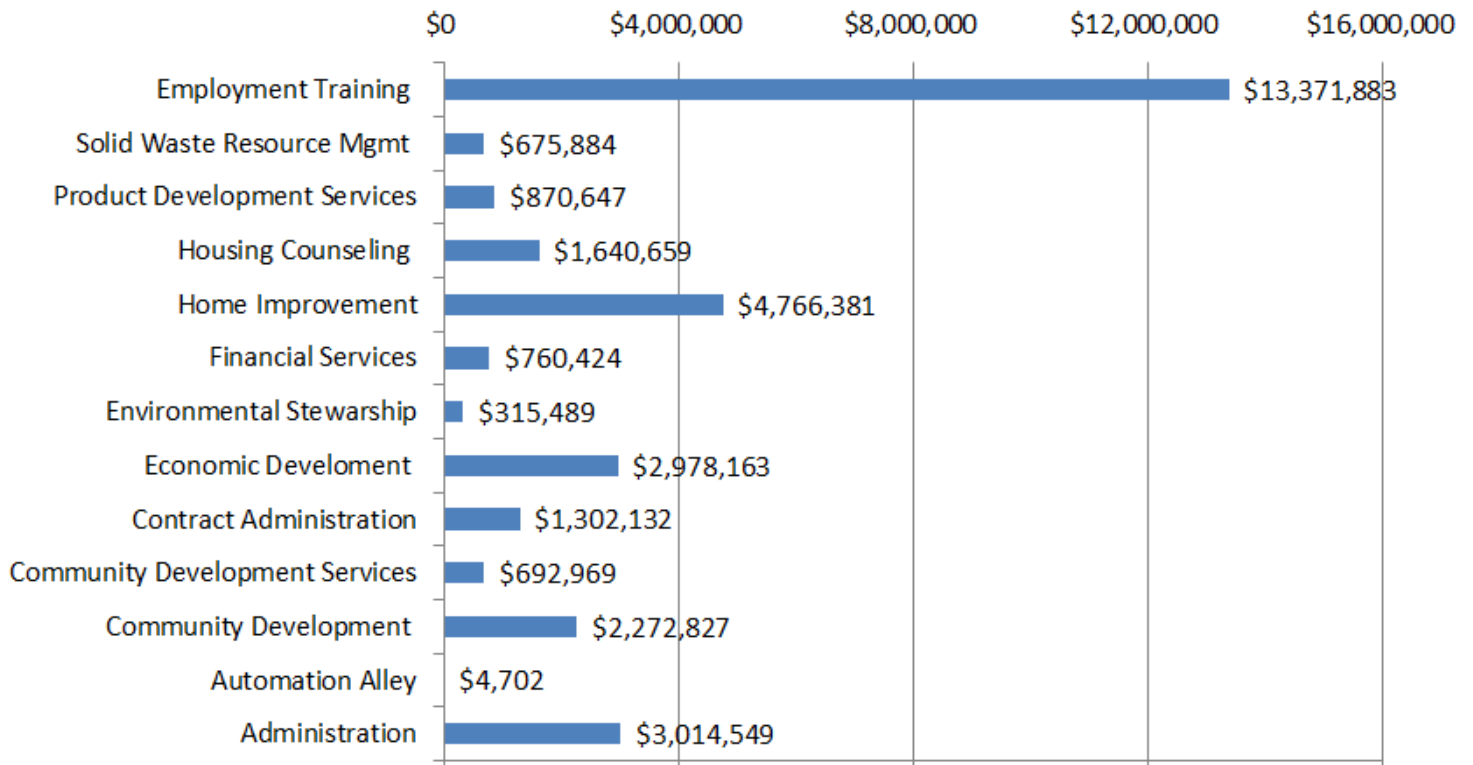
Budget Distribution by Division (GF/GP)



Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (All Funds)



Department Summary

The Economic Development and Community Affairs Department coordinates personnel activities for compliance of mandated and regulated programs for Community Development grants from the U.S. Department of Housing and Urban Development. This coordination also includes Workforce Development programs that include Workforce Investment Act and Welfare to Work initiatives. The department also oversees economic development and community planning programs within the County such as the Emerging Sectors business development program, Main Street Oakland County, Tech248 and Medical Main Street.

Department Expenditures by Division (GF/GP)	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Economic Dev Comm Affairs Adm	1,501,555	1,892,308	1,678,577	1,681,819	1,681,968
Planning and Economic Develop	5,661,473	6,187,985	6,126,290	6,172,339	6,192,813
Community and Home Improvement	503,727	0	0	0	0
Workforce Development	0	25,620	25,620	25,620	25,620
Total Expenditures	\$7,666,755	\$8,105,913	\$7,830,487	\$7,879,778	\$7,900,401

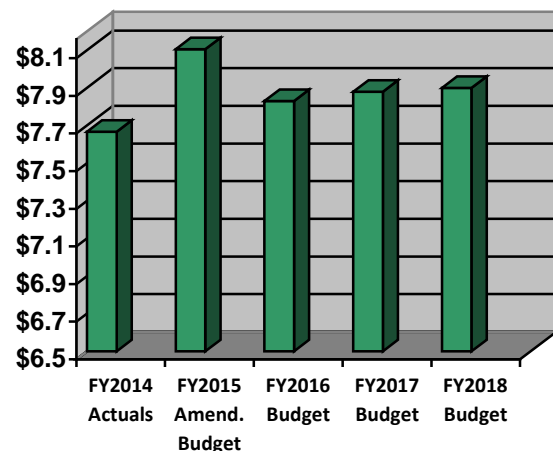
Current Issues

Oakland County continues to recover strongly from the Great Recession with very positive employment growth since 2010. Two of the best years on record for private sector employment growth were achieved in 2011 and 2012. The 2013-2015 time frame continued with very solid growth and investment by corporate citizens. The Emerging Sectors Program in Planning & Economic Development (PEDS) is continuing to expand the County's economic base by diversifying our economy with ten fast growing sectors; 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.

Department Goals

- Provide leadership and overall management guidance to the following departments: PEDS, Community Development, Waste Resource Management and Workforce Education.
- Incorporate strategic planning and new business practices into operational activities including: strategic plans, team building, appropriate technology implementation, customer satisfaction measures, benchmarking and best practices and reorganization options.
- Assessment of performance and job functions within each of the four divisions for the purpose of reviewing staffing requirements to ensure positive contributions today and in the future.
- Develop management strategies ensuring success in planning and implementation of new initiatives.
- Develop plans designed to increase corporate financial support for special activity within the division rather than total reliance on County resources.
- Review current staff functions, eliminate inefficiencies and restructure job functions in order to eliminate duplicity.

Department Expenditures (\$ in millions)



Summary of Major Program Changes

Revenue

Overall revenue decreased by (\$108,994). This is a result of reduced demand for the sale of maps (\$10,000), reduced participation by local communities in the North Oakland Household Hazardous Waste recycling program (NO HAZ) (\$9,994) and reduced donations (\$124,000) which is offset by increased Seminars/Conventions \$35,000 to more accurately reflect actuals.

Expenditures

Controllable Personnel for FY2016 includes a 3% salary increase and associated fringe benefits. The following line items decreased due to one-time carry-forward appropriations in FY2015: Professional Services (\$97,974) offset by a one-time appropriation of (\$35,867) for EDCA Marketing Floor Plan per M.R. #15106 and One Stop Shop Monitor Wall per M.R. #15105; Printing (\$44,715); Workshops and Meetings (\$39,927); Expendable Equipment (\$6,842); and Advertising (\$4,666) with an additional decrease of (\$21,360) as a result of a FY 2014 year-end encumbrance. Software Maintenance decreased (\$28,010) for one-time contribution in FY 2015 from Michigan Economic Development Corporation for software support and Contracted Services (\$4,873) year-end encumbrance. Internal Services decreased (\$96,173) due to rate and usage adjustments for various line items such as: Info Tech Operations, Info Tech Managed Print Services, Motor Pool and Telephone Communications. Also, Info Tech Development and Maintenance Department decreased as a result of appropriations being budgeted in a Non-Departmental account and transferred to departments as needed per the General Appropriation Act. These decreases are offset by increased Building Space Cost Allocation \$37,550. Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. FY 2017 – FY 2018 building rates are based on a full cost recovery for maintenance and operations.

Division Summary

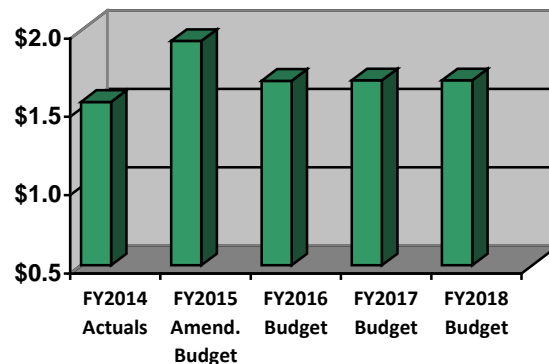
The Administration of the Department of Economic Development & Community Affairs oversees the operation and direction of Planning & Economic Development Services, Waste Resource Management, Marketing & Communications, Community & Home Improvement, and Workforce Development. The mission of this department is three-fold: to support the community capacity building of all 61 cities, villages, and townships for economic growth in Oakland County; to provide support programs and services to our business community and to support select services to residents in the areas such as workforce development, homeowner counselling and hazardous waste collections.

Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	645,951	784,560	832,773	832,773	832,773
Fringe Benefits	380,936	419,761	432,054	432,054	432,054
Contractual Services	314,330	401,382	356,022	356,022	356,022
Commodities	7,692	2,200	2,200	2,200	2,200
Internal Services	152,647	284,405	55,528	58,770	58,919
Total GF/GP Expenditures	\$1,501,556	\$1,892,308	\$1,678,577	\$1,681,819	\$1,681,968
Other Funds					
Art Culture Film Grant	40,565	40,565	0	0	0
Michigan Economic Development	1,498	0	0	0	0
Total Other Funds	\$42,063	\$40,565	\$0	\$0	\$0
Total Expenditures	\$1,543,619	\$1,932,873	\$1,678,577	\$1,681,819	\$1,681,968

Division Goals

- Provide long-range strategic planning.
- Publicize department programs and services to residents and businesses through marketing initiatives.
- Budget oversight.
- Support to local community, economic development, and workforce initiatives that arise.

Division Expenditures (\$ in Millions)



Economic Development and Community Affairs – Administration Programs

Division Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	507,011	579,671	520,650	521,555	521,596
Automation Alley	8,445	7,316	4,702	4,711	4,711
Economic Development	1,023,282	1,345,886	1,153,225	1,155,553	1,155,661
Total Expenditures	\$1,538,738	\$1,932,873	\$1,678,577	\$1,681,819	\$1,681,968

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	2	2	2
Automation Alley	1	1	1
Economic Development	11	11	11
Total Personnel	14	14	14

Administration Programs

- Administration** - The Administration of the Department of Economic Development & Community Affairs oversees the operation and direction of Planning & Economic Development Services, Waste Resource Management, Marketing & Communications, Community & Home Improvement, and Workforce Development. The mission of this department is three-fold: to support the community capacity building of all 61 cities, villages, and townships for economic growth in Oakland County; to provide support programs and services to our business community and to support select services to residents in workforce development, homeowner counselling and hazardous waste material collections.
- Marketing & Communication** - The Marketing & Communication program is responsible for all aspects of external and internal communication for the Department of Economic Development & Community Affairs. As such it provides the public face for the many facets of the department and is the direct link between the department and the media, and for communication within the department and the division. It is responsible for creating newsletters, magazines, brochures, marketing materials, press releases, coordinating press conferences, event planning and helping shape the public image for the four divisions under Economic Development & Community Affairs. The program also administers the Regional Re-granting/Mini-grant Program through its Office of Arts, Culture & Film to fund locally developed, high quality arts projects.

Division Summary

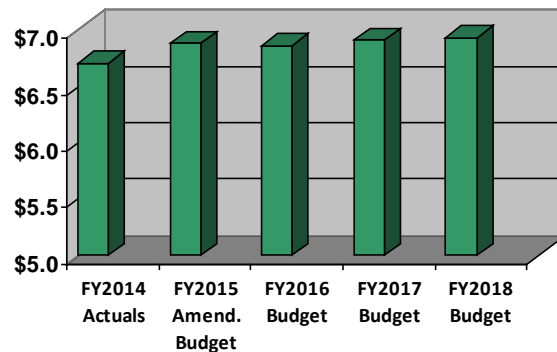
Oakland County Planning & Economic Development Services is committed to promoting economic vitality, supporting distinct communities and conserving environmental resources through knowledge, cooperative initiatives and consultation services.

Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Salaries	2,211,460	2,433,773	2,500,887	2,500,887	2,500,887
Fringe Benefits	1,443,390	1,413,247	1,487,880	1,487,880	1,487,880
Contractual Services	1,090,379	1,406,166	1,245,904	1,263,197	1,282,179
Commodities	72,487	79,833	72,991	73,156	73,330
Internal Services	843,757	819,099	818,628	847,219	848,537
Transfers Out	0	35,867	0	0	0
Total GF/GP Expenditures	\$5,661,473	\$6,187,985	\$6,126,290	\$6,172,339	\$6,192,813
Other Funds					
Brownfield Consortium Assessmt	275,955	0	0	0	0
BFC Personnel	451,552	561,304	598,737	598,737	598,737
Economic Development Corp	24,156	28,700	28,700	28,700	28,700
Econ Dev Special Projects	190,000	0	0	0	0
Great Lakes Restoration Init	0	0	0	0	0
Waste Resource Management	1,152	0	0	0	0
Workforce Development	102,303	111,566	113,832	113,832	113,832
Total Other Funds	\$1,045,118	\$701,570	\$741,269	\$741,269	\$741,269
Total Expenditures	\$6,706,591	\$6,889,555	\$6,867,559	\$6,913,608	\$6,934,082

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)



Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Solid Waste Resource Mgmt.	465,235	643,131	675,884	695,883	715,192
Administration	1,303,952	1,923,129	1,727,208	1,753,258	1,754,423
Community Development Services	811,429	638,792	692,969	692,969	692,969
Economic Development	2,034,246	1,822,314	1,824,938	1,824,938	1,824,938
Environmental Stewardship	705,357	292,666	315,489	315,489	315,489
Financial Services	595,878	738,196	760,424	760,424	760,424
Product Development & Services	790,495	831,327	870,647	870,647	870,647
Total Expenditures	\$6,706,592	\$6,889,555	\$6,867,559	\$6,913,608	\$6,934,082

Personnel by Program	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	3	3	3
Community Development Services	5	5	5
Economic Development	16	16	16
Environmental Stewardship	3	3	3
Financial Services	9	9	9
Product Development Services	8	8	8
Solid Waste Resource Mgmt	4	4	4
Total Personnel	48	48	48

Planning and Economic Development Services – Programs

- The Administration program oversees the operations of the Planning and Economic Development Services Division (PEDS). Administration also provides leadership, overall management and guidance to the operating units within PEDS. The program supports and implements initiatives related to the Oakland County Business Roundtable, Emerging Sectors, Main Street Oakland County, the One Stop Shop Business Center, the Oakland County Economic Development and Business Finance Corporation's and Environmental Stewardship activities.

Objectives

- Oversee numeric goals for business retention, small business counseling, and attraction and business loan targets.
- Support to staff in achieving all program goals and events in the most efficient manner.
- Repositioning of products and services in the One Stop Shop.
- Strengthen and build relationships with state and local partners, including Chambers of Commerce, Automation Alley, educational institutions such as Oakland Community College (OCC), Oakland University (OU) and Lawrence Technological University (LTU), financial institutions, and other private businesses.

Performance Measures - Events/Publications

Annual Economic Outlook Forecast & Luncheon
 Annual Heritage Planning & Development Conference
 One Stop Ready Community readiness efforts and Academy activities
 Tech248 Meetups for the IT/Tech business community
 Main Street Oakland County downtown redevelopment and technical assistance
 New/revised marketing materials in conjunction with Marketing & Communications unit

Community Development – Programs

- The Community Development program prepares and provides land use information to, and zoning and master plan reviews for, Oakland County communities to improve land use coordination and decision-making. Also, the Main Street program maximizes the economic potential and preserves the heritage and sense of place of Oakland County's historic commercial districts.

Objectives

- Continue to perform mandated zoning and master plan reviews in a timely and professional manner.
- Research and compile County-wide land based data on the natural and built environment.
- Stay knowledgeable at the state and federal level on proposed legislation and provide advice on legislation to the County Administration.
- Support the continued development of the One Stop Ready community development program.
- Increase public awareness of the economic benefits of historic preservation and inventory and map the County's historic and cultural resources.
- Provide commercial revitalization services to Main Street Oakland County communities (Birmingham, Clarkston, Clawson, Farmington, Ferndale, Franklin, Groveland, Highland, Holly, Lake Orion, Lathrup Village, Leonard, Oak Park, Ortonville, Oxford, Pontiac, Rochester, Walled Lake, Waterford and Wixom).
- Continue to refine and utilize Main Street redevelopment tracking tool.
- Update Oakland County Master Plan composite GIS database and map.
- Continue to provide staff support to the Administration and DDA/CIA-TIF AdHoc review committee in their review of community request to capture County tax dollars.
- Provide ongoing support to the Woodward Avenue Action Association and 8 Mile Blvd Association.
- Provide training to local planning commissioners through Basic Training and Citizen Planner Training programs (implements Business Roundtable recommendation).
- Provide consultation to developers on redevelopment, financial packaging and development best practices.
- Host the annual Heritage conference on planning and economic development in Oakland County.
- Represent the County Administration on the Federal Aid Task Force and SEMCOG standing committees.
- Continue to obtain sponsorships to supplement county general fund program expenditures.
- Continue to implement recommendations of the Business Roundtable.

Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Actual
Master Plans Reviewed	9	4	4	12
Total Zoning Cases	5	7	6	6
Local Main Street Program Statistics:				
DDA/TIF Investment	\$6.366 Million	\$4.414 Million	\$4.048 Million	Not Available
Additional Public Investment	\$8.199 Million	\$3.678 Million	\$4.995 Million	Not Available
Private Investment Leveraged	\$38.43 Million	\$8.060 Million	\$10.813 Million	Not Available
New Jobs Created	435	262	200	Not Available
Volunteer Hours	29,000	34,000	28,917	Not Available
New Businesses	45	97	70	Not Available
New or Renovated Space	37,245 sq ft	26,749 sq ft	34,041 sq ft	Not Available
Sponsorships Received	\$607,208	\$398,026	\$511,973	Not Available

Economic Development - Programs

- The Economic Development Program supports the retention and expansion of existing County businesses and entrepreneurs through a comprehensive range of services and information. Via the Emerging Sectors program, increase Oakland County's economic base by attracting new companies throughout the world.

Objectives

- Aggressively pursue business in 10 Emerging Sectors via comprehensive business recruitment campaign.
- Build and promote Medical Main Street network and brand.
- Build and promote Tech248 network and brand.
- Support the Business Roundtable and One Stop Ready programs.
- Expand national and international trade mission and trade show activities.
- Assist local communities' economic development efforts.
- Support the development and redevelopment of challenged real estate.
- Provide individualized and group small business consulting services via expanded Business Center offerings.
- Participate with Main Street and other communities in Business Assistance Team small business counseling.

Performance Measures	2012 Actual	2013 Actual	2014 Actual
Emerging Sector Successes	35	33	55
Traditional Sector Successes	15	22	28
Total Successes	50	55	83
Total New & Retained Jobs	8,988	7,241	3,798
Total New Investment	\$397 million	\$727 million	\$539 million
Property Taxes Generated	\$10.1 million	\$18.5 million	\$13.7 million
Capital Formation for Small Business	\$13.669 million	\$39.159 million	\$18.566 million
Counseling Hours to Small Business	2,929	2,983	2,216
Sales Increase	\$11.3 million	\$42.6 million	\$5.3 million
Jobs Created	191	227	182

Environmental Stewardship – Programs

- Environmental Stewardship - The Environmental Stewardship program strives to support sustainable economic growth, development, and redevelopment through the preparation and communication of information, plans, visions, and options which advance proactive, coordinated, locally-driven conservation and recreation initiatives.

Objectives

- Promote Oakland County's Green Infrastructure Vision.
- Promote the County-wide vision of a linked trail system.
- Support local Place Making initiatives.
- Identify and communicate to local communities and interests their specific opportunities for watershed management, natural area preservation/restoration, and trail/path system implementation.

- Facilitate quarterly Trails, Water & Lands Alliance meetings.
- Host an annual Trails, Water & Lands Alliance Celebration.
- Continue to obtain public/private sponsorships to supplement the County's general fund program expenditures.
- Inventory and map the County's natural resources and increase public awareness of the economic benefits of environmental protection.
- Implement quality of life recommendations of the Business Roundtable.

Performance Measures	FY2013 Actual	FY2014 Actual	FY2015 Actual
Cumulative miles of trails completed	121	127	131
Acres protected with conservation easements	1,392	1,424	1,424
Local Grants dollars received with staff support (MI Natural Resource Trust Fund only)	\$0	\$469,900	\$3,512,600
Program cash sponsorship received	\$0	\$3,000	\$3,0500
Members participating in the Trail, Water & Lands Alliance	206	192	184

Financial Services - Programs

- **Financial Services** - The Financial Services program include the SBA 504 Loan Program and the tax –Exempt Revenue Bond Program which provide fixed asset financing at favorable rates to small businesses and 501C3 organizations.

Objectives

- Increase the number of businesses obtaining loans and bonds through the two programs.
- Maintain the highest standards in loan processing, closing, servicing and file management.
- Market the program through all areas of the media and advertising.
- Continue to do community outreach and support economic development initiatives.
- Support the Oakland County Micro-Loan program.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual
BFC Loans	27	38	32	23
BFC Loans in Oakland County	18	25	24	10
Capital Investment	\$25,105,500	\$29,021,200	\$43,255,200	\$37,796,200
EDC Loans	1	2	2	1
Capital Investment	\$17,590,000	\$12,600,000	\$48,390,000	\$7,100,000
Jobs Created	193	313	354	252
Jobs Retained	581	1,064	967	292

- **Product Development and Services** - The Product Development and Services program researches, collects, and disseminates data and maps that describe Oakland County, its communities, businesses, and demographic/development trends. Through the One-Stop Shop, customers are introduced to and assisted in utilizing state-of-the-art information kiosk. The program also develops and maintains a comprehensive array of collateral marketing materials in Oakland County.

Objectives

- Provide "front line" support for citizens, businesses and CVT's requesting information.
- Increased public access to products and services.
- Increase efficiencies in delivering services.
- Improve quality of products and services.
- Facilitate decision-making for our customers.
- Improve productivity.
- Participate in the development of County communication options.
- Improve point-of-sale activities.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual
One-Stop Shop Customers	1,241	933	765
Map Sales (in dollars)	\$86,476	\$58,489	\$39,859

New Products

Custom map creation for One-Stop Shop customers

Provide ownership information for specialized areas of interest

Business Analyst software providing business and community information

Developed e-registration with IT for on-line registration of selected events

Sales and marketing of all maps and digital products

- **Waste Resource Management** - The Waste Resource program develops and administers the County's solid waste planning efforts. Public Act 451 of 1994, as amended, requires the development of a Solid Waste Management Plan with periodic amendments and major plan updates at five-year intervals. This plan process is currently on hold at the state level.

Objectives

- Insure that Oakland County has sufficient solid waste disposal sites to accommodate the needs of local communities.
- Comply with all statutory requirements relating to solid waste planning.
- Continue to advance the Oakland County Brownfield Initiative, including establishment and management of the Oakland County Brownfield Consortium along with the cities of Farmington Hills, Ferndale, Hazel Park, Madison Heights and Pontiac.
- Manage/administer the Brownfield Cleanup Revolving Loan grant.
- Manage/administer the Oakland County Brownfield Consortium \$1,000,000 assessment grant.
- Continue the North Oakland Household Hazardous Waste (NO HAZ) collection program and encourage non-member communities to participate.
- Support to Oakland Schools with promoting and administration of the Oakland County portion of Michigan Green Schools program.

Performance Measures	FY2013 Actual	FY2014 Actual	FY2015 Actual
NO HAZ communities	9	9	11
Population served	240,229	240,229	281,160
Collections held	4	4	4
Participating households	3,158	3,558	3,375
Pounds of material collected	363,977	446,541	444,355

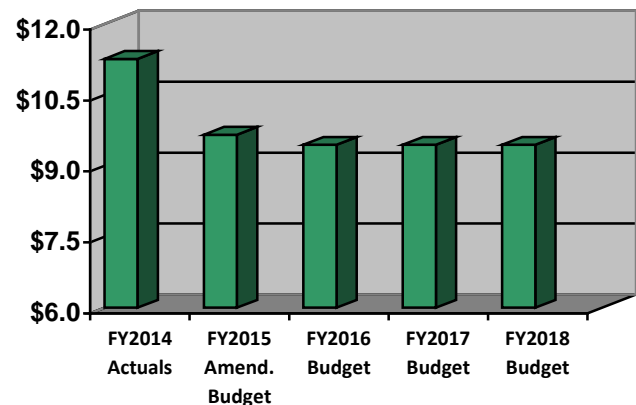
Division Summary

The Community & Home Improvement Division administers six federal housing and community development grants from the U.S. Department of Housing and Urban Development. These grants are designed to create viable communities by providing decent, safe and sanitary housing, a suitable living environment and expanded economic opportunities for persons of low and moderate income, homeless persons and persons with housing issues. Activities include a variety of community infrastructure and capital improvements, public services, planning and administrative services, home improvements, development of affordable housing, homebuyer down payment assistance, housing counseling and emergency shelters for the homeless.

Division Goals

- Assist communities with planning for future development and building capacity to implement housing and community development projects.
- Assist communities to improve neighborhoods and provide public services to low income persons.
- Aid in preventing or eliminating slums or blighted community conditions.
- Reduce the number of substandard dwelling units within the county through the improvement of single family owner occupied homes.
- Affirmatively further fair housing and equal opportunity.
- Build nonprofit agency capacity to assist low income homebuyer's 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.
- Prevent homelessness and fund emergency shelters and public services for the homeless.

Division Expenditures (\$ in millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
General Fund / General Purpose					
Transfers Out	503,727	0	0	0	0
Total GF/GP Expenditures	\$503,727	\$0	\$0	\$0	\$0
Other Funds					
Community Develop Block Grants	5,464,873	5,551,655	5,667,952	5,667,952	5,667,952
Emergency Shelter Grants	0	0	0	0	0
Emergency Solutions Grants	275,943	301,785	330,459	330,459	330,459
Home Inv Partner Act Pontiac	493,180	0	0	0	0
Home Investment Partner Grants	2,318,584	3,342,511	3,372,799	3,372,799	3,372,799
Housing Counseling Grants	17,798	55,976	18,748	18,748	18,748
MSHDA Counseling	33,050	84,000	0	0	0
Nat Foreclosure Mitigation Con	12,020	6,600	6,600	6,600	6,600
National Mortgage Settlement	172,625	19,163	0	0	0
MSHDA HEPA Grant	21,000	0	0	0	0
Neighborhood Stblztn Program	1,095,464	298,521	50,000	50,000	50,000
Neighborhood Stblztn Program 3	488,575	0	0	0	0
NSP3 Pontiac	366,221	0	0	0	0
Total Other Funds	\$10,759,333	\$9,660,211	\$9,446,558	\$9,446,558	\$9,446,558
Total Expenditures	\$11,263,060	\$9,660,211	\$9,446,558	\$9,446,558	\$9,446,558

Community and Home Improvement - Programs

Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	691,569	784,895	766,691	766,691	766,691
Community Development	3,414,561	2,272,827	2,272,827	2,272,827	2,272,827
Emergency Shelter	25,812	0	0	0	0
Home Improvement	6,432,467	4,684,944	4,766,381	4,766,381	4,766,381
Housing Counseling	698,651	1,917,545	1,640,659	1,640,659	1,640,659
Total Expenditures	\$11,263,060	\$9,660,211	\$9,446,558	\$9,446,558	\$9,446,558

Personnel by Program	FY2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	7	7	7
Home Improvement	11	11	11
Housing Counseling	4	4	4
Total Personnel	22	22	22

Community and Home Improvement Programs

- **Administration** - Administrative activities provide direction and support to Community and Home Improvement Division programs. To fulfill these responsibilities, the Division works with the Michigan State Office of the U.S. Department of Housing and Urban Development, the Oakland County Board of Commissioners, elected officials and staff of fifty-three Oakland County municipalities, public service agencies, auditors, contractors and clients. Program administration ensures that all programs are implemented in accordance with specific federal, state, county and local requirements.
- **Community Development** - The Community Development Block Grant Program provides funding to fifty-three county communities to initiate hundreds of housing, community improvement and public service activities that benefit low income persons and eliminate or prevent blighted community conditions.

Objectives

- Allocate annual CDBG funding to 53 communities based on a legislative formula to address the immediate needs of low income persons.
- Implement capital improvement activities to improve neighborhood conditions for low income persons and eliminate or prevent blighted community conditions.
- Provide a variety of human services that directly benefit low income households or persons.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual
Number of low income persons eligible for assistance in the 53 communities	208,868	208,868	237,405
Percent of expenditures benefiting low income persons (HUD requirement of 70%)	100%	93%	83%

- **Emergency Solutions** - Oakland County contracts with non-profit organizations to provide emergency shelter and essential services to the homeless, including food, emergency medical services, transportation to overnight shelters, and homeless prevention activities. New Emergency Solution Grant activities provide homeless prevention and rapid rehousing services.

Community and Home Improvement - Programs

Objectives

- Improve the quality of existing emergency shelters providing emergency lodging and services to the homeless by funding shelter operations, maintenance, organizational support and essential services.
- Prevent homelessness from occurring through homeless prevention and rapid rehousing services.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual
Homeless population in Oakland County	3,503	2,918	2,955
Number of emergency shelters	8	8	8
Number of emergency shelters receiving assistance	6	6	6
Number of homeless receiving shelter and service	1,149	1,069	862
Number of households receiving rapid rehousing assistance	265	37	246

- **Home Improvement** - The Home Improvement Program provides comprehensive home improvement services to upgrade substandard housing conditions for qualified low income homeowners. Qualified single family owner occupants receive 0% interest deferred loans of up to \$18,000 for necessary repairs that address health and safety issues. In addition, the program funds Community Housing Development Organizations to develop affordable housing for qualified low income homebuyers.

Objectives

- Upgrade about 200 substandard single family owner-occupied houses for low income homeowners throughout 57 county communities.
- Construct new or rehabilitate existing single family houses affordable to low and moderate income home buyers.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual
Substandard houses needing improvement	45,110	45,000	45,110
Applications received for home improvement assistance	425	583	493
Applications approved for home improvement assistance	175	227	227
Single family homes rehabilitated	126	217	218
Homes built and/or rehabilitated by CHDOs and purchased by low income homebuyers	3	2	7
Down Payment Assistance for first time homebuyers	3	2	7

- **Housing Counseling** - The Housing Counseling program delivers a full range of housing counseling services, information and assistance to housing consumers to help improve their housing conditions and meet the responsibilities of homeownership and tenancy. Housing counseling includes information regarding first time home buyers, pre-occupancy, rental delinquency, mortgage and property tax default assistance, home equity conversion mortgage program, home improvement and rehabilitation resources, displacement and relocation resources, tenant and landlord rights, subsidized housing, fair housing issues, pre-foreclosure assistance and budgeting.

Objectives

- Provide comprehensive housing counseling services to assist persons with various housing related issues.

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual
Number of clients counseled	712	654	646

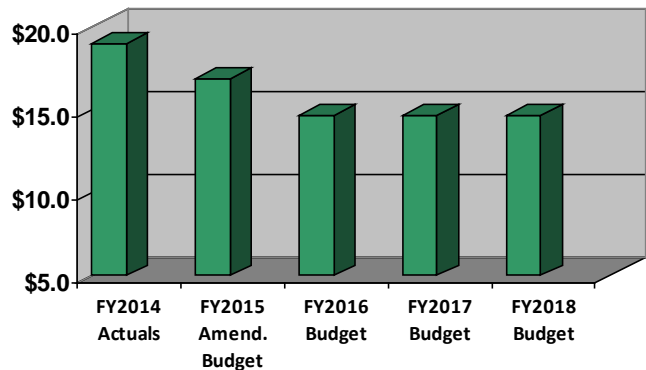
Division Summary

Under the joint direction of the Oakland County Workforce Development Board and the County Executive, the Workforce Development Division administers numerous programs that serve the County's job seekers and employers. These programs include the Workforce Investment Act, the Workforce Innovation and Opportunity Act, the Welfare-to-Work initiative, the Wagner-Peyser Employment Service, and the Trade Adjustment Assistance Program.

Division Goals

- Find long-term employment or re-employment for the youth, adults, and dislocated workers who are enrolled in its programs;
- Qualify these customers for – and place them in – the jobs Oakland County's employers create; and
- Achieve or exceed seventeen performance measures that are identified for various programs under the Workforce Investment Act (WIA) and the Workforce Innovation and Opportunity Act (WIOA).

Division Expenditures (\$ in Millions)



Division Expenditures by Category	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<u>General Fund / General Purpose</u>					
Salaries	0	17,020	17,020	17,020	17,020
Fringe Benefits	0	8,600	8,600	8,600	8,600
Contractual Services	0	0	0	0	0
Total GF/GP Expenditures	\$0	\$25,620	\$25,620	\$25,620	\$25,620
<u>Other Funds</u>					
Workforce Development	18,976,360	16,876,002	14,648,395	14,648,395	14,648,395
Total Other Funds	\$18,976,360	\$16,876,002	\$14,648,395	\$14,648,395	\$14,648,395
Total Expenditures	\$18,976,360	\$16,901,622	\$14,674,015	\$14,674,015	\$14,674,015

Expenditures by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Contract Administration	976,435	1,344,711	1,302,132	1,302,132	1,302,132
Employment Training	17,999,925	15,556,911	13,371,883	13,371,883	13,371,883
Total Expenditure	\$18,976,360	\$16,901,622	\$14,674,015	\$14,674,015	\$14,674,015

Personnel by Program	FY 2014 Actual	FY 2015 Amend. Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Contract Administration	3	3	3	3	3
Employment Training	6	6	6	6	6
Total Personnel	9	9	9	9	9

Workforce Development Programs

- The Contract Administration program oversees all of the Oakland County Michigan Works! Agency's Workforce Development services. Program responsibilities include: 1) writing plans and proposals for numerous grants that are awarded by the Michigan Workforce Development Agency; 2) procuring and executing contracts with entities who operate programs that are funded through the foregoing grants; 3) monitoring the performance and administrative systems of these program operators; 4) reviewing the applications of program participants to ensure their eligibility; 5) preparing financial and programmatic reports; and 6) providing administrative support to the Workforce Development Board.

Objective

- Ensure that program operators comply with all contract requirements.
- The Workforce Development program provides various workforce development services to assist job seekers in locating and qualifying for employment and to help employers find and retain qualified workers. The program contracts with several entities, including school districts, post-secondary education institutions, and non-profit organizations, to provide the following services: 1) Job Search Assistance, which includes resume writing, interview techniques, job development, and job placement; 2) Testing and Assessment; 3) Basic Skills Instruction in reading, writing, and computation; 4) Occupational Skills Training in the classroom or on the job; 5) Pure Michigan Talent Connect Registration, through which job seekers and employers can post their job profiles and job orders on an Internet-based labor exchange system; and 6) Employee Recruitment, Screening, Referral, and Retraining.

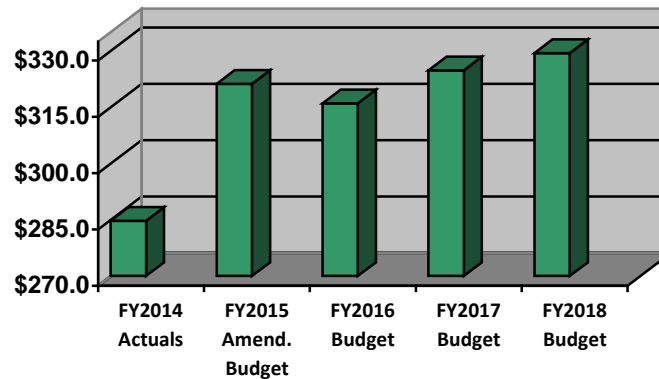
Objectives

- Provide program participants with the requisite skills to qualify for meaningful employment.
- Place program participants in permanent, full-time employment with Oakland County's employers.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual
<u>Adult Program</u>				
Participants	61,993	52,642	53,196	43,138
% Who Entered Employment	96.2%	96%	96.9%	99.0%
% Employed after Six Months	96.9%	97.4%	99.2%	96.0%
Average Earnings in Six Months	\$20,328	\$20,551	\$21,341	\$20,920
<u>Youth Program</u>				
Youth Participants, Ages 19-21	308	187	168	132
% Who Entered Employment	89.1%	100.0%	100.0%	93.0%
% Employed after Six Months	87.5%	100.0%	100.0%	100.0%
Average Earnings Increase after Six Months	\$3,681	\$5,039	\$6,860	\$10,490
Youth Participants, Ages 14-18	325	529	442	407
% Who Attained a Skill	95.1%	99.6%	100%	100.0%
% Who Attained a Diploma	89.7%	97.8%	98.3%	100.0%
<u>Dislocated Worker Program</u>				
Participants	672	570	451	331
% Who Entered Employment	98.7%	99.4%	99.4%	99.0%
% Employed after Six Months	98.3%	99%	97.7%	97.0%
Average Earnings in Six Months	\$22,100	\$24,132	\$25,866	\$25,910

Budget at a Glance: Non-Departmental General Fund/General Purpose Revenues

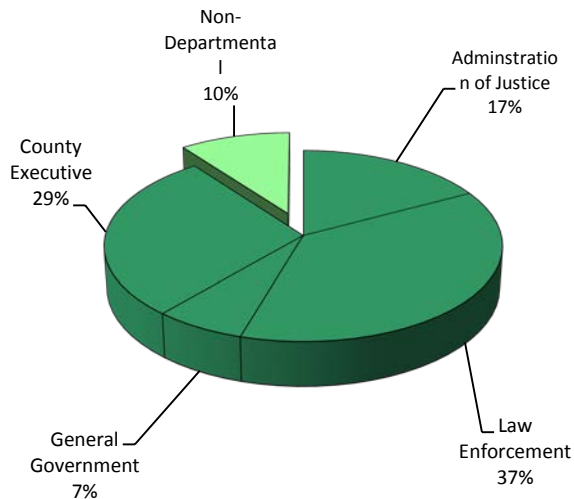
Department Revenues (\$ in millions)



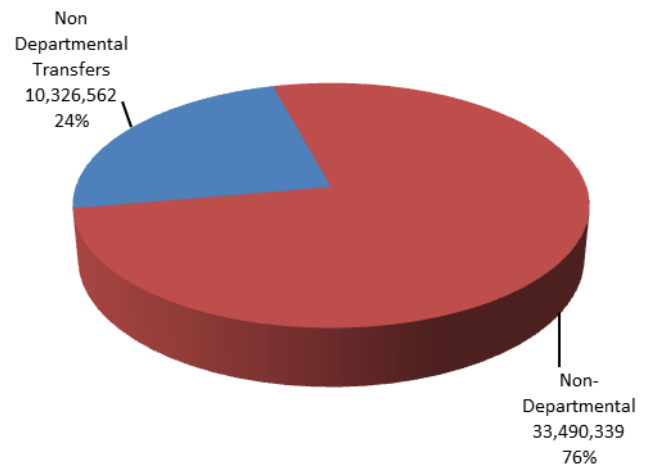
General Fund / General Purpose Revenues	FY 2014 Actual	FY 2015 Amended	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Property taxes	206,530,491	209,244,939	210,135,475	218,773,351	227,756,741
State Grants	12,600,529	15,231,438	15,705,042	15,790,070	15,794,084
Other Intergovern. Revenues	15,941,309	27,133,328	39,203,906	39,209,342	39,209,342
Charges for Services	1,202,149	714,206	716,812	716,812	716,812
Investment Income	2,713,262	1,800,000	1,800,000	1,800,000	1,800,000
Planned Use of Fund Balance	0	39,638,852	29,363,330	31,181,181	26,846,429
Other Revenues	376,867	417,500	417,500	417,500	417,500
Indirect Cost Recovery	8,415,107	7,800,000	7,900,000	7,900,000	7,900,000
Transfers In	36,950,755	19,186,528	10,800,000	9,000,000	9,000,000
Total GF/GP Revenue	\$284,730,468	\$321,166,791	\$316,042,065	\$324,788,256	\$329,440,908

Budget at a Glance: Non-Departmental General Fund/General Purpose Expenditures

Total County 2016 Adopted Budget

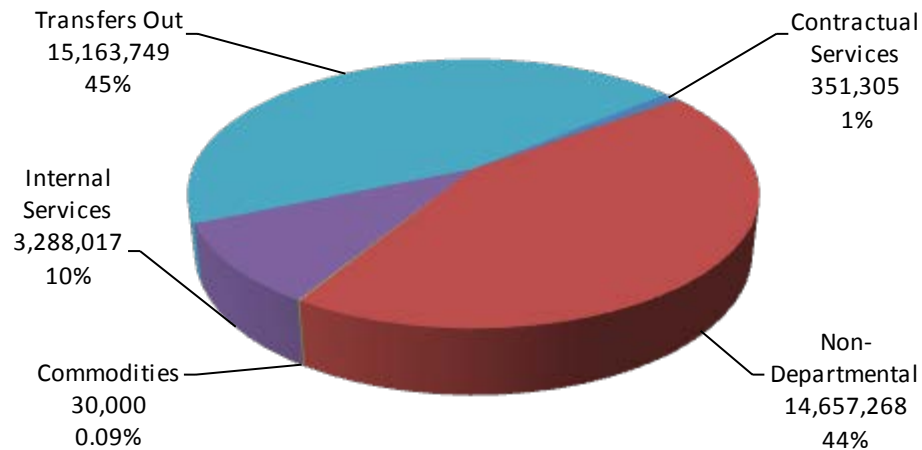


Non-Departmental 2016 Adopted Budget

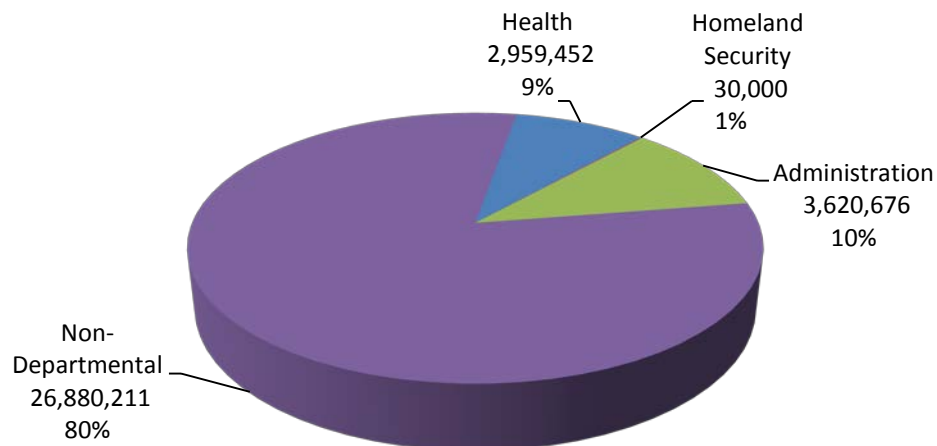


General Fund / General Purpose Expenditures	FY 2014 Actual	FY 2015 Amended	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Non-Departmental	35,031,350	48,525,341	33,490,339	33,625,511	33,629,343
Non-Departmental Transfers	0	7,593,554	10,326,562	16,959,501	21,440,797
Total Expenditures	\$35,031,350	\$56,118,895	\$43,816,901	\$50,585,012	\$55,070,140

Budget Distribution by Expenditures (GF/GP)



Budget Distribution by Program (GF/GP)



Department Summary

The Non-Departmental section includes general fund revenues and expenditures related to external agencies, component units, reserves for transfers and operating transfers to other County funds. Also included are expenditures for vacant space within County facilities and the maintenance of County grounds.

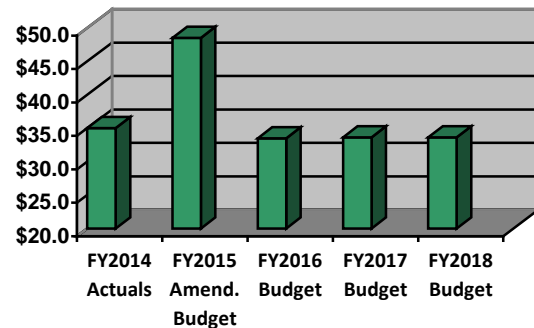
General Fund / General Purpose Expenditures	FY 2014 Actual	FY 2015 Amended	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Contractual Services	247,713	2,351,305	351,305	351,305	351,305
Non-Departmental	13,380,880	24,510,296	14,657,268	16,159,986	16,159,986
Commodities	0	30,000	30,000	30,000	30,000
Internal Services	2,950,595	2,670,500	3,288,017	3,434,873	3,444,955
Transfers Out	18,452,162	18,963,240	15,163,749	13,649,347	13,643,097
Total Expenditures	\$35,031,350	\$48,525,341	\$33,490,339	\$33,625,511	\$33,629,343

General County Operations

- **INSURANCE AND SURETY BONDS:** Appropriation to cover costs for Employee Bonding and Employee Blanket policies.
- **LOGOS, TRADEMARKS INTELLECTUAL PROPERTY:** Appropriation related to Intellectual Properties for copyrights, trademarks, and logos.
- **MISCELLANEOUS (SUNDRY):** Appropriation provides funds for adjustments of prior years' expenditures, Local Tax refunds, and miscellaneous non-recurring items.
- **PROVISIONS:** Generic disaster planning supplies that benefit all county departments.
- **DRAIN ASSESSMENTS CURRENT (ROAD COMMISSION):** Appropriation to cover the portion of drain assessments on behalf of the Road Commission.
- **COMMUNITY MENTAL HEALTH AUTHORITY:** Annual payment to the Oakland County Community Mental Health Authority, as required by the Mental Health Code.
- **INTEREST EXPENSE:** Anticipated cost to borrow funds due to cash flow.
- **MICHIGAN ASSOCIATION OF COUNTIES (MAC):** Annual membership dues.
- **NATIONAL ASSOCIATION OF COUNTIES (NACO):** Annual membership dues.

Department Expenditures

(\$ in millions)



- **ROAD COMMISSION - TRI-PARTY AGREEMENT:** Annual appropriation to the Road Commission for Oakland County road improvement programs, under the Tri-Party Agreement. The program began in 1977, pursuant to Miscellaneous Resolution #7791. Funding for this transfer comes from interest earned in the Delinquent Tax Revolving Fund. No funding is recommended for FY 2016, FY 2017, and FY 2018. An assignment was established in the General Fund.
- **SOUTHEAST MICHIGAN COUNCIL OF GOVERNMENTS (SEMCOG):** An organization of local governments in the Southeastern Michigan Metropolitan Area. Its purpose is to promote cooperation between units of government and facilities solving problems of mutual interest. The Council is responsible for comprehensive, multipurpose regional planning, pursuant to the Regional Planning Commission Act. Membership dues based on County S.E.V., which is capped so that no county pays more than 25% of the total organization dues.

General County Operations (Cont.)

- **TRAFFIC IMPROVEMENT ASSOCIATION:** Appropriation to fund a professional services contract with the organization.
- **COUNTY BUILDINGS AND GROUNDS:** The cost to maintain and operate County buildings is generally budgeted in each division under the line item "Building Space Cost Allocation". Costs for maintenance of common space, temporarily vacant space, service center grounds, as well as work as needed in the ensuing year for maintenance are budgeted as Non-Departmental appropriations.
- **INSURANCE FUND:** Funding for liability insurance and property insurance not chargeable to a specific department or fund.
- **SUBSTANCE ABUSE COORDINATING AGENCY:** Payments to the Oakland County Community Mental Health Authority for convention facility tax revenues distributed by the State to Oakland County. One-half of the distributions must be earmarked for substance abuse programs under the authority of the State Convention Development Act, P.A. 106 of 1985.

Reserved for Transfer

- **CONTINGENCY:** Appropriation used to fund program changes throughout the year as authorized by the Board of Commissioners.
- **GRANT MATCH:** Funds available for transfer to departments upon acceptance of grants per resolution.
- **LEGISLATIVE EXPENSE:** Funding reflects increased support for the Board of Commissioners. Transfer of these funds will occur through a Board resolution.
- **CAPITAL OUTLAY:** This program provides for the purchase of files, furniture and other equipment, not anticipated in departmental budgets.
- **CLASSIFICATION AND RATE CHANGES:** Funds for classification and rate changes as authorized by the Board of Commissioners throughout the year.
- **EMERGENCY SALARIES RESERVE:** Funds available for transfer to departments/divisions in anticipation of unusual workloads, and staffing problems including the Children's Village, and other twenty-four (24) hour, seven (7) day a week operations where children or inmates require constant attention, as well as other county departments.
- **FRINGE BENEFIT RESERVE:** Funds available for transfer to departments/divisions for anticipated increase in some fringe benefit costs. An increase for FY 2017 and FY 2018 fringe benefits is budgeted for the fringes associated with proposed salary increases and an anticipated 6% increase each year for medical costs that has not been included in departmental budgets.
- **OVERTIME RESERVE:** Funds available for transfer to departments/divisions in anticipation of unusual overtime, upon approval by the Director of Management & Budget, in accordance with the Overtime Regulations.
- **SALARY ADJUSTMENT RESERVE:** Funds available for transfer to departments/divisions for an anticipated salary increase. No changes are recommended for FY 2016. An increase in FY 2017 and FY 2018 salaries is budgeted for an anticipated 2% increase for FY 2017 and 1% increase for FY 2018 that has not been included in departmental budgets.
- **SUMMER EMPLOYEES RESERVE:** Governmental Funds available for transfer to departments/divisions at the start of the summer program.

Reserved for Transfer (Cont.)

- **INFORMATION TECHNOLOGY – DEVELOPMENT:** Appropriation to be used to support software development efforts conducted by Information Technology for the County's General Fund/General Purpose operations. Allocations are made once a fiscal quarter pursuant to a resolution adopted by the Board of Commissioners.
- **DISASTER RECOVERY:** Funds available for emergency/crisis events as authorized by the Board of Commissioners.
- **SECURITY RESERVE:** Funds available for transfer based on an anticipated building security enhancement plan to provide funding for high-priority capital needs and additional staffing.

TRANSFERS: The General Fund provides funding for the following funds/operations:

- **Transfers to General Purpose Funds (Child Care and Social Welfare Foster Care):** The General Fund provides an allocation to make up the difference between what revenue is received by the General Purpose funds (listed above), and expenditures made from these funds. Unlike grants and proprietary funds, there is no expectation that revenue generated by these activities will cover all expenditures. Rather, these funds are extensions of the General Fund, separated by law for reporting purposes.
- **Transfers to specific funds/operations – CLEMIS, Fire Records Management, Information Technology, Building Fund, Building Authority Facility Infrastructure/IT Debt Fund and Project Work Order Fund:** Appropriations cover the annual County contribution for the operations of the Court and Law Enforcement Management Information System (CLEMIS), Fire Records Management System, Information Technology, Building Fund, the Building Authority Facility Infrastructure/IT Debt Fund and Project Work Order Fund.

Summary of Major Program Changes

FY 2016 REVENUES

- Property Tax revenue had a net increase of \$890,536 when comparing the FY 2015 amended budget to the FY 2016 recommended budget. The overall increase reflects 3% for FY 2016 which is partially offset by the millage reduction and increased tax financing offsets.
- State Grants' Child Care Subsidy increased \$473,604 and reflects 50% reimbursement of updated qualified costs.
- Other Intergovernmental Revenues increased \$12,070,578 primarily due to an increase of State Revenue Sharing of \$10,067,676 to reflect State Revenue Sharing projections. Also, Convention Facility Liquor Tax of \$2,050,902 based on the past 3-5 years of increased revenues which is offset by a decrease of (\$48,000) in Cigarette Tax Distribution. There is no Cigarette Tax revenue budgeted for FY 2016 – FY 2018 based on projections provided by the State.
- Charges for Services increased \$2,606 to reflect continued lease agreement for parking spaces at the Rochester Hills District Court to Bill Fox Chevrolet per M.R. #15066.
- Indirect Cost Recovery increased \$100,000 due to increase in General Fund cost pool related to salary adjustments.
- Planned Use of Fund Balance decreased (\$11,012,462). The FY 2015 Amended Budget of \$39.3 million, as of May 31, 2015, is the amount budgeted for the appropriation of Encumbrances, Carry Forwards and one-time Special Projects approved by miscellaneous resolutions. The FY 2016 budget assumes the anticipated use of fund balance of \$28.2 million.
- Transfers In had a net decrease (\$8,386,478) due to the final transfer from the Revenue Sharing Reserve (\$8,379,378) in FY 2015 and (\$7,100) for the Women's Advisory Board activity per M.R. #15156.

FY 2016 EXPENDITURES

- Contractual Services had a decrease of (\$2,000,000) due to a one-time appropriation to the Road Commission in FY 2015 for purchase of capital assets per M.R. #15135.
- Non-Departmental had a decrease of (\$9,611,733): Substance Abuse Coordinating Agency (\$6,359,869) for payments to Oakland County Community Mental Health Authority (OCCMHA) for substance abuse and prevention programs representing one-half of the convention facility tax revenues received from the State and the balance transfer of restricted funds as OCCMHA is now the coordinating agency. Road Commission Tri-Party (\$1,801,864) because funding for new projects comes from the Assigned Fund Balance and Interest Expense (\$1,500,000) as no short-term borrowing for operating expenditures is anticipated. The decreases are partially offset by an increase in Drain Assessments Current of \$50,000 based on previous years' actuals.
- Internal Services had a net increase of \$494,730: An increase in Maintenance Department Charges of \$424,364 to restore annual appropriations; costs for Maintenance Department Charges are re-appropriated to departmental funds on an as needed basis by various miscellaneous resolutions based on actual usage, per the General Appropriations Act. The Building Space Cost Allocation increased \$43,751 as Facilities Maintenance & Operations determines the rates for each building based on estimated costs to operate and maintain the building; the building rates were reduced by a larger amount in FY 2015 compared to FY 2016 in order to bring equity in line with Federal OMB Uniform Guidance requirements. Insurance Fund line item increased by \$26,615 due to property insurance premium adjustments.
- Transfers Out had a net decrease of (\$3,510,845); major changes include: a reduction of (\$4,555,000) in the transfer out to the Fringe Benefit fund as a pension contribution is no longer required for FY 2016, (\$2,222,200) transfer out to the Project Work Order Fund as FY 2015 was increased to cover various maintenance projects, (\$1,000,000) to the Information Technology fund for a one-time transfer in FY 2015 for Reference Architecture Project per M.R. #14260, (\$18,291) to the Fire Records Management Fund and (\$4,000) transfer to Building Authority debt fund; partially offset by an increase of \$4,000,000 to the Building Fund for capital improvement projects and an \$288,646 increase for the transfer out to the Child Care Fund.

FY 2017 REVENUES

- Property Tax revenue had a net increase of \$8,637,876 and includes a projected 4% over FY 2016 and is partially offset by the millage reduction.
- State Grants' Child Care Subsidy increased \$85,028 and reflects 50% reimbursement of updated qualified costs.
- Other Intergovernmental Revenues increased \$5,436 for Convention Facility Liquor Tax.
- Planned Use of Fund Balance increased \$1,877,293 and reflects the planned use of fund balance.
- Transfers In had a decrease of (\$1,800,000) due to a reduction in the Delinquent Tax Revolving Fund (DTRF) operating transfer.

FY 2017 EXPENDITURES

- Non-Departmental increased \$1,502,718; \$1,500,000 to restore Interest Expense budget and \$2,718 Substance Abuse Coordinating Agency for payments to Oakland County Community Mental Health Authority for substance abuse and prevention programs representing one-half of the convention facility tax revenues received from the State.
- Internal Services increased \$146,856: Building Space Cost Allocation increased \$140,531 as building rates are based on full cost recovery for building maintenance and operations. Insurance Fund increased \$6,325 because of property insurance premiums not chargeable to a specific department.
- Transfers Out had a net decrease of (\$1,429,373) due to a reduction of (\$1,500,000) to the Project Work Order Fund as maintenance projects are determined on an annual basis, a decrease of (\$30,125) to the Building Authority debt fund. Partially offset by an increase of \$85,029 to the Child Care Fund and \$15,723 to the Fire Records Management Fund for anticipated rate increase.

FY 2018 REVENUES

- Property Tax revenue had a net increase of \$8,983,390 and includes a projected 4% over FY 2017 and is partially offset by the millage reduction.
- State Grants Child Care Subsidy increased \$4,014 and reflects 50% reimbursement of updated qualified costs.
- Planned Use of Fund Balance decreased (\$4,333,193) and reflects the planned use of fund balance.

FY 2018 EXPENDITURES

- Internal Services increased \$10,082: Building Space Cost Allocation increased \$6,318 as building rates are based on full cost recovery for building maintenance and operations. Insurance Fund increased \$3,764 because of property insurance premiums not chargeable to a specific department.
- Transfers Out decreased a net of (\$2,236); a decrease of (\$6,250) to the Building Authority debt fund which is partially offset by an increase of \$4,014 to the Child Care Fund.



CAPITAL IMPROVEMENT PROGRAMS

FY2016-FY2018 Triennial Budget & Appropriations Act

AS ADOPTED & AMENDED ON SEPTEMBER 17, 2015

As a result of budget cuts to the Capital Improvement Plan (CIP) during the last decade, there is a pent-up need to reinvest in the CIP to ensure that the County facilities continue to be maintained adequately for long-term sustainability. Through FY 2012, no new capital projects were launched except for those that provided a monetary return on investment in the form of productivity improvements, were required by state or federal mandates, or were necessary to keep the capital asset in good working order. Facility improvements were limited to critical repairs and the most essential maintenance projects.

The County recognizes the need for reinvestment and has significantly increased funding in the 2016 -2025 CIP. Several projects including the construction of a new Animal Shelter building and a major building security enhancement initiative are included in the plan.

2016-2025 Capital Improvement Plan

The Capital Improvement Program (CIP) is a comprehensive, ten-year plan of capital projects that support the County's departments and elected officials in their efforts to effectively and efficiently provide services to their constituents. This is done by ensuring that the departments and officials have adequate space, well maintained surroundings, and a professional business environment. Every spring, the CIP is updated as new projects are identified and old projects are completed or reprioritized, and is included in the County Executive's proposed budget. The 2016 – 2025 CIP is not a budgetary commitment, but rather a planning document that lists the priorities from the Administration's and Board of Commissioners' perspective. It forecasts facility needs and includes what at this point in time are cost estimates. The project descriptions and costs included herein are based only on initial project scope definitions and are subject to revision as more detailed plans are developed. Some of these may not be performed at all if alternative solutions are found or funding is unavailable. Others may be pushed back or moved up as dictated by facility needs and budget realities. Note that a Future Projects list is also included herein as an indication of likely CIP projects yet to come.

It is important to note that inclusion in the CIP does not indicate approval for a project to move forward, and no project will be brought forward to the Board of Commissioners for an appropriation without first receiving the express recommendation of the County Executive's Budget Task Force (BTF) and the identification of a funding source for both the project's capital and on-going operating components.

2016 Maintenance Projects

The projects listed in this section relate to existing County facilities that require improvements to update aging building and surrounding service center components such as walkways, curbs, windows, carpet, restrooms, lighting and exterior caulking to adequately maintain the County grounds/buildings. Some projects are needed to resolve safety concerns (i.e. walkways, curbs) and others may be needed in order to replace aging components that will improve energy efficiency (i.e. lighting retrofits). The maintenance projects are reviewed annually and are funded by a transfer from the General Fund to the Project Work Order Fund.

CLEMIS Fund Capital Budget Plan

The plan includes replacement of assets and new infrastructure based on technology needs.

Airport Fund Capital Budget Plan

The plan includes replacement of equipment, vehicles, improvements to land, roads and parking lots to the county 3 airports.

Fire Records Management Fund Capital Budget Plan

The plan includes replacement of assets and new infrastructure based on technology needs.

Parks and Recreation Commission Capital Budget Plan

The plan includes projects for the various County Parks and prioritizes the projects based on Health, Safety & Welfare; Regulatory; Customer Service/Revenue Generation; Customer Service/Operational Savings; and overall Customer Service.

Radio Communications Fund Capital Budget Plan

The plan includes replacement of assets and new infrastructure based on technology needs.

Drain Equipment Fund Capital Budget Plan

The plan includes routine replacement of maintenance equipment and specialty vehicles that are used in the Water Resources Commissioner's operations.

Facilities Maintenance & Operations Fund Capital Budget Plan

The plan includes routine replacement of fund assets that primarily relate to grounds maintenance equipment.

Information Technology Capital Budget Plan

The plan includes routine replacement of assets and new infrastructure based on technology needs.

Motor Pool Fund Capital Budget Plan

The plan includes routine replacement of fund assets. Some asset replacements may be delayed if the asset is in good working condition, thereby extending the useful life of the asset.

Telephone Communications Fund Capital Budget Plan

The plan includes replacement of assets and new software based on needs.

2016-2025 Capital Improvement Program

BUILDING PROJECTS							
Item No.	Project Total	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021-FY2025
1 Roof Replacement Program	\$6,971,300	\$771,100	\$616,100	\$793,200	\$ -	\$1,524,600	\$3,266,300
2 Environmental Systems	6,360,000	255,000	295,000	1,690,000	1,515,000	810,000	1,795,000
3 Upgrade Fire Alarm System	1,261,000	169,000	467,000	168,000	240,000	-	217,000
4 Electrical Upgrades to County Buildings	1,450,000	-	750,000	-	350,000	-	350,000
5 Building Security Enhancements	15,042,500	4,074,000	5,468,500	4,615,000	885,000	-	-
6 Elevator Maintenance - Phase 2	800,000	200,000	200,000	200,000	200,000	-	-
7 Generator Replacements/Upgrades	1,955,000	200,000	505,000	500,000	400,000	-	350,000
8 Window Replacements	708,750	125,500	526,750	56,500	-	-	-
9 Remodel/Renovations to County Buildings	3,560,302	2,710,302	315,000	500,000	-	-	35,000
10 Miscellaneous	1,000,000	100,000	100,000	100,000	100,000	100,000	500,000
COST OF BUILDING PROJECTS	\$39,108,852	\$8,604,902	\$9,243,350	\$8,622,700	\$3,690,000	\$2,434,600	\$6,513,300
UTILITY, ROADS, PARKING LOT PROJECTS							
Item No.	Project Total	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021-FY2025
1 Parking Lot Paving Program	\$7,026,034	\$1,123,600	\$384,750	\$75,000	\$466,400	\$506,000	\$4,470,284
2 Utility Upgrades/Replacements	1,300,000	-	500,000	-	-	-	800,000
3 Steam Tunnel Repairs	4,000,000	1,000,000	500,000	500,000	500,000	500,000	1,000,000
4 Service Center/County Center Drive E Road Improvements	3,500,000	1,200,000	500,000	500,000	300,000	-	1,000,000
5 Water Main Replacement	1,400,000	300,000	500,000	200,000	200,000	200,000	-
6 Building Automations System/Bldg Control System	14,650,000	650,000	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000
7 Miscellaneous	1,000,000	100,000	100,000	100,000	100,000	100,000	500,000
COST OF UTILITY PROJECTS	\$32,876,034	\$4,373,600	\$3,484,750	\$2,375,000	\$2,566,400	\$2,306,000	\$17,770,284
GRAND TOTAL	\$71,984,886	\$12,978,502	\$12,728,100	\$10,997,700	\$6,256,400	\$4,740,600	\$24,283,584

NOTE: All project cost estimates are projected to the year indicated in the program or to the midpoint of construction for multiyear projects

FUNDING							
Building Improvement Fund		FY2016	FY2017	FY2018	FY2019	FY2020	FY2021-FY2025
Est. Carry Forward From Building Fund From Previous Year		\$4,816,070	4,187,614	2,428,014	1,545,314	1,673,914	2,433,314
Plus Transfer from General Fund		5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	27,500,000
Total Available from Building Improvement Fund		\$10,316,070	\$9,687,614	\$7,928,014	\$7,045,314	\$7,173,914	\$29,933,314
Reimbursement From Bonds / Alternative Funding Sources							
Roofing Replacement Program	\$771,100 a	\$771,100 a	-	-	-	-	-
Parking Lot Paving Program	868,600 a	868,600 a	-	-	-	-	-
Service Center/County Center Drive E Road Improvements	1,136,346 b	1,136,346 b	-	-	-	-	-
Building Security Enhancements	15,042,500 c	4,074,000 c	5,468,500 c	4,615,000 c	885,000 c	-	-
Total Reim. from Bonds/Alternative Sources	\$17,818,546	\$6,850,046	\$5,468,500	\$4,615,000	\$885,000	\$0	\$0
Total Available from Building Improvement Fund		10,316,070	9,687,614	7,928,014	7,045,314	7,173,914	29,933,314
Total Reimbursement from Bonds/Alternate Sources		6,850,046	5,468,500	4,615,000	885,000	-	-
Less Current Year Projects Funded by Building Improvement Fund		(6,128,456)	(7,259,600)	(6,382,700)	(5,371,400)	(4,740,600)	(24,283,584)
Less Current Year Projects Funded by Other Sources		(6,850,046)	(5,468,500)	(4,615,000)	(885,000)	-	-
CARRY FORWARD AVAILABLE FOR NEXT YEAR		\$4,187,614	\$2,428,014	\$1,545,314	\$1,673,914	\$2,433,314	\$5,649,730

- a Project will be funded from the BA-Facilities Infrastructure/IT Projects bond proceeds.
b Project anticipated to be partially funded by bond proceeds & Building Improvement Fund.
c Project will be funded by General Fund Assigned Fund Balance and Security Reserve line item.

FUTURE PROJECTS IDENTIFIED BY DEPARTMENTAL REQUESTS FOR CONSIDERATION BEYOND FY 2025

The projects listed below are for informational purposes only. The projects require more investigation and no funding sources have been identified. As previously stated, no project will go forward without first receiving the express recommendation of the County Executive followed by a full review and approval by the Board of Commissioners. No project will be recommended by the County Executive without a funding source first being identified for both the project's capital and on-going operating components.

Future Projects	Estimated Cost
New Sheriff's Office impound lot near Sheriff's Admin	\$150,000
Move lab from Medical Care Facility to North Oakland Health Center	250,000
Renovations for Additional Circuit Court Judge	1,840,000
High density shelving for Records Retention	2,000,000
Mainland Drain – Phase 3	2,250,000
Property for Future 52-1 District Courthouse - Novi	3,000,000
Mainland Drain – Phase 2	3,000,000
WRC - Purchase a new facility in Farmington Hills	3,500,000
WRC - New Building Construction / Acquisition	5,000,000
Sheriff's Administration - Pole Barn / Warehouse	5,300,000
Crime Lab Addition	10,000,000
Jail - Renovate and update Booking and Receiving	10,500,000
Use of Force Regional Training Center	13,800,000
Emergency Operation Center/Oakland County Sheriff's Office Dispatch Center	15,000,000
Build a new Animal Shelter (see Note A)	15,200,000
52-2 District Courthouse - Clarkston	21,960,000
52-1 District Courthouse - Novi	21,960,000
Total	\$134,710,000

2016 - 2025 Capital Improvement Program

NOTES:	
A - If a new Animal Shelter is not built, the following projects will need to undertaken:	
- Add fencing around outdoor pens or around entire parcel	\$50,000
- HVAC upgrade	150,000
- Parking Lot repaving	300,000
- Kennel Air Conditioning	300,000
- Remodel basement for cats	550,000
Total	\$1,350,000
B - Domino Projects - A study will be conducted during 2016 to develop an optimal relocation plan for campus departments. The plan and cost projection will be incorporated into the FY2017 - 2026 CIP. The following buildings and departments will be included in the scope of the study:	
Courtroom 1F Modifications	\$50,000
Probate File Storage Expansion	50,000
D-Bldg.-Renovate for Record Retention use	50,000
Move Oakland County Medical Control Authority to North Office Building	50,000
Relocate / renovate break room	57,480
Courthouse - Relocate cafeteria to an upper floor -or- to Old Pontiac Health	75,000
Library Space Consolidation	75,000
Courthouse - Handicap ramp at north employee entrance to East Wing	100,000
Probate Courtroom and Chambers	200,000
Courthouse - Expand East Wing employee parking lot	200,000
Grounds East - Renovate entire building (walls, ceilings, floor, etc.)	219,362
Courthouse - Expand Record Retention storage into south half of Cafeteria / hi-density shelving	500,000
Courthouse - Youth Assistance relocation	1,000,000
Move Circuit Court Probation into the WWE -or- East Wing	1,000,000
Old Pontiac Health - Move Veterans Services. Fire alarm, ADA upgrade. Air Handling replacement.	1,500,000
Courthouse - Install fire suppression system	2,500,000
Courthouse - Update ceiling grids and air handling systems	3,000,000
Courthouse - Interior lighting system replacements	3,500,000
Total	\$14,126,842

2016 Maintenance Projects

BUILDINGS	DESCRIPTION	COST
006/008 Oakland Pointe Offices	Oakland Pointe West Caulk and Tuckpointing	\$54,000
009/NOB	Masonry Restoration	25,000
019/CV "J"	Bathroom Renovations - Phase 2	50,000
025/Courthouse	Miscellaneous Courtroom Renovations	85,000
028/Pontiac Health Building	Remove and Replace Caulking at Perimeter of Windows and Aluminum-to-Glass Joints	30,000
030/Jail - East Annex	Shower Room Renovations	50,000
033/Law Enforcement Complex	Ongoing Plumbing Fixture Replacement	20,000
046/NOHC	Masonry Restoration	30,000
046/NOHC	Exterior Caulking	56,500
047/Sheriff's Admin Building	Rebuild Retaining Wall	60,000
049/South Oakland Office Building	Carpet Replacement	50,000
052/Service Center	Misc. Exterior Campus Sign Upgrades	25,000
052/Service Center	Proximity Reader Replacement	50,000
052/Service Center	Interior Lighting Retrofits	75,000
052/Service Center	Asphalt Crack Seal Program	40,000
052/Service Center	Concrete Walk and Curb Repair	100,000
052/Service Center	DVR Replacements	50,000
427/52-1 Novi District Court	Courtroom Millwork Refinishing	50,000
Central Services	Masonry Restoration	220,000
Children's Village-Mandy's Place	Replace the Playground at CV-G and H	25,000
EOB	Repaint Exterior	200,000
Information Technology	Demo Abandoned HVAC Equipment	60,000
Various	Misc. Carpet Replacement	85,000
Total FY 2016 Maintenance (M) Projects		\$1,490,500

Note: The funding for the FY 2016 (M) Projects is included in Non-Departmental General Fund (#10100) transfer to the Project Work Order Fund (#40400).

Assets	Total Assets	Accumulated Depreciation Thru 3/31/2015	Book Value As Of 3/31/2015	Capital Additions	Depreciation						
					Remaining 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future	Total
Equipment	\$ 12,033,739	\$ 7,114,724	\$ 4,919,015	\$ -	\$1,454,932	\$1,811,698	\$ 953,106	\$ 654,182	\$ 45,097	\$ -	\$ 12,033,739
E911 Equipment	2,554,100	2,554,100	-	-	-	-	-	-	-	-	2,554,100
COPS MORE Equipment	23,238,481	23,238,481	-	-	-	-	-	-	-	-	23,238,481
OakVideo Equipment	6,472,848	6,472,848	-	-	-	-	-	-	-	-	6,472,848
Subtotal Assets	44,299,168	39,380,153	4,919,015	-	1,454,932	1,811,698	953,106	654,182	45,097	-	44,299,168
Capital Projects In Progress											
CAD Upgrade	\$ 1,215,266	\$ -	\$ 1,215,266	\$ 1,284,734	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
SAN/Backup, MugShot Camera Upgrade	68,803	-	68,803	-	-	13,760	13,760	13,760	13,760	13,763	68,803
Subtotal for Capital Projects In Progress	1,284,069	-	1,284,069	1,284,734	-	513,760	513,760	513,760	513,760	513,763	2,568,803
Future Acquisitions:											
MugShot Enhancement	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Other Infrastructure Upgrade	-	-	-	750,000	-	150,000	150,000	150,000	150,000	150,000	750,000
LiveScan Upgrade	-	-	-	750,000	-	150,000	150,000	150,000	150,000	150,000	750,000
OakVideo Upgrade	-	-	-	1,400,000	-	280,000	280,000	280,000	280,000	280,000	1,400,000
Subtotal Future Acquisitions	-	-	-	3,900,000	-	780,000	780,000	780,000	780,000	780,000	3,900,000
GRAND TOTAL	\$45,583,237	\$39,380,153	\$6,203,084	\$5,184,734	\$1,454,932	\$3,105,458	\$2,246,866	\$1,947,942	\$1,338,857	\$1,293,763	\$50,767,971

Useful Life of Assets:

Technology Equipment	3 years
Equipment over \$50,000 (Servers)	5 years
Intangible Assets (infrastructure, software, project services)	5 years

Airport Fund Capital Budget Plan

Assets	Total Assets	Accumulated Depreciation Thru 4/30/2015	Salvage Value	Book Value As Of 4/30/2015	Capital Additions	Depreciation							
						Remaining 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future	Total
Non Depreciable Assets													
Collections	\$ 12,000	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Land	36,201,393	-	-	36,201,393	-	-	-	-	-	-	-	-	36,201,393
Total Non Depreciable Assets	36,213,393	-	-	36,213,393	-	-	-	-	-	-	-	-	36,213,393
Equipment	\$ 1,711,756	\$ 987,559	\$ -	\$ 724,197	\$ -	\$ 38,006	\$ 91,212	\$ 86,757	\$ 79,122	\$ 79,122	\$ 79,122	\$ 270,856	\$ 1,711,756
Vehicles	2,320,918	2,158,207	4,525	162,711	-	21,378	51,303	51,303	34,202	-	-	-	2,320,918
Building	33,783,421	10,385,837	-	23,397,584	-	346,822	823,415	820,429	809,941	805,261	802,625	18,989,091	33,783,421
Land Improvement	34,893,356	25,787,212	-	9,106,144	-	577,321	1,353,690	1,261,408	806,271	798,891	776,912	3,531,651	34,893,356
Roads and Parking Lots	4,622,936	1,975,532	-	2,647,404	-	128,749	308,998	308,998	308,998	308,998	308,998	973,665	4,622,936
Subtotal Assets	77,332,387	41,294,347	4,525	36,038,040	-	1,112,276	2,628,618	2,528,895	2,038,534	1,992,272	1,967,657	23,765,263	77,332,387
Future Acquisitions:													
Equipment	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	\$ 20,000
Subtotal Future Acquisitions	-	-	-	-	20,000	-	4,000	4,000	4,000	4,000	4,000	-	20,000
GRAND TOTAL	\$113,545,780	\$41,294,347	\$4,525	\$72,251,433	\$20,000	\$1,112,276	\$2,632,618	\$2,532,895	\$2,042,534	\$1,996,272	\$1,971,657	\$23,765,263	\$113,565,780

Fire Records Management Fund - Capital Budget Plan

Assets	Total Assets	Accumulated Depreciation Thru 3/31/2015	Book Value As Of 3/31/20	Capital Additions	Depreciation						
					Remaining 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future	Total
Equipment	\$ 125,142	\$ 125,142	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,142
Computer software	409,196	409,196	-	-	-	-	-	-	-	-	409,196
Subtotal Assets	\$ 534,338	\$ 534,338	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 534,338
Future Acquisitions:											
Server Equipment	\$ -	\$ -	\$ -	\$40,000	\$ -	\$13,333	\$13,333	\$ 13,334	\$ -	\$ -	\$ 40,000
FRMS Enhancement	-	-	-	250,000	-	50,000	50,000	50,000	50,000	50,000	250,000
Subtotal Future Acquisitions	-	-	-	290,000	-	63,333	63,333	63,334	50,000	50,000	290,000
GRAND TOTAL	\$534,338	\$534,338	\$ -	\$290,000	\$ -	\$63,333	\$63,333	\$63,334	\$50,000	\$50,000	\$824,338

Useful life of assets:

Technology equipment (over \$5,000)

3 years

Equipment over \$50,000

5 years

Intangible assets (infrastructure, software, etc)

5 years

PARKS AND RECREATION - FUND #50800

FY - 2016 ACTIVE CAPITAL IMPROVEMENT PROJECTS

LOCATION	PROJECT NUMBER	DESCRIPTION	BUDGET	EXPENSE TO DATE	REMAINING BUDGET	PERCENT COMPLETED
PROJECT PRIORITY: Health and Safety						
Addison Oaks	100000001997	ADD Beach Front Pavillion Roof	\$20,000.00	\$14,588.72	\$5,411.28	72.94%
Addison Oaks	100000002145	ADD Beach Conc Roofing	43,500.00	550.59	42,949.41	1.27%
Addison Oaks	100000002146	ADD Sec C Restroom Roofing	17,900.00	550.59	17,349.41	3.08%
Addison Oaks Conference Center	100000001959	ACC Energy Management Upgrade	17,500.00	15,396.21	2,103.79	87.98%
Administrative Services	100000001968	ADM Energy Mgt Upgrade	13,750.00	9,905.40	3,844.60	72.04%
Glen Oaks Conference Center	100000001970	GLC Energy Mgt Upgrade	19,500.00	8,027.10	11,472.90	41.16%
Glen Oaks Golf Course	100000001750	GLG Bridge Replacement #13	232,907.00	213,418.80	19,488.20	91.63%
Groveland Oaks	100000002024	GRV Asphalt Safety Path	90,000.00	89,920.06	79.94	99.91%
Groveland Oaks	100000002148	GRV Sec A Restroom Roofing	14,300.00	550.60	13,749.40	3.85%
Groveland Oaks Concessions	100000002147	GRC Beach Conc Roofing	36,800.00	550.59	36,249.41	1.50%
Independence Oaks	100000001891	IND Upper Bush Bdwlk TrlPhsll	150,000.00	34,114.41	115,885.59	22.74%
Independence Oaks	100000001960	IND Fishing Dock Replacement	35,000.00	0	35,000.00	0.00%
Independence Oaks	100000001969	IND Energy Mgt Upgrade	14,250.00	5,876.10	8,373.90	41.24%
Independence Oaks	100000002113	IND Boat Launch	60,000.00	0	60,000.00	0.00%
Independence Oaks	100000002171	IND Beach Retaining Wall Repl	30,000.00	663.06	29,336.94	2.21%
Lyon Oaks Conference Center	100000002005	LYC Sidewalk Replacement	30,000.00	16,308.00	13,692.00	54.36%
Lyon Oaks Golf Course	100000001998	LYG Pumphouse Roofing	15,000.00	6,388.69	8,611.31	42.59%
Orion Oaks	100000002008	ORN Dog Park Concrete Sidewalk	5,238.00	4,968.00	270.00	94.85%
Red Oaks Waterpark	100000002163	RWP Ornamental Cable Bridge	19,225.00	0	19,225.00	0.00%
Red Oaks Waterpark	100000002164	RWP Ornamental Cable Fence	22,850.00	0	22,850.00	0.00%
Springfield Oaks Activity Center/Park	100000002170	SAC Water Tower Restoration	20,000.00	1,394.75	18,605.25	6.97%
Springfield Oaks Concessions	100000001999	SPC Concession Roofing	65,000.00	53,319.11	11,680.89	82.03%
			\$972,720.00	\$476,490.83	\$496,229.17	
PROJECT PRIORITY: Regulatory						
Addison Oaks	100000002095	ADD Fuel Tank Replacement	\$65,000.00	\$	\$65,000.00	0.00%
Addison Oaks Conference Center	100000002084	ACC Kitchen Storage Facility	13,000.00	1,696.90	11,303.10	13.05%
Glen Oaks Conference Center	100000001962	GLC Parking Lot Imp Design	27,500.00	14,916.81	12,583.19	54.24%
Glen Oaks Golf Course	100000001971	GLG Parking Lot Imp Design	27,500.00	14,916.81	12,583.19	54.24%
Independence Oaks	100000002180	IND Twin Chimneys ADA Improve	25,000.00	0.00	25,000.00	0.00%
Lyon Oaks Park	100000000983	LYP West Norton Drain Bridge	40,000.00	51,815.41	-11,815.41	0.00%
			\$198,000.00	\$83,345.99	\$114,654.01	
PROJECT PRIORITY: Customer Service - Increased Revenue Generation						
Addison Oaks	100000000604	ADD Pavillion-Cmpgrd Recreation	\$417,524.00	\$331,537.36	\$85,986.64	79.41%
Addison Oaks	100000001845	ADD Campground Pull Thru Sites	248,167.00	216,210.01	31,956.99	87.12%
Groveland Oaks Concessions	100000002086	GRC Concession Remodeling	114,595.00	60,006.01	54,588.99	52.36%
Red Oaks Golf Course	100000002088	RDG LED Entrance Sign	30,000.00	-	30,000.00	0.00%
Red Oaks Park	100000002089	RDP LED Entrance Sign	30,000.00	-	30,000.00	0.00%
Red Oaks Waterpark Concessions	100000002087	RWC Concession Remodeling	97,290.00	52,188.87	45,101.13	53.64%
Springfield Oaks Concessions	100000002085	SPC Concession Remodeling	20,000.00	1,126.00	18,874.00	5.63%
Waterford Oaks Activity Center/Park	100000001756	WTR Dog Park Site Work	30,000.00	4,597.00	25,403.00	15.32%
Waterford Oaks Activity Center/Park	100000001757	WTR Dog Park Fence	20,000.00	-	20,000.00	0.00%
Waterford Oaks Waterpark Concessions	100000002080	WWC Concession Remodeling	104,099.00	62,784.51	41,314.49	60.31%
			\$1,111,675.00	\$728,449.84	\$383,225.16	

PARKS AND RECREATION - FUND #50800

FY - 2016 ACTIVE CAPITAL IMPROVEMENT PROJECTS

PROJECT			EXPENSE	REMAINING	PERCENT	
LOCATION	NUMBER	DESCRIPTION	BUDGET	TO DATE	BUDGET	COMPLETED
PROJECT PRIORITY: Customer Service - Efficiency/Operational Savings						
Addison Oaks	100000002117	ADD Maint Bldg Boiler Replace	\$10,200.00	\$0.00	\$10,200.00	0.00%
Addison Oaks Conference Center	100000002115	ACC Water Heater Replacement	14,600.00	-	14,600.00	0.00%
Catalpa Oaks	100000002018	CAT Energy Management Upgrade	13,900.00	-	13,900.00	0.00%
Glen Oaks Golf Course	100000001914	GLG Irrigation System Repl Des	108,125.00	82,034.23	26,090.77	75.87%
Glen Oaks Golf Course	100000001964	GLG Drainage Improv Design	18,000.00	-	18,000.00	0.00%
Groveland Oaks	100000001927	GRV Campground Utility Imp Des	1,549,641.00	910,269.88	639,371.12	58.74%
Independence Oaks	100000001966	IND Wood Burning Unit	65,500.00	65,059.89	440.11	99.33%
Independence Oaks	100000002116	IND Boat House Boiler Replace	12,000.00	10,162.7	1,837.29	84.69%
Independence Oaks	100000002118	IND Maint Bldg Tube Heater	8,800.00	5,602.10	3,197.90	63.66%
Lyon Oaks Conference Center	100000002151	LYC Parking Lot Replacement	12,000.00	-	12,000.00	0%0
Lyon Oaks Golf Course	100000002152	LYG Parking Lot Replacement	12,000.00	-	12,000.00	0.00%
Red Oaks Dog Park	100000001499	RDD Stormwater Reclamation	70,000.00	20,982.52	49,017.48	29.98%
Red Oaks Golf Course	100000001498	RDG Stormwater Reclamation	70,000.00	19,818.5	50,181.4	28.31%
Red Oaks Park	100000002019	RDP Energy Management Upgrade	14,450.00	-	14,450.00	0.00%
Red Oaks Waterpark	100000001958	RWP Shade Struct Kiddie Area	80,209.80	1,269.00	78,940.80	1.58%
Springfield Oaks Golf Course	100000001916	SPG Irrigation Sys Repl Des	116,869.00	86,264.78	30,604.22	73.81%
Springfield Oaks Golf Course	100000002114	SPG Rental House Furnace	9,300.00	8,352.30	947.70	89.81%
Waterford Oaks Activity Center/Park	100000002013	WTR Expanded Maintenance Yard	15,000.00	-	15,000.00	0.00%
Waterford Oaks Activity Center/Park	100000002017	WTR Energy Management Upgrade	13,850.00	-	13,850.00	0.00%
Waterford Oaks Activity Center/Park	100000002161	WTR Overhead Door	8,000.00	-	8,000.00	0.00%
Waterford Oaks County Market	100000001938	WCM LED Entrance Sign	40,000.00	36,755.80	3,244.20	91.89%
White Lake Oaks Conference Center	100000002020	WLC Energy Management Upgrade	18,200.00	-	18,200.00	0.00%
White Lake Oaks Conference Center	100000002149	WLC N Parking Lot Improvement	15,000.00	-	15,000.00	0.00%
White Lake Oaks Conference Center	100000002153	WLC S Parking Lot Repaving	40,000.00	1,416.7	38,583.28	3.54%
White Lake Oaks Golf Course	100000001915	WLG Irrigation Sys Repl Des	179,720.00	147,250.22	32,469.78	81.93%
White Lake Oaks Golf Course	100000002150	WLG N Parking Lot Improvement	15,000.00	-	15,000.00	0.00%
White Lake Oaks Golf Course	100000002154	WLG S Parking Lot Repaving	40,000.00	1416.7	38,583.25	3.54%
			\$2,570,364.80	\$1,396,655.49	\$1,173,709.3	
PROJECT PRIORITY: Customer Service						
Addison Oaks	100000001963	ADD Boat Launch Accessible	\$55,000.00	\$255.00	\$54,745.00	0.46%
Addison Oaks	100000001982	ADD Fishing Docks	60,000.00	1,522.07	58,477.93	2.54%
Addison Oaks	100000002023	ADD Maintenance Yard Paving	15,000.00	9,090.00	5,910.00	60.60%
Red Oaks Park	100000001961	RDP Parking Lot Exp Design	50,000.00	35,681.50	14,318.5	71.36%
Red Oaks Waterpark	100000001957	RWP Entrance Shade Structure	48,859.42	216.45	48,642.97	0.44%
Red Oaks Waterpark	100000002079	RWP River Pumphouse Restroom	12,000.00	-	12,000.00	0.00%
Rose Oaks	100000002022	RSE Boardwalk North Connector	160,000.00	113,831.9	46,168.04	71.14%
Springfield Oaks Activity Center/Park	100000001965	SAC Horse Barn Bldg K Design	20,000.00	16,046.45	3,953.55	80.23%
			\$420,859.42	\$176,643.43	\$244,215.99	
Total Active Projects			\$5,273,619.22	\$2,861,585.58	\$2,412,033.64	

Radio Communications Fund - Capital Budget Plan

Assets	Total Assets	Accumulated Depreciation Thru 3/31/2015	Book Value As Of 3/31/2015	Capital Additions	Depreciation						
					Remaining 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future	Total
Tower Rights	\$ 8,585,770	\$ 4,078,241	\$ 4,507,529	\$ -	\$ 429,289	\$ 858,577	\$ 858,577	\$ 858,577	\$ 858,577	\$ 643,932	\$ 8,585,770
Equipment	26,357,105	\$ 13,747,653	12,609,452	-	1,766,807	3,529,904	3,530,231	1,592,965	1,592,965	596,580	26,357,105
Structures	12,946,407	\$ 6,132,462	6,813,945	-	641,707	1,294,515	1,294,515	1,294,515	1,294,515	994,178	12,946,407
Subtotal Assets	47,889,282	23,958,356	23,930,926	-	2,837,803	5,682,996	5,683,323	3,746,057	3,746,057	2,234,690	47,889,282
Future Acquisitions:											
Console/Server replacement	\$ -	\$ -	\$ -	\$ 3,000,000	\$ -	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,000,000
NG911 Upgrade	-	-	-	150,000	-	30,000	30,000	30,000	30,000	30,000	150,000
Console/Server replacement	-	-	-	2,000,000	-	-	400,000	400,000	400,000	800,000	2,000,000
Subtotal Future Acquisitions	-	-	-	5,150,000	-	630,000	1,030,000	1,030,000	1,030,000	1,430,000	5,150,000
GRAND TOTAL	\$47,889,282	\$23,958,356	\$23,930,926	\$5,150,000	-	\$6,312,996	\$6,713,323	\$4,776,057	\$4,776,057	\$3,664,690	\$53,039,282

Useful life of assets:

Technology equipment (over \$5,000)	3 years
Equipment over \$50,000	5 years
Intangible assets (Tower Rights)	10 years
Radio Systems	10 years

Drain Equipment Fund- Capital Budget Plan

Assets	Total Assets	Accumulated Depreciation Thru	Book Value As Of 3/31/2015	Capital Additions	Depreciation						
					Remaining 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future	Total
Buildings	\$ 1,194,544	\$ 304,256	\$ 890,288	\$ -	\$ 14,932	\$ 29,864	\$ 29,864	\$ 29,864	\$ 19,654	\$ 766,111	\$ 1,194,544
Structures	673,098	143,033	530,065	-	8,414	16,827	16,827	16,827	16,827	454,342	673,098
Computer Software	2,092,811	1,449,473	643,338	-	104,325	208,651	208,650	121,712	-	-	2,092,811
Equipment	1,326,665	1,054,945	271,720	195,501	49,783	90,181	71,058	61,241	50,551	144,407	1,522,166
Furniture	190,369	190,369	-	-	-	-	-	-	-	-	190,369
Vehicles	2,949,614	1,727,577	1,222,037	30,000	159,274	244,547	163,453	132,966	109,700	442,097	2,979,614
Land	130,000	-	130,000	-	-	-	-	-	-	-	-
Capital Projects In Process	2,960,751	-	2,960,751	-	-	-	-	-	-	-	-
Subtotal Assets	11,517,852	4,869,653	6,648,199	225,501	336,727	590,070	489,852	362,610	196,733	1,806,957	8,652,602
Future Acquisitions:											
Maintenance Equipment	\$ -	\$ -	\$ -	\$ 179,200	\$ -	\$ 35,840	\$ 35,840	\$ 35,840	\$ 35,840	\$ 35,840	\$ 179,200
Software - SCADA Common to All	-	-	-	2,400,000	-	120,000	240,000	240,000	240,000	1,560,000	2,400,000
Speciality Vehicles - CCTV Truck	-	-	-	90,000	-	9,000	9,000	9,000	9,000	54,000	90,000
Maintenance Equipment	-	-	-	135,400	-	-	27,080	27,080	27,080	54,160	135,400
Speciality Vehicles - Crane Truck	-	-	-	90,000	-	-	9,000	9,000	9,000	63,000	90,000
Speciality Vehicles - Dump Truck	-	-	-	115,000	-	-	11,500	11,500	11,500	80,500	115,000
Speciality Vehicles - Dump Truck	-	-	-	100,000	-	-	10,000	10,000	10,000	70,000	100,000
Maintenance Equipment	-	-	-	122,736	-	-	-	24,547	24,547	73,642	122,736
Speciality Vehicles - Stake Truck	-	-	-	120,000	-	-	-	12,000	12,000	96,000	120,000
Speciality Vehicles - Vactor	-	-	-	420,000	-	-	-	42,000	42,000	336,000	420,000
Speciality Vehicles - Dump Truck	-	-	-	40,000	-	-	-	4,000	4,000	32,000	40,000
Speciality Vehicles - Dump Truck	-	-	-	102,000	-	-	-	10,200	10,200	81,600	102,000
Maintenance Equipment	-	-	-	44,500	-	-	-	-	8,900	35,600	44,500
Speciality Vehicles - Crane Truck	-	-	-	115,000	-	-	-	-	11,500	103,500	115,000
Speciality Vehicles - Dump Truck	-	-	-	50,000	-	-	-	-	5,000	45,000	50,000
Speciality Vehicles - Vactor	-	-	-	420,000	-	-	-	-	42,000	378,000	420,000
Speciality Vehicles - Sewer Jet Truck	-	-	-	300,000	-	-	-	-	30,000	270,000	300,000
Subtotal Future Acquisitions	-	-	-	4,843,836	-	164,840	342,420	435,167	532,567	3,368,842	4,843,836
GRAND TOTAL	\$11,517,852	\$4,869,653	\$6,648,199	\$5,069,337	\$336,727	\$754,910	\$832,272	\$797,778	\$729,300	\$5,175,799	\$13,496,438

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

Facilities Maintenance and Operations Fund - Capital Budget Plan

Assets	Est. Assets 9/30/2014	Total Assets 9/30/2015	Est. Book Value 9/30/2015	Capital Additions	Depreciation						
					FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future	Total
Buildings	\$ 525,283	\$ 525,283	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 525,283
Telephone Installations	46,335	46,335	-	-	-	-	-	-	-	-	46,335
Equipment	2,109,702	1,913,743	195,959	-	61,718	60,960	43,080	21,166	4,984	4,051	2,109,702
Gas Lines	45,397	44,232	1,165	-	932	233	-	-	-	-	45,397
Light & Power Installations	614,862	614,862	-	-	-	-	-	-	-	-	614,862
Steam Lines	938,167	938,167	-	-	-	-	-	-	-	-	938,167
Storm Sewers	97,295	97,295	-	-	-	-	-	-	-	-	97,295
Roads & Parking Lots	501,363	501,363	-	-	-	-	-	-	-	-	501,363
Water & Sewer Systems	926,264	812,808	113,456	-	13,752	13,752	13,752	13,752	13,752	44,696	926,264
Subtotal Assets	5,804,668	5,494,088	310,580	-	76,402	74,945	56,832	34,918	18,736	48,747	5,804,668
Future Acquisitions:											
1 - Ven-Trac multi use 4wd mower	\$ -	\$ -	\$ -	\$ 35,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	\$ 35,000
2 - RTV Trucksters	-	-	-	32,000	6,400	6,400	6,400	6,400	6,400	-	32,000
1-New Truck	-	-	-	18,761	3,752	3,752	3,752	3,752	3,753	-	18,761
Subtotal Future Acquisitions	-	-	-	85,761	17,152	17,152	17,152	17,152	17,153	-	85,761
GRAND TOTAL	\$5,804,668	\$5,494,088	\$310,580	\$ 85,761	\$93,554	\$92,097	\$73,984	\$ 52,070	\$ 35,889	\$ 48,747	\$5,890,429

Notes:

Capitalization Threshold for Equipment = \$5,000

Capitalization Threshold for Newly Acquired Software = \$250,000

Capitalization Threshold for Software Upgrades = \$100,000

Information Technology Fund - Capital Budget Plan

Asset Category	Total Assets	Accumulated Depreciation Thru 3/31/2015	Book Value As Of 3/31/2015	Capital Additions	Depreciation						
					Remaining 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future	Total
Equipment											
General Office Equipment	\$ 6,569,462	\$ 5,781,055	\$ 788,407	\$ -	\$ 656,946	\$ 131,461	\$ -	\$ -	\$ -	\$ -	\$ 6,569,462
Gigabit Infrastructure Upgrade	866,873	866,873	-	-	-	-	-	-	-	-	866,874
Info Tech Mainfram Equip	7,973,831	7,973,831	-	-	-	-	-	-	-	-	7,973,831
LAN EDGE Network	397,167	103,487	293,680	-	39,717	253,963	-	-	-	-	397,167
Managed Print Services	1,417,641	295,342	1,122,299	-	141,764	980,535	-	-	-	-	1,417,641
OAKNET	108,295	63,573	44,721	-	10,829	33,892	-	-	-	-	108,294
Office Automation	2,830,022	2,173,357	656,665	-	283,002	373,662	-	-	-	-	2,830,021
People Soft PH I	457,034	457,034	-	-	-	-	-	-	-	-	457,034
People Soft PH II	6,702,728	6,702,728	-	-	-	-	-	-	-	-	6,702,728
RADWARE	138,847	138,847	-	-	-	-	-	-	-	-	138,847
Thin Client PH I	159,834	159,834	-	-	-	-	-	-	-	-	159,834
Subtotal Equipment	27,621,733	24,715,961	2,905,772	-	1,132,258	1,773,513	-	-	-	-	27,621,733
Computer Software Assets											
HRFIS	\$ 7,293,478	\$ 7,293,478	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,293,478
Data Warehouse	521,247	521,247	-	-	-	-	-	-	-	-	521,247
Y2K Services	1,950,704	1,950,704	-	-	-	-	-	-	-	-	1,950,704
Oracle	655,456	655,456	-	-	-	-	-	-	-	-	655,456
Oracle 9i	448,386	448,386	-	-	-	-	-	-	-	-	448,386
Interwoven	250,100	250,100	-	-	-	-	-	-	-	-	250,100
ELVIS	1,578,578	1,578,578	-	-	-	-	-	-	-	-	1,578,578
Road Centerline	189,280	189,280	-	-	-	-	-	-	-	-	189,280
Digital Orth Photos	636,308	636,308	-	-	-	-	-	-	-	-	636,308
Digital Orth Framework	1,272,615	1,272,615	-	-	-	-	-	-	-	-	1,272,615
OakNet Fiber	2,935,603	2,935,603	-	-	-	-	-	-	-	-	2,935,603
OakNet Eng Installs	1,000,000	1,000,000	-	-	-	-	-	-	-	-	1,000,000
OakNet Proj Mgmt	345,000	345,000	-	-	-	-	-	-	-	-	345,000
Websphere	82,661	82,661	-	-	-	-	-	-	-	-	82,661
Thin Client PH I	186,396	186,396	-	-	-	-	-	-	-	-	186,396
People Soft PH I	5,639,509	5,639,509	-	-	-	-	-	-	-	-	5,639,509
OakNet Fiber	546,545	546,545	-	-	-	-	-	-	-	-	546,545
BSA Tax Receivable Migration	1,371,646	1,371,646	-	-	-	-	-	-	-	-	1,371,646
Jail Management System	3,830,086	1,915,043	1,915,043	-	383,009	766,017	766,017	-	-	-	3,830,086
Subtotal Computer Software Assets	30,733,598	28,818,555	1,915,043	-	383,009	766,017	766,017	-	-	-	30,733,598
Total Assets	\$ 58,355,331	\$ 53,534,516	\$ 4,820,815	\$ -	\$ 1,515,267	\$ 2,539,530	\$ 766,017	\$ -	\$ -	\$ -	\$ 58,355,331
Capital Acquisitions:											
Reference Architecture Project Mgmt Svcs	\$ -	\$ -	\$ -	\$ 305,424	\$ 50,904	\$ 101,808	\$ 101,808	\$ 50,904	-	-	\$ 305,424
Building Fiber Improvements SOOB	-	-	-	70,000	-	4,667	4,667	4,667	4,667	51,332	70,000
Mainframe Replacement	-	-	-	570,740	-	190,247	190,247	190,246	-	-	570,740
Network Replacement	-	-	-	75,000	-	25,000	25,000	25,000	-	-	75,000
Server Equipment	-	-	-	394,000	-	131,333	131,333	131,334	-	-	394,000
Network Replacement	-	-	-	75,000	-	-	25,000	25,000	25,000	-	75,000
Server Equipment	-	-	-	250,000	-	-	83,334	83,333	83,333	-	250,000
Subtotal Capital Acquisitions	-	-	-	1,740,164	50,904	453,055	561,389	510,484	113,000	51,332	1,740,164
GRAND TOTAL	\$ 58,355,331	\$ 53,534,516	\$ 4,820,815	\$ 1,740,164	\$ 1,566,171	\$ 2,992,585	\$ 1,327,406	\$ 510,484	\$ 113,000	\$ 51,332	\$ 60,095,495

Notes: Subject to change upon determination of on-going technology needs

Useful Life of Assets:

Technology Equipment	3 yrs
Equipment over \$50,000 (servers)	5 yrs
Intangible Assets (proj services, software)	5 yrs
Fiber (OakNet)	15 yrs
Digital Ortho Photos (1/3 proj)	3 yrs
Digital Ortho Framework (2/3 proj)	10 yrs
Thin Client	6 yrs

Assets	Total Assets	Accumulated Depreciation Thru 4/30/2015	Salvage Value	Book Value As Of 4/30/2015	Capital Additions	Depreciation							
						Remaining 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future	Total
Vehicles	4,048,282	3,273,833	273,237	774,449	-	501,212	-	-	-	-	-	-	4,048,282
Patrol Vehicles	46,012	36,810	9,202	9,202	-	-	-	-	-	-	-	-	46,012
Patrol Vehicles - 24 mths	192,040	153,632	38,408	38,408	-	-	-	-	-	-	-	-	192,040
Vehicles - \$50K+	233,083	87,732	-	145,351	-	12,141	29,135	29,135	29,135	19,155	7,800	18,850	233,083
Light Duty Vehicles	49,770	16,497	-	33,273	-	3,023	7,260	7,260	7,260	7,260	1,210	-	49,770
Vehicles - No Salvage Value	7,047,834	3,263,488	-	3,784,346	-	488,969	1,121,964	924,928	653,357	435,126	160,002	-	7,047,834
Patrol Veh. - 30 mths No Salvage V	5,295,789	4,020,402	-	1,275,387	-	395,783	609,114	270,490	-	-	-	-	5,295,789
Equipment	75,833	53,798	-	22,035	-	992	2,379	2,379	2,379	2,379	2,379	9,148	75,833
Subtotal Assets	16,988,643	10,906,192	320,847	6,082,451	-	1,402,120	1,769,852	1,234,192	692,131	463,920	171,391	27,998	16,988,643
Future Acquisitions:													
Vehicles	-	-	-	-	1,612,135	-	173,102	322,427	322,427	322,427	322,427	149,325	1,612,135
Patrol Vehicles	-	-	-	-	1,828,600	-	365,720	731,440	731,440	-	-	-	1,828,600
Equipment	-	-	-	-	15,000	-	1,500	1,500	1,500	1,500	1,500	7,500	15,000
Vehicles	-	-	-	-	1,170,150	-	-	117,015	234,030	234,030	234,030	351,045	1,170,150
Patrol Vehicles	-	-	-	-	317,600	-	-	63,520	127,040	127,040	-	-	317,600
Vehicles	-	-	-	-	715,300	-	-	-	71,530	143,060	143,060	357,650	715,300
Patrol Vehicles	-	-	-	-	935,800	-	-	-	187,160	374,320	374,320	-	935,800
Vehicles	-	-	-	-	673,750	-	-	-	-	67,375	134,750	471,625	673,750
Patrol Vehicles	-	-	-	-	1,030,200	-	-	-	-	206,040	412,080	412,080	1,030,200
Vehicles	-	-	-	-	705,150	-	-	-	-	-	70,515	634,635	705,150
Patrol Vehicles	-	-	-	-	998,000	-	-	-	-	-	199,600	798,400	998,000
Subtotal Future Acquisitions	-	-	-	-	10,001,685	-	540,322	1,235,902	1,675,127	1,475,792	1,892,282	3,182,260	10,001,685
GRAND TOTAL	16,988,643	10,906,192	320,847	6,082,451	10,001,685	1,402,120	2,310,174	2,470,094	2,367,258	1,939,712	2,063,673	3,210,258	26,990,328

Capital Additions for FY2016 reflect an additional \$118,885 for Vehicle additions within WRC and FM&O. Transfer In on the FY2016 budget reflects \$118,885 to cover the purchase cost of the vehicles by the departments.

Vehicles	Acq Cost	FY2016		FY2017		FY2018		FY2019		FY 2020	
		Qty	Cost	Qty	Cost	Qty	Cost	Qty	Cost	Qty	Cost
Intermediate (000)	\$ 19,000	30	\$ 570,000	15	\$ 285,000	9	\$ 171,000	7	\$ 133,000	7	\$ 133,000
Patrol Tahoe (100)	\$ 32,200	13	\$ 418,600	8	\$ 257,600	4	\$ 128,800	6	\$ 193,200	5	\$ 161,000
Patrol Tahoe 2wd	\$ 30,000	5	\$ 150,000	2	\$ 60,000	1	\$ 30,000	2	\$ 60,000	2	\$ 60,000
Patrol Impala (300)	\$ 21,000	60	\$ 1,260,000	0	\$ -	37	\$ 777,000	37	\$ 777,000	37	\$ 777,000
Full Size (400)	\$ 28,000	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Suburban/Tahoe/Yukon (500)	\$ 34,000	2	\$ 68,000	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Pick Ups (600)	\$ 26,000	16	\$ 416,000	20	\$ 520,000	10	\$ 260,000	9	\$ 234,000	16	\$ 416,000
Vans/SUV (700)	\$ 25,100	15	\$ 376,500	13	\$ 326,300	10	\$ 251,000	12	\$ 301,200	6	\$ 150,600
Used Vehicles	\$ 18,000	4	\$ 72,000	7	\$ 126,000	7	\$ 126,000	5	\$ 90,000	7	\$ 126,000
Vehicle Total		145	\$ 3,331,100	65	\$ 1,574,900	78	\$ 1,743,800	78	\$ 1,788,400	80	\$ 1,823,600
Vehicle Add-Ons/Equipment											
Utility Bodies	\$5,550	5	\$27,750	7	\$38,850	6	\$33,300	1	\$5,550	1	\$5,550
Snow Plows	\$5,000	7	\$35,000	0	\$0	0	\$0	0	\$0	0	\$0
2016 Shop Equipment:											
Floor Hoist	\$15,000										
Vehicle Add-Ons/Shop Equipment Total		12	\$62,750	7	\$38,850	6	\$33,300	1	\$5,550	1	\$5,550
Grand Total			\$3,393,850		\$1,613,750		\$1,777,100		\$1,793,950		\$1,829,150

Note: Passenger cars, trucks, vans replaced at 99,000 miles, Patrol Cars 99,000 miles, Patrol Tahoe 120,000 miles

Telephone Communications Fund - Capital Budget Plan

					Depreciation						
Assets	Total Assets	Accumulated Depreciation 3/31/2015	Book Value 3/31/2015	Capital Additions	Remaining 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future	Total
Equipment	\$ 3,891,675	\$ 3,877,900	\$ 13,775	\$ -	\$ 13,775	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,891,675
Computer software	947,284	843,601	103,683	-	62,210	41,473	-	-	-	-	947,284
Subtotal Assets	4,838,959	4,721,501	117,458	-	75,985	41,473	-	-	-	-	4,838,959
Future Acquisitions:											
PBX Replacement	\$ -	\$ -	\$ -	\$ 700,000	\$ -	\$140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 700,000
County Voice Systems Replacement	-	-	-	940,000	-	188,000	188,000	188,000	188,000	188,000	940,000
Public Safety Voice Replacement	-	-	-	175,000	-	35,000	35,000	35,000	35,000	35,000	175,000
Subtotal Future Acquisitions	-	-	-	1,815,000	-	363,000	363,000	363,000	363,000	363,000	1,815,000
GRAND TOTAL	\$ 4,838,959	\$ 4,721,501	\$ 117,458	\$ 1,815,000	\$ 75,985	\$ 404,473	\$ 363,000	\$ 363,000	\$ 363,000	\$ 363,000	\$ 6,653,959

Useful life of assets:

Technology equipment (over \$5,000)	3 years
Equipment over \$50,000	5 years
Intangible assets (infrastructure, software, etc)	3 - 15 years
SL_100	10 years
PBX Cable, Fiber and Installations	15 years



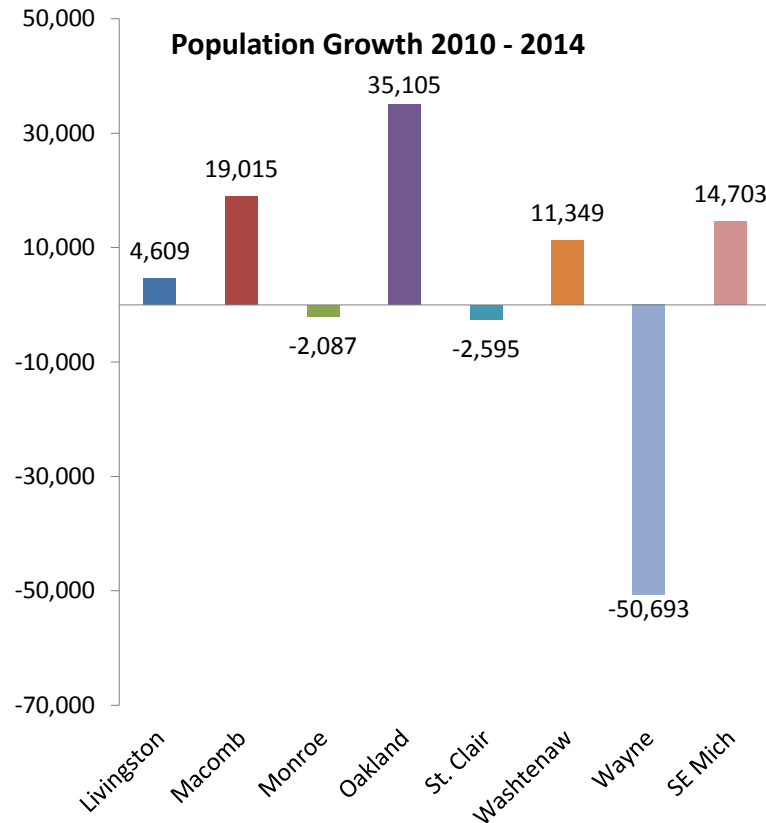
APPENDIX

FY2016-FY2018 Triennial Budget & Appropriations Act

AS ADOPTED & AMENDED ON SEPTEMBER 17, 2015

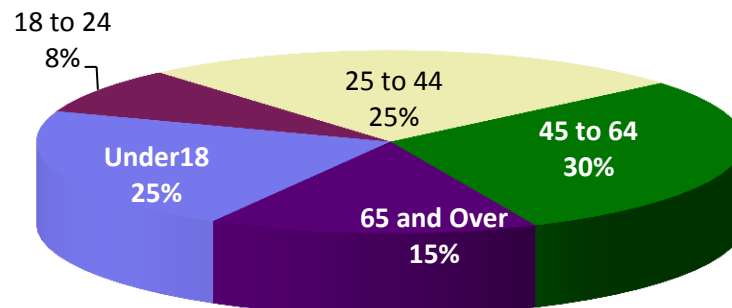
Current Population

- The seven-county Southeast Michigan region is projected to experience an overall increase in population of roughly 1% through 2040
- Oakland County's 2014 population was estimated to be 1,237,868; 51% percent of the county's residents are female and 49% are male
- Since 2009, the fastest-growing communities in Oakland County are: the Villages of Leonard, Bingham Farms, and Ortonville, the city of Rocheste, and Novi Township
- Communities that have lost the most population since 2009 are: Groveland Township, Pontiac, Hazel Park, Holly Township, and Sylvan Lake



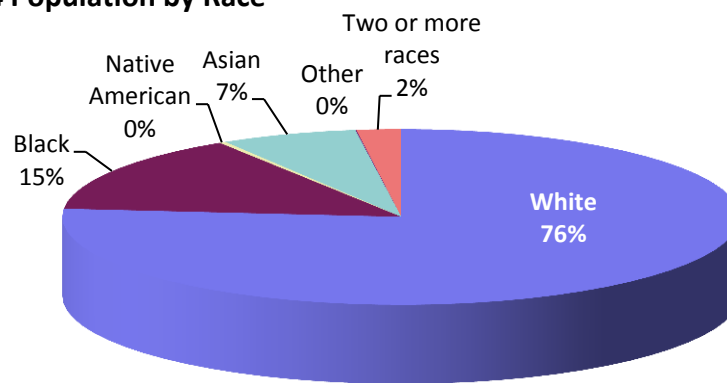
2014 Population by Age

- In 2014, the County's median age was 41.1 years, up from 40.6 in 2011 and 40.0 in 2007
- Between 2010 and 2014, the fastest growing segments the County's population were ages 70-74 (29%), ages 65-69 (24%), and ages 20-24 (16%)



- Oakland County's diversity is apparent with over 23 racial groups making up our resident population
- Foreign born residents represented just under 12% of the total population in 2014, while residents born in states other than Michigan represent 16% of the County's total population

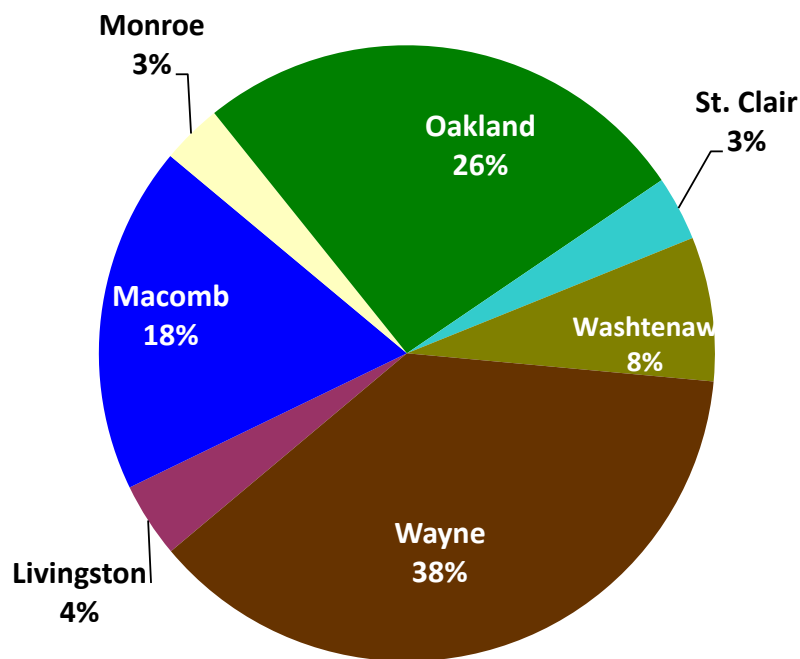
2014 Population by Race



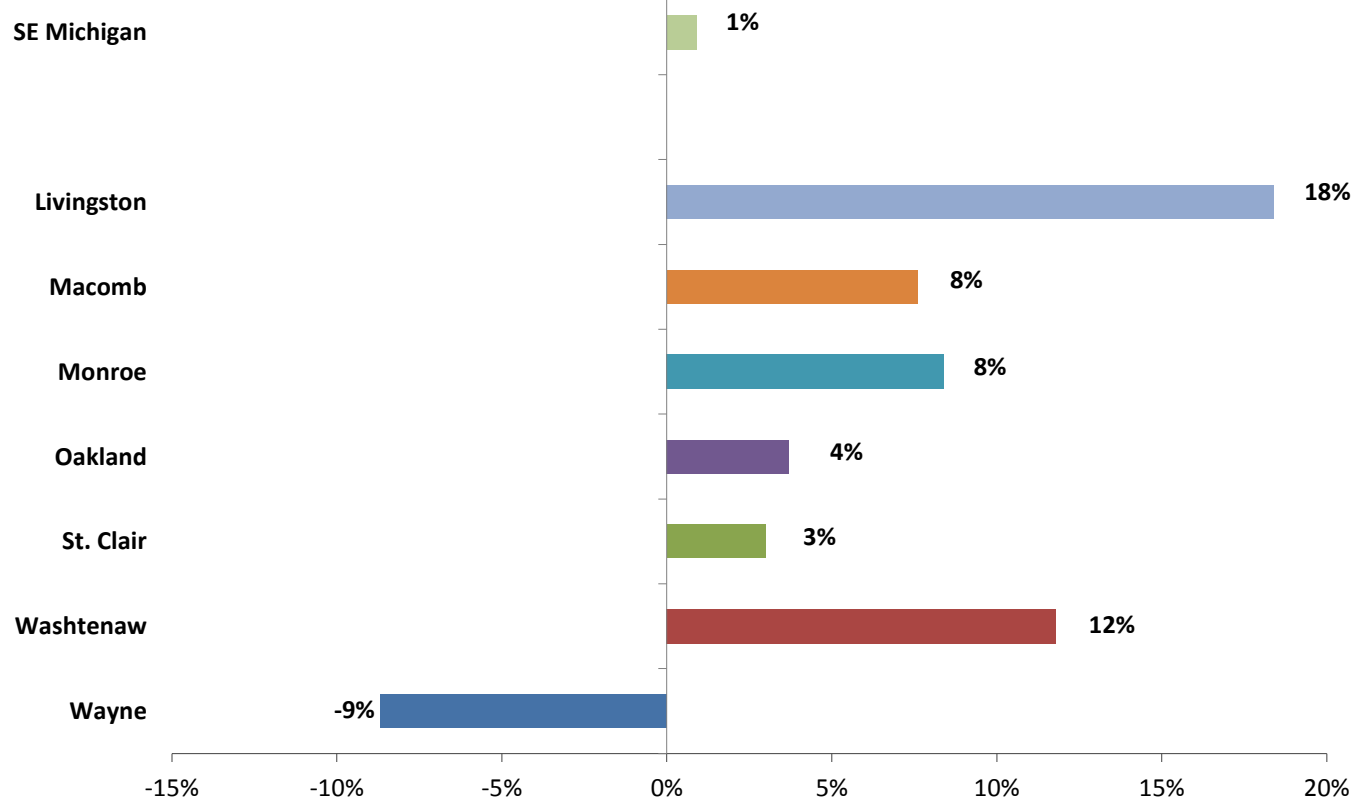
Population Projections

Southeast Michigan Population by County, 2011

- Oakland County has more people than 8 states and the District of Columbia
- Since 2010, Oakland County's population has risen by nearly 36,000 compared to only 26,000 residents statewide
- The Southeast Michigan region has gained nearly 15,000 residents since 2010
- After five consecutive years of declining population, the State of Michigan has posted a population increase every year since 2011
- The number of Oakland County residents is forecast to increase by 4% between 2010 and 2040



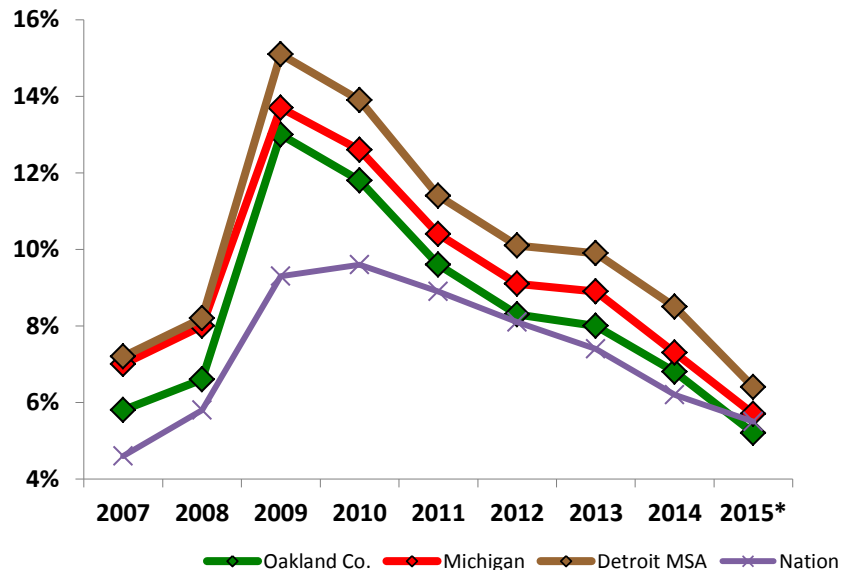
**Population Growth Forecast
2010 - 2040**



Employment

- Through the first eight months of 2015, Oakland County averaged the 4th lowest jobless rate in Southeast Michigan region
- Improving automotive sales at General Motors, Ford, and Chrysler, combined with the spin-off employment and strengthening of the housing market has helped to bring the unemployment rate in Oakland County back below the national average
- Oakland County's labor force has grown by more than 33,000 participants since bottoming out just below 600,000 in December 2009
- The number of unemployed residents in Oakland County has fallen by 63% from the peak high in October of 2009

Declining Unemployment



* Through August 2015

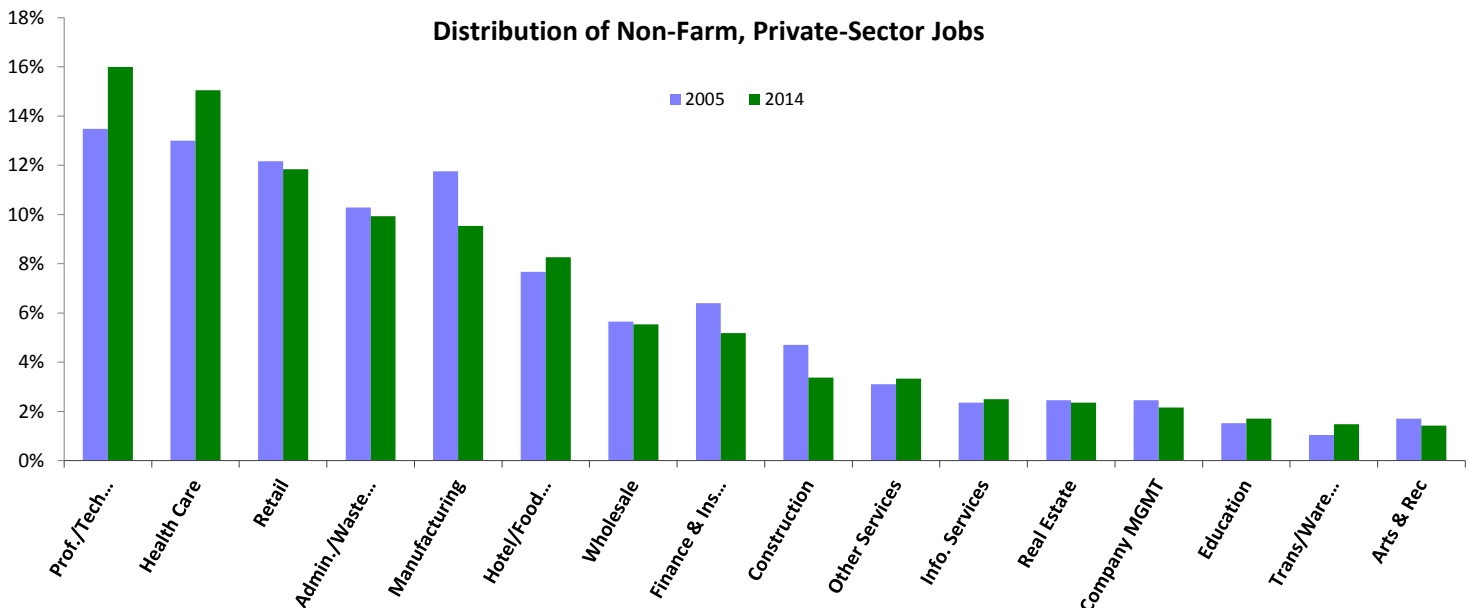
Source: U.S. Bureau of Labor Statistics

Jobs Distribution

- Job distribution in Oakland County has diversified significantly in the past 25 years with shifting away from manufacturing and retail towards health care and professional services

- While most sectors experienced losses in employment from 2005 to 2014, there were substantial gains in professional and technical services, health care, and transportation and warehousing

Distribution of Non-Farm, Private-Sector Jobs



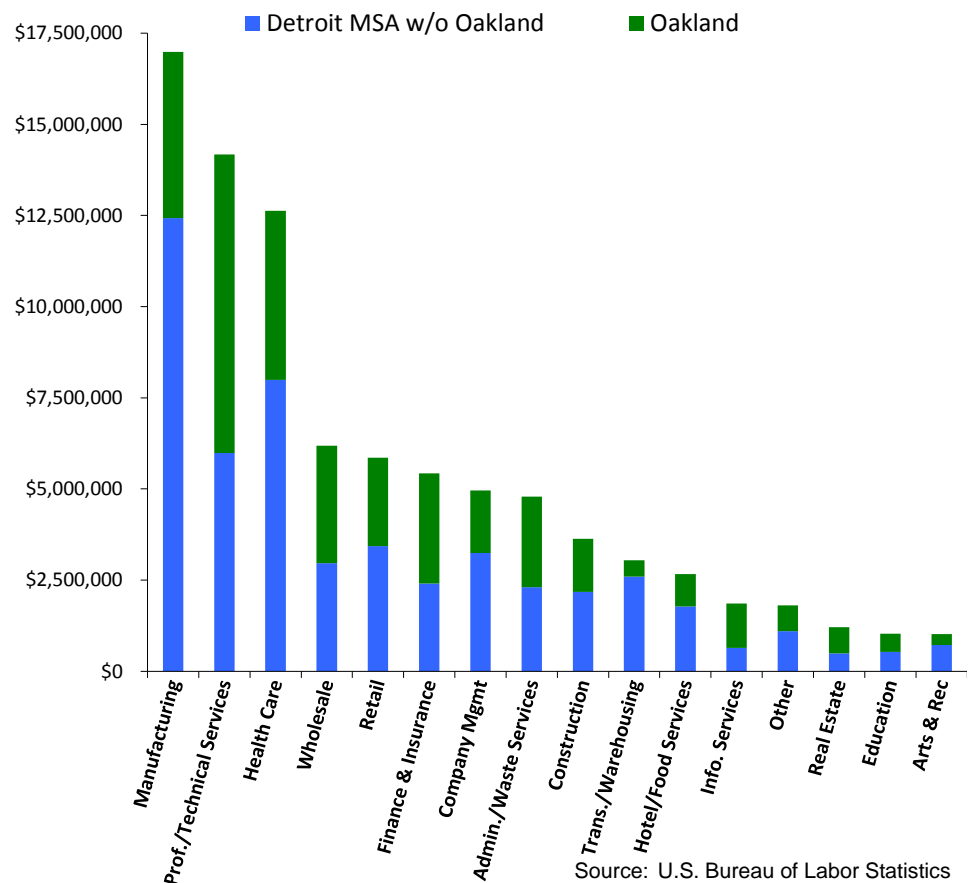
Source: U.S. Bureau of Labor Statistics

Compiled by Oakland County Planning and Economic Development Services 10/21/2015

Business & Industry

- Since 2005 average hourly wages in Oakland County have increased 14%, compared to a 17% increase statewide
- Oakland County workers make up 39% of Michigan's employment in Professional and Technical Services
- The average compensation per private worker in Oakland County is \$56,850 compared to \$54,100 for the Detroit MSA and \$48,063 for the state of Michigan
- Manufacturing of goods is still the top industry in Michigan in terms of total employment and fifth locally providing slightly less than 62,000 jobs in the County
- County employment in the Health Care industry has grown by 13% since 2005
- Annual wages in the Health Care industry grew by a 25% in Oakland County between 2005 and 2011

**2014 Total Wages by Private Industry Sector
(In \$Thousands)**

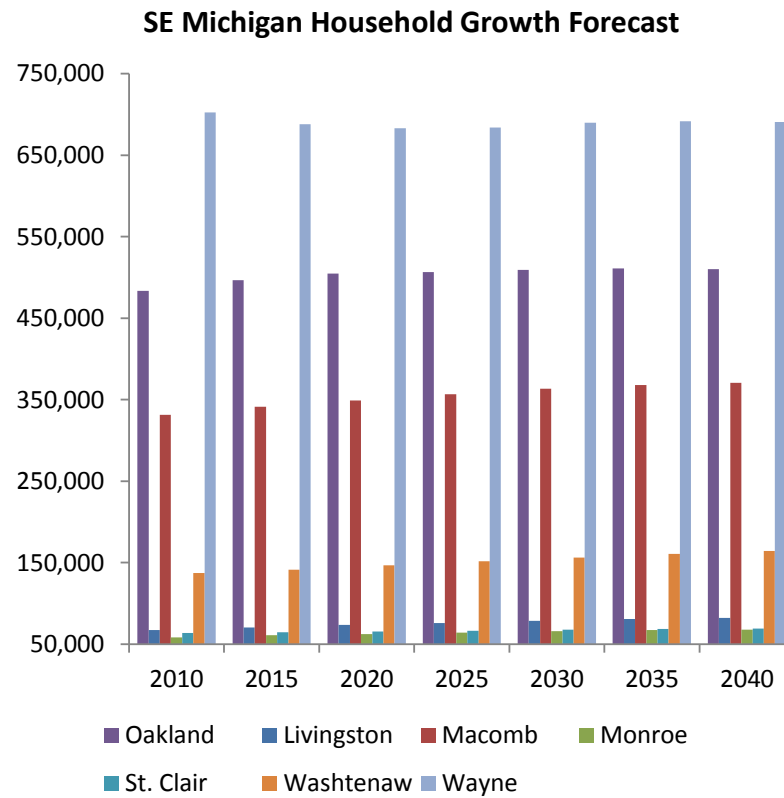


Top Twenty Employers in Oakland County (5-year local employment change)

Firm	Employees		Product/Service
	2010	2014	
Chrysler Group LLC	6,170	12,308	Automobile manufacturer
Beaumont Health System	13,083	11,891	Health care system
General Motors Co.	8,843	9,154	Automobile manufacturer
St. John Providence Health System	4,345	4,208	Health care system
U.S. Postal Service	3,499	4,108	Postal service
Oakland County	3,416	3,211	Government
Henry Ford Health System	2,822	2,674	Health care system
Botsford Health Care	3,477	2,634	Health care system
Magna International of America	n/a	2,422	Automotive supplier
Trinity Health	4,998	2,372	Health care system
Comerica Bank	1,885	2,045	Financial institution
Flagstar Bancorp Inc.	n/a	1,922	Financial institution
Oakland University	1,412	1,780	Public university
Detroit Medical Center	n/a	1,594	Health care system
Lear Corporation	n/a	1,569	Automotive supplier
Rochester Community Schools	1,779	1,381	Public school district
Kelly Services, Inc.	n/a	1,377	Staffing services firm
Farmington Public Schools	1,576	1,372	Public school district
Delphi Automotive	n/a	1,331	Automotive supplier
Faurecia North America	n/a	1,330	Automotive supplier

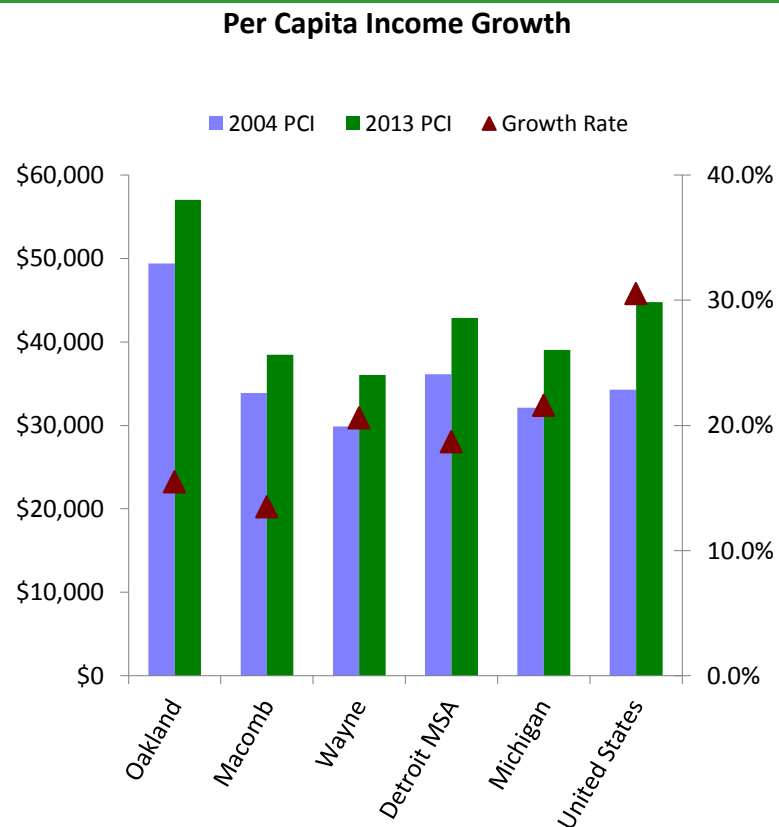
Households

- There are an estimated 492,063 households located in Oakland County, 30% of which have children under 18
- The number of households is forecast to grow by 18,194, or 4% between by 2040
- Persons-per-household is forecast to decline slightly from 2.49 in 2014 to 2.42 in 2040, a decrease of 3%
- The number of communities in the region experiencing population loss over the next 30 years will likely increase due to combined effects of aging populations, smaller households, and limited land to develop
- According to 2013 estimates, Oakland Township has the largest average household size with 2.87 persons and Royal Oak has the smallest at 2.04



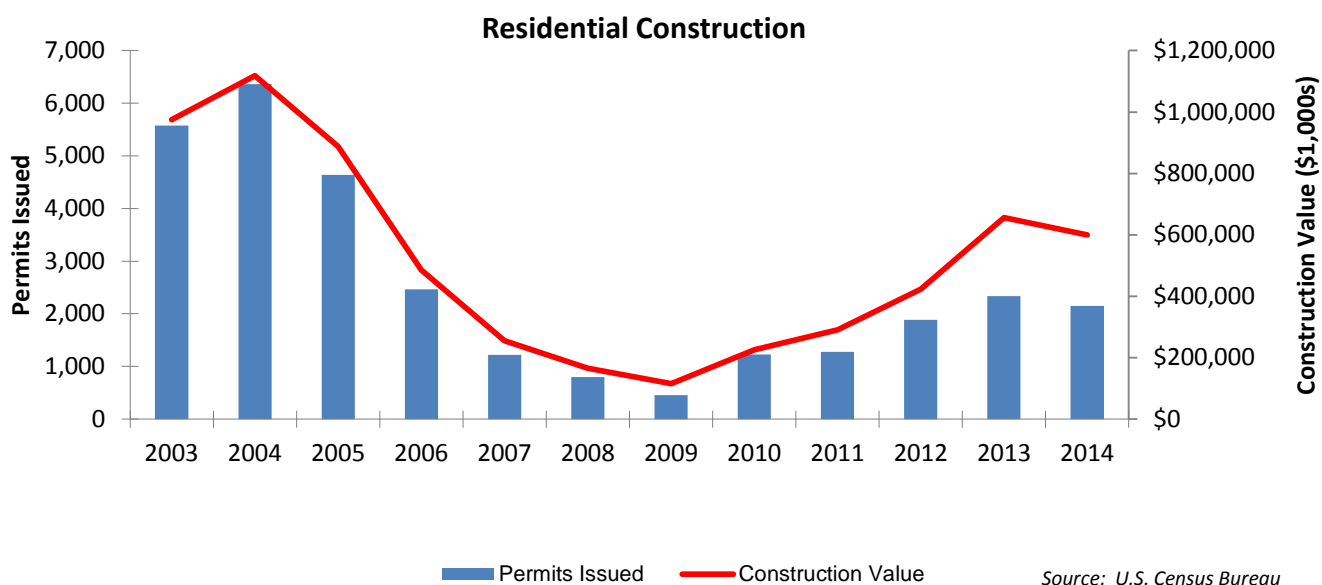
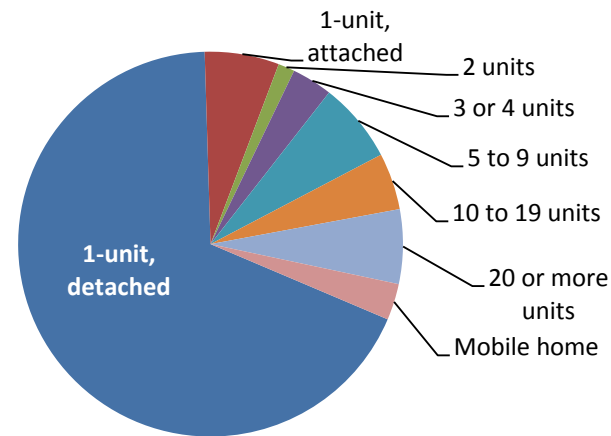
Income

- Oakland County's per capita income (PCI) was \$57,035 in 2013, the highest in Michigan and twelfth highest nationally for counties with over 1 million population
- Oakland County's per capita income increased 15% from 2004 to 2013; the PCI in Michigan and the U.S. increased 22% and 31%, respectively, over the same period
- Oakland County's median household income of \$65,594 is the 2nd highest in the state of Michigan but has declined by 3% since 2009
- In 2013, 44% of the County's households have a yearly income above \$75,000 and 31% have an income above \$100,000
- Since 2005, the Village of Holly and the City of Bloomfield Hills have posted the highest growth rates in median household income at 27.9% and 19.9%, respectively

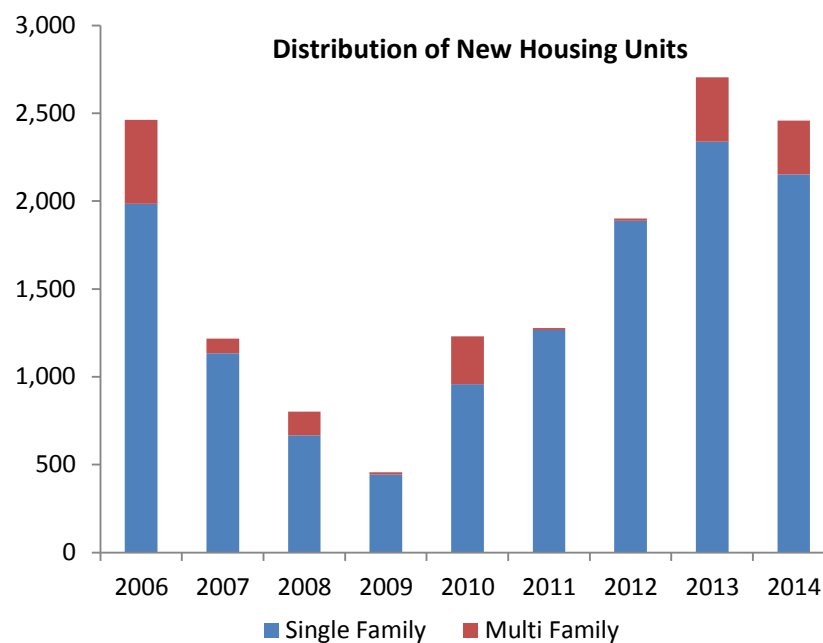


Housing

- With more than 363,000 units, the vast majority of the county's housing stock is made up of single-family detached homes
- Owner-occupied units made up 70.0% of Oakland County's housing stock in 2014, down slightly from 71.4% in 2009
- Home prices in Oakland County have risen from their early 2011 low points



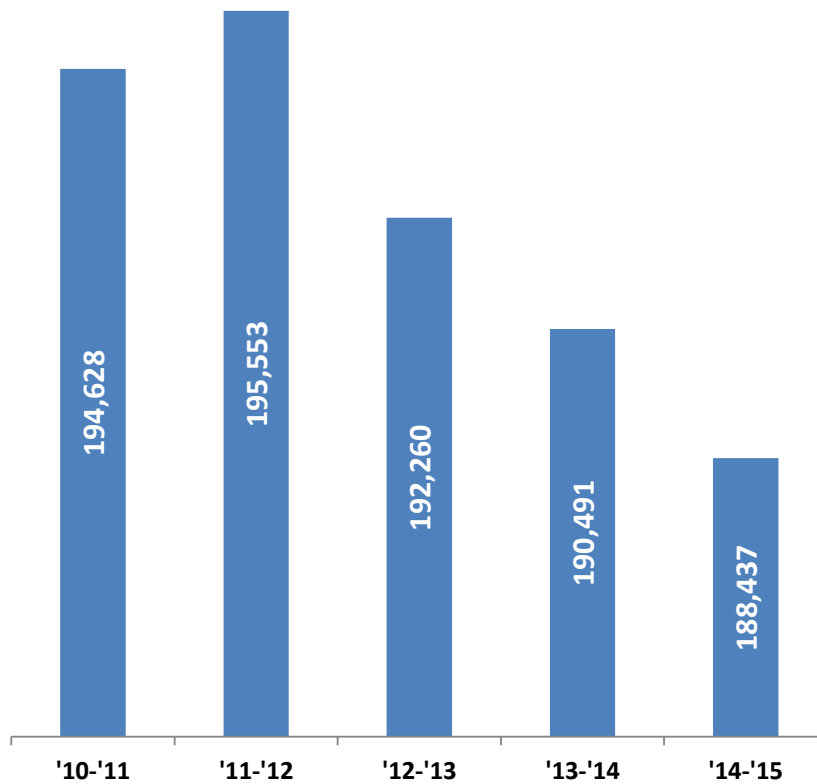
- More than 12,000 new residential building permits have been issued in Oakland County
- The average value per residential permit has risen 24% since 2006
- The number of residential construction permits issued has risen four out of five years since 2009
- There were 1,452 residential permits issued in 2015 in Oakland County through September
- 12% of all residential permits issued since 2006 were for multi-family housing units



Education

- In the 2014-15 school year Oakland Schools served approximately 207,000 public and private students; the five largest districts are: Rochester, Walled Lake, Troy, Farmington and Waterford
- Close to 24,000 students receive special education programs and services through Oakland Schools
- Enrollment in Oakland Schools is down 3% since the 2010-11 school year
- According to Newsweek, the International Academy in Bloomfield Hills was number 8 of the top 100 U.S. public high schools in 2015
- Continuing education and support is an important part of the public school system in Oakland County; eighty two percent of districts provide classes such as English as a second language and 86% offer career assessment and counseling
- There are approximately 23,000 workers employed by Oakland Schools' 28 local school districts, 26 public school academies, and 96 supported nonpublic schools

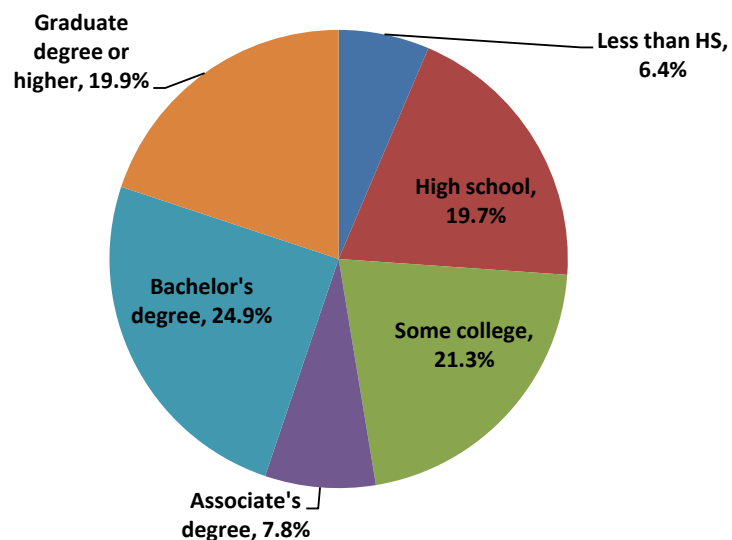
**Oakland Schools Enrollment
(K-12 public/public academy FTE enrollment)**



Educational Attainment

- 94% of Oakland County residents age 25 and over have at least a high school diploma
- 74% of Oakland County residents age 25 and over have at least some college education
- 45% of Oakland County residents age 25 and over have earned a bachelor's, graduate, or professional degree
- More than 21% of the state's bachelor's, graduate, and professional degrees are held by Oakland County residents

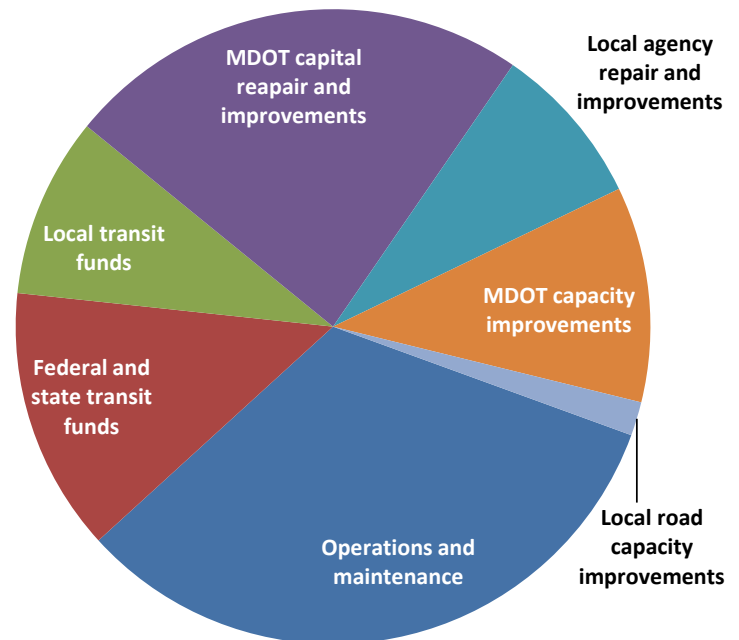
Oakland County Educational Attainment, 2014



Transportation

- The Southeast Michigan region is comprised of seven counties and 237 local units of government
- The Oakland County Road Commission's 2015-16 budget includes more than \$25 million in expenditures for road improvement programs
- 84% of the region's commuters travel to work by individual vehicle, 8% by carpool or vanpool, 2% by public transit, and 2% by walking
- Regionally, SEMCOG is planning more than \$50 billion in transportation infrastructure improvements through 2040
- One major project is the plan to widen I-75 from 8 Mile to M-59 to four lanes in each direction
- For more information visit the Southeast Michigan Council of Governments website at: www.semco.org

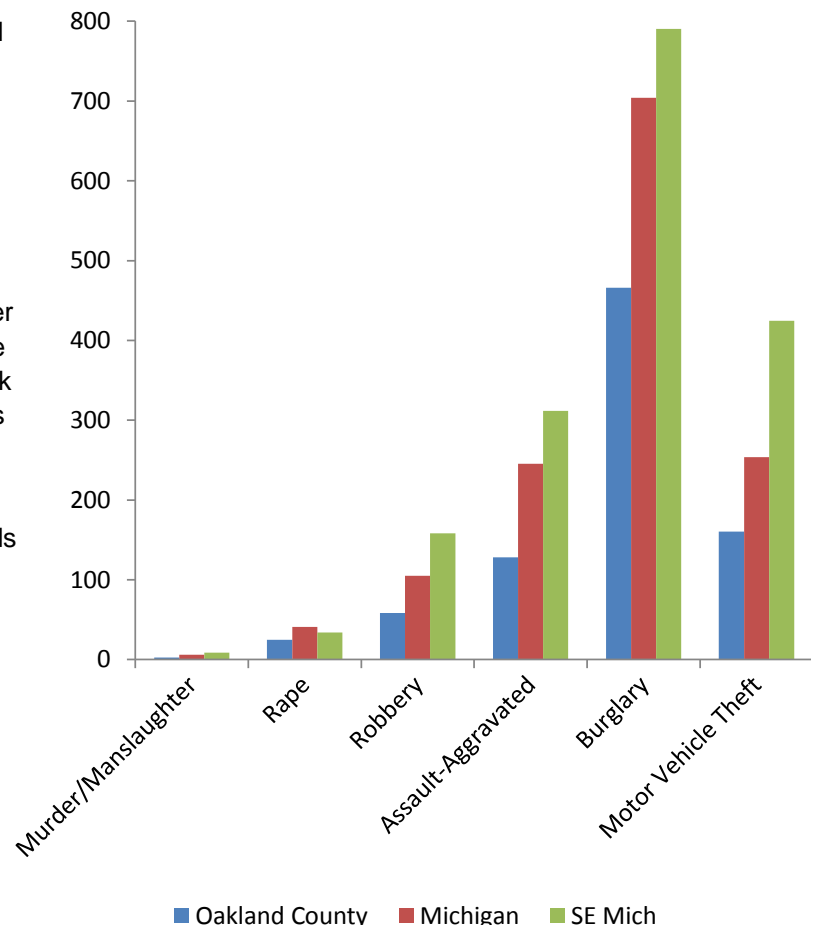
2040 Capital Funding Distribution



Quality of Life

- There are more than a thousand miles of trails running through Oakland County including 155 miles of bike lanes/bike routes and 370 miles of trails, water trails, and park paths
- Oakland County has more natural lakes than any other county in the state; there are more than 1,400 lakes and the headwaters of five major rivers within the county
- Currently there are 224 sites listed on the State Register of Historic Sites in Oakland County; 72 Sites listed on the National Register of Historic Places; 2 National Landmark Sites and one National Natural Landscape site as well as 30 local historical museums
- There are 17 hospitals in the County with overnight beds including the newly opened Henry Ford West Bloomfield Hospital and Novi's Providence Park Hospital
- Oakland County has 54 public and 28 private golf courses with over 1,400 holes available
- Oakland County's violent and property crime rates are both significantly lower than the state and region

Crimes per 100,000 residents

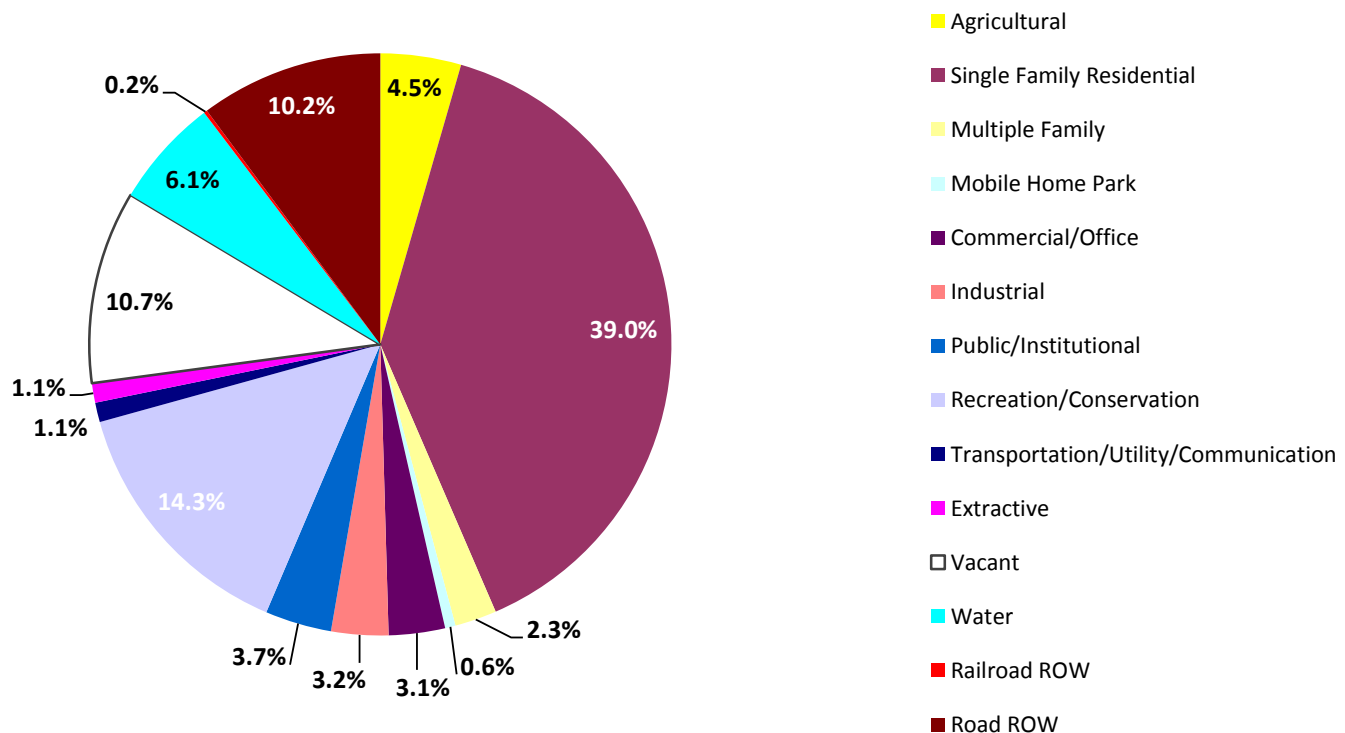


Land Use Summary	Total Area (Acres)	Percent of Total Area	Parcels	Percent of Total Parcels	Average Area Acres
Agricultural	26,003	4.5%	706	0.2%	36.83
Single Family Residential	226,610	39.0%	362,210	84.7%	0.63
Multiple Family	13,520	2.3%	2,521	0.6%	5.36
Mobile Home Park	3,359	0.6%	235	0.1%	14.29
Commercial/Office	18,138	3.1%	12,687	3.0%	1.43
Industrial	18,414	3.2%	5,858	1.4%	3.14
Public/Institutional	21,418	3.7%	3,136	0.7%	6.83
Recreation/Conservation	83,000	14.3%	6,749	1.6%	12.30
Transportation/Utility/Communication	6,301	1.1%	1,212	0.3%	5.20
Extractive	6,284	1.1%	114	0.0%	55.13
Vacant	62,181	10.7%	32,116	7.5%	1.94
Water	35,248	6.1%			
Railroad ROW	1,084	0.2%			
Road ROW	58,990	10.2%			
Total	580,550	100.0%	427,544		1.36

- There are over 16,300 lakefront parcels in Oakland County
- Oakland County's land use coverage and the average area (acres) per parcel of single family and multifamily housing contributes significantly to quality of life. High densities are considered favorable as it localizes development to more consolidated areas

Land Use by Area

Oakland County 2014 Land Use



This Oakland County Land Use Data has been compiled from recorded deeds, plats, tax maps, surveys, assessing records, and other public records. Users should consult the information sources mentioned above when questions arise.

For more information, maps, or questions about this data, please contact the Oakland County One Stop Shop at (248) 858-0720.

Principal Taxpayers

<u>RANK</u>	<u>TAXPAYER</u>	2015 <u>TAXABLE VALUATION</u>
1	DTE	\$491,486,460
2	CONSUMERS	\$232,127,640
3	AUBURN HILLS OWNER LLC	\$152,400,000
4	GENERAL MOTORS	\$117,936,260
5	ENBRIDGE ENERGY	\$84,699,670
6	CHYSLER GROUP	\$83,622,270
7	SL TOWN ETAL	\$76,507,990
8	TAUBMAN	\$74,287,020
9	OAKLAND MANAGEMENT	\$63,689,380
10	ITC TRANSMISSION	\$52,881,350
11	HARTMAN AND TYNER	\$52,643,710
12	FRANKLIN FORBES COHEN	\$52,400,450
13	TWELVE OAKS MALL LLC	\$50,332,820
14	RAMCO	\$48,529,080
15	MEIJERS	\$41,480,770
16	VERIZON WIRELESS	\$40,716,510
17	VHS HURON VALLEY-SINAI	\$38,841,210
18	GALLERIA EQUITIES	\$34,245,021
19	REDWOOD-ERC NOVI LLC	\$32,465,980
20	ROBERT BOSCH	\$28,568,110
	Total	<u>\$1,849,861,701</u>
	2015 Total Taxable Value	\$51,895,341,437
	% of Total Taxable Value	3.56%

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

Source: Oakland County Equalization Division

DEBT TYPE	YEAR 2016			YEAR 2017			YEAR 2018		
	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
DRAINS BONDS - LIMITED UNTAXED									
Korzon D.D., Series 1994N	5,529.60	364.95	5,894.55			0.00			0.00
Franklin Subwatershed, Series 2005H	37,852.43	18,071.75	55,924.18	40,079.04	16,560.44	56,639.48	40,079.04	14,957.27	55,036.31
Franklin Subwatershed, Series 2006C	11,774.00	6,874.18	18,648.18	13,245.75	6,373.78	19,619.53	13,245.75	5,837.33	19,083.08
Franklin Subwatershed, Series 2008A	10,302.25	5,491.47	15,793.72	10,302.25	4,796.07	15,098.32	10,302.25	4,100.66	14,402.91
Donohue D.D., Series 2010A	4,288.00	3,158.65	7,446.65		3,013.93	7,301.93	4,288.00	2,863.85	7,151.85
Total	69,746.28	33,961.00	103,707.28	67,915.04	30,744.22	98,659.26	67,915.04	27,759.11	95,674.15
REFUNDING DRAIN BONDS - LIMITED UNTAXED									
Blfd. Vill. CSO D.D. Ref., Ser. 2001-E	14,180.00	673.55	14,853.55			0.00			0.00
Robert A. Reid D.D. Ref., Ser. 2005	187,600.00	10,543.12	198,143.12	180,096.00	3,489.36	183,585.36			0.00
George Kuhn Series 2007	14,436.75	5,427.34	19,864.09	15,139.08	4,798.85	19,937.93	15,763.37	4,142.18	19,905.55
Bham CSO D. D. Ref., Ser. 2008B	841.00	33.64	874.64			0.00			0.00
Blfd. Vill. CSO D.D. Ref., Ser. 2009	83,307.50	2,499.22	85,806.72			0.00			0.00
Bham CSO D.D. Ref. Ser., 2009	1,348.50	40.45	1,388.95			0.00			0.00
Jacobs D.D. Ref. Ser. 2013A	135,000.00	32,493.76	167,493.76	155,000.00	29,593.76	184,593.76	155,000.00	26,493.76	181,493.76
Total	436,713.75	51,711.08	488,424.83	350,235.08	37,881.97	388,117.05	170,763.37	30,635.94	201,399.31
DRAIN BONDS - LIMITED TAXABLE									
Bloomfield Twp. CSO D.D. Federal Taxable	25,610.20	34,761.77	60,371.97	26,774.30	33,811.29	60,585.59	27,938.40	32,680.94	60,619.34
Oakland-Macomb Interceptor D.D. Fed. Taxable	126,100.00	141,479.35	267,579.35	130,950.00	136,561.45	267,511.45	135,800.00	131,054.28	266,854.28
Oakland-Macomb Interceptor D.D. 2014A	138,225.00	87,757.73	225,982.73	140,650.00	84,993.23	225,643.23	145,500.00	82,180.23	227,680.23
Total	289,935.20	263,998.85	553,934.05	298,374.30	255,365.97	553,740.27	309,238.40	245,915.45	555,153.85
MICHIGAN BOND AUTHORITY DRAIN BONDS									
Birmingham CSO D.D., Series 1994P	754.00	15.08	769.08			0.00			0.00
Blfd. Vill. CSO D.D., Series 1994Q	31,905.00	638.10	32,543.10			0.00			0.00
George Kuhn, Series 2000C	15,061.07	2,654.22	17,715.29	15,451.26	2,272.82	17,724.08	15,841.44	1,881.66	17,723.10
George Kuhn, Series 2001H	65,940.99	15,575.15	81,516.14	67,579.76	13,906.14	81,485.90	69,218.53	12,196.16	81,414.69
George Kuhn, Series 2006E	1,794.84	411.71	2,206.55	1,794.84	366.84	2,161.68	1,794.84	321.97	2,116.81
Oakland-Macomb Interceptor, Series 2010B	545,625.02	258,110.95	803,735.97	560,175.02	244,288.44	804,463.46	572,300.02	230,132.51	802,432.53
Oakland-Macomb Interceptor, Series 2012A	509,250.02	270,541.92	779,791.94	521,375.02	257,810.67	779,185.69	535,925.02	244,776.30	780,701.32
City of Pontiac WWTF D.D., Series 2013C	45,000.00	23,250.00	68,250.00	45,000.00	22,125.00	67,125.00	45,000.00	21,000.00	66,000.00
City of Pontiac WWTF D.D., Series 2013D	80,000.00	38,955.78	118,955.78	85,000.00	36,893.28	121,893.28	85,000.00	34,768.28	119,768.28
City of Pontiac WWTF D.D., Series 2013E	380,000.00	179,060.36	559,060.36	390,000.00	169,435.36	559,435.36	400,000.00	159,560.36	559,560.36
City of Pontiac WWTF D.D., Series 2013F	20,000.00	8,908.38	28,908.38	20,000.00	8,408.38	28,408.38	20,000.00	7,908.38	27,908.38
City of Pontiac WWTF D.D., Series 2013G	390,000.00	202,695.90	592,695.90	395,000.00	192,945.90	587,945.90	410,000.00	183,070.90	593,070.90
Oakland-Macomb Interceptor D. D., Series 2013I	1,326,475.04	493,017.74	1,819,492.78	1,353,150.04	466,488.24	1,819,638.28	1,379,825.04	439,425.24	1,819,250.28
City of Pontiac WSS Improve, Series 2014	270,000.00		270,000.00	275,000.00		275,000.00	64,192.00		64,192.00
City of Pontiac, WWTF D.D	345,000.00	221,000.00	566,000.00	355,000.00	212,376.00	567,376.00	365,000.00	203,500.00	568,500.00
Total	4,026,805.98	1,714,835.29	5,741,641.27	4,084,525.94	1,627,317.07	5,711,843.01	3,964,096.89	1,538,541.76	5,502,638.65
MICHIGAN BOND AUTHORITY SEWAGE DISPOSAL									
EFSDS 8 Mile Pumping Station, Series 2012H	100,000.00	51,184.60	151,184.60	105,000.00	48,684.70	153,684.70	105,000.00	46,069.60	151,069.60
EFSDS Middlebelt Transport, Series 2014D	-	75,905.92	75,905.92	1,445,000.00	75,905.92	1,520,905.92	1,480,000.00	39,780.92	1,519,780.92
Total	100,000.00	127,090.52	227,090.52	1,550,000.00	124,590.62	1,674,590.62	1,585,000.00	85,840.52	1,670,840.52
BUILDING AUTHORITY BONDS - LIMITED UNTAXED									
Oakland Int'l Airport Terminal, Series 2010	250,000.00	238,187.50	488,187.50	250,000.00	229,750.00	479,750.00	275,000.00	219,750.00	494,750.00
CMHA Project, Series 2012J	600,000.00	289,200.00	889,200.00	600,000.00	271,200.00	871,200.00	625,000.00	253,200.00	878,200.00
Facilities and IT Capital, Series 2012K	1,850,000.00	421,500.00	2,271,500.00	1,900,000.00	366,000.00	2,266,000.00	1,950,000.00	309,000.00	2,259,000.00
Total	2,700,000.00	948,887.50	3,648,887.50	2,750,000.00	866,950.00	3,616,950.00	2,850,000.00	781,950.00	3,631,950.00
REFUNDING BUILDING AUTHORITY BONDS - LIMITED UNTAXED									
CMHA Project Ref. Series 2014B	250,000.00	80,950.00	330,950.00	245,000.00	74,775.00	319,775.00	270,000.00	67,050.00	337,050.00
Rochester District Court Ref., Series 2010	950,000.00	378,000.00	1,328,000.00	980,000.00	330,500.00	1,310,500.00	1,020,000.00	281,500.00	1,301,500.00
Work Release Facility, 2011B	1,220,000.00	376,200.00	1,596,200.00	1,255,000.00	327,400.00	1,582,400.00	1,310,000.00	277,200.00	1,587,200.00
Office Bld Purchase & Renovation, Series 2011C	1,040,000.00	329,106.26	1,369,106.26	1,080,000.00	297,906.26	1,377,906.26	1,115,000.00	265,506.26	1,380,506.26
Building Authority Ref. Bonds, Series 2012D	1,085,000.00	173,912.50	1,258,912.50	1,095,000.00	152,212.50	1,247,212.50	1,120,000.00	130,312.50	1,250,312.50
Total	4,545,000.00	1,338,168.76	5,883,168.76	4,655,000.00	1,182,793.76	5,837,793.76	4,835,000.00	1,021,568.76	5,856,568.76
DELINQUENT TAX NOTES - LIMITED TAXABLE									
Delinquent Tax Notes, Series 2015*	25,000,000.00	77,686.81	25,077,686.81	-	-	-	-	-	-
Total	25,000,000.00	77,686.81	25,077,686.81	0.00	0.00	0.00	0.00	0.00	0.00
GOLT RETIREES HEALTH CARE BONDS - LIMITED TAXABLE									
Retirees Healthcare Ref. Series 2013A	22,200,000.00	10,262,338.00	32,462,338.00	23,020,000.00	9,443,856.00	32,463,856.00	23,870,000.00	8,595,147.00	32,465,147.00
Retirees Healthcare, Series 2013B		1,536,800.00	1,536,800.00		1,536,800.00	1,536,800.00		1,536,800.00	1,536,800.00
Total	22,200,000.00	11,799,138.00	33,999,138.00	23,020,000.00	10,980,656.00	34,000,656.00	23,870,000.00	10,131,947.00	34,001,947.00
Grand Total	59,368,201.21	16,355,477.81	75,723,679.02	36,776,050.36	15,106,299.61	51,882,349.97	37,652,013.70	13,864,158.54	51,516,172.24

Statutory Limit - 10% of Current State Equalized Value
Less: Outstanding Debt Credit (9-30-2015)
Available Balance

\$ 6,080,610,377.40
727,915,288.00
\$5,352,695,089.40

Bond and Interest Redemption Funds

Rochester Hills Sheriff Substation #31420	FY 2013 Actual	FY 2014 Actual	FY 2015 Est. Actual	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget
Fund Balance - October 1	\$ 1,690	\$ -	\$ 250	\$ -	\$ -	\$ -
Revenue:						
Transfers from Municipalities	(349)	250	-	-	-	-
Issuance of Refunding Bonds		-	-	-	-	-
Premium on Bonds Sold		-	-	-	-	-
Interest Income	-	-	-	-	-	-
Total Revenue	(349)	250	-	-	-	-
Expenditures:						
Principal Payments	-	-	-	-	-	-
Payment to Bond Escrow Agent	-	-	-	-	-	-
Bond Issuance Cost	-	-	-	-	-	-
Interest Payments	-	-	-	-	-	-
Paying Agent Fees	-	-	-	-	-	-
Adj Prior Years Revenue	1,289	-	-	-	-	-
Transfer Out	52	-	250	-	-	-
Total Expenditures	1,341	-	250	-	-	-
Incr/(Decr) Fund Balance	(1,690)	250	(250)	-	-	-
Fund Balance - September 30	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -

New Office Building Renovation #31415	FY 2013 Actual	FY 2014 Actual	FY 2015 Est. Actual	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget
(Series 2003 & 2004A - 2004A ref in 2011)						
Fund Balance - October 1	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:						
Transfers In	-	-	-	-	-	-
Issuance of Refunding Bonds	-	-	-	-	-	-
Premium of Refunding Bonds	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-
Expenditures:						
Principal Payments	-	-	-	-	-	-
Payment to Bond Escrow Agent	-	-	-	-	-	-
Bond Issuance Cost	-	-	-	-	-	-
Interest Payments	-	-	-	-	-	-
Paying Agent Fees	-	-	-	-	-	-
Transfer Out	4	-	-	-	-	-
Total Expenditures	4	-	-	-	-	-
Incr/(Decr) Fund Balance	(4)	-	-	-	-	-
Fund Balance - September 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Bond and Interest Redemption Funds

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Airport T-Hangar #31417	Actual	Actual	Est. Actual	Adopted Budget	Adopted Budget	Adopted Budget
Fund Balance - October 1	\$ 1,247	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:						
Transfers In	-	-	-	-	-	-
Issuance of Refunding Bonds	-	-	-	-	-	-
Premium of Refunding Bonds	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-
Expenditures:						
Principal Payments	-	-	-	-	-	-
Payment to Bond Escrow Agent	-	-	-	-	-	-
Bond Issuance Cost	-	-	-	-	-	-
Interest Payments	-	-	-	-	-	-
Paying Agent Fees	-	-	-	-	-	-
Adj Prior Years Revenue	918	-	-	-	-	-
Transfer Out	329	-	-	-	-	-
Total Expenditures	1,247	-	-	-	-	-
Incr/(Decr) Fund Balance	(1,247)	-	-	-	-	-
Fund Balance - September 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Pontiac Phoenix Center #31440	Actual	Actual	Est. Actual	Adopted Budget	Adopted Budget	Adopted Budget
Fund Balance - October 1	\$ (560)	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:						
Transfers from Municipalities	9,633,363	-	-	-	-	-
Interest Income	1,125	-	-	-	-	-
Total Revenue	9,634,488	-	-	-	-	-
Expenditures:						
Principal Payments	9,150,000	-	-	-	-	-
Payment to Bond Escrow Agent	-	-	-	-	-	-
Interest Payments	483,362	-	-	-	-	-
Paying Agent Fees	-	-	-	-	-	-
Transfer Out	566	-	-	-	-	-
Total Expenditures	9,633,928	-	-	-	-	-
Incr/(Decr) Fund Balance	560	-	-	-	-	-
Fund Balance - September 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Bond and Interest Redemption Funds

Pontiac Phoenix Ctr Refunding #31441	FY 2013 Actual	FY 2014 Actual	FY 2015 Est. Actual	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget
Fund Balance - October 1	\$ 123	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:						
Transfers from Municipalities	8,105,276	-	-	-	-	-
Transfers In	565	-	-	-	-	-
Interest Income	(137)	-	-	-	-	-
Total Revenue	8,105,704	-	-	-	-	-
Expenditures:						
Principal Payments	7,760,000	-	-	-	-	-
Bond Issuance Cost	10,900	-	-	-	-	-
Payment to Bond Escrow Agent	-	-	-	-	-	-
Transfers to Municipalities	434	-	-	-	-	-
Interest Payments	334,218	-	-	-	-	-
Paying Agent Fees	275	-	-	-	-	-
Total Expenditures	8,105,827	-	-	-	-	-
Incr/(Decr) Fund Balance	(123)	-	-	-	-	-
Fund Balance - September 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CMHA Housing Project #31418	FY 2013 Actual	FY 2014 Actual	FY 2015 Est. Actual	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget
Fund Balance - October 1	\$ 1,278	\$ 1,339	\$ 2,739	\$ -	\$ -	\$ -
Revenue:						
Transfers from Community Mental Health Auth.	369,737	385,178	-	-	-	-
Issuance of Refunding Bonds	-	2,875,000	-	-	-	-
Premium of Refunding Bonds	-	206,732	-	-	-	-
Transfers In	-	-	-	-	-	-
Interest Income	155	427	-	-	-	-
Total Revenue	369,892	3,467,337	-	-	-	-
Expenditures:						
Principal Payments	225,000	250,000	-	-	-	-
Payment to Bond Escrow Agent	-	3,025,000	-	-	-	-
Bond Issuance Cost	-	56,732	-	-	-	-
Interest Payments	144,556	135,056	-	-	-	-
Paying Agent Fees	275	-	-	-	-	-
Adj Prior Years Revenue	-	(1,156)	2,739	-	-	-
Transfers Out	-	305	-	-	-	-
Total Expenditures	369,831	3,465,937	2,739	-	-	-
Incr/(Decr) Fund Balance	61	1,400	(2,739)	-	-	-
Fund Balance - September 30	\$ 1,339	\$ 2,739	\$ -	\$ -	\$ -	\$ -

Bond and Interest Redemption Funds

Rochester (52-3) Dist Ct Refunding #31549	FY 2013 Actual	FY 2014 Actual	FY 2015 Est. Actual	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget
Fund Balance - October 1	\$ 10	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
Revenue:						
Transfers In	1,305,795	1,315,800	1,323,300	1,328,300	1,310,800	1,301,800
Interest Income	-	-	-	-	-	-
Total Revenue	1,305,795	1,315,800	1,323,300	1,328,300	1,310,800	1,301,800
Expenditures:						
Principal Payments	800,000	850,000	900,000	950,000	980,000	1,020,000
Payment to Bond Escrow Agent	-	-	-	-	-	-
Interest Payments	505,500	465,500	423,000	378,000	330,500	281,500
Paying Agent Fees	300	300	300	300	300	300
Transfers Out	-	-	-	-	-	-
Total Expenditures	1,305,800	1,315,800	1,323,300	1,328,300	1,310,800	1,301,800
Incr/(Decr) Fund Balance	(5)	-	-	-	-	-
Fund Balance - September 30	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5

Airport Terminal Building #31422	FY 2013 Actual	FY 2014 Actual	FY 2015 Est. Actual	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget
Fund Balance - October 1	\$ 164	\$ 154	\$ -	\$ -	\$ -	\$ -
Revenue:						
Transfers In	510,073	-	-	-	-	-
Interest Income	155	-	-	-	-	-
Total Revenue	510,228	-	-	-	-	-
Expenditures:						
Adjust Prior Years Revenue	-	149	-	-	-	-
Transfers Out	-	5	-	-	-	-
Principal Payments	250,000	-	-	-	-	-
Payment to Bond Escrow Agent	-	-	-	-	-	-
Interest Payments	259,438	-	-	-	-	-
Paying Agent Fees	800	-	-	-	-	-
Total Expenditures	510,238	154	-	-	-	-
Incr/(Decr) Fund Balance	(10)	(154)	-	-	-	-
Fund Balance - September 30	\$ 154	\$ -	\$ -	\$ -	\$ -	\$ -

Bond and Interest Redemption Funds

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Keego Harbor #31442	Actual	Actual	Est. Actual	Adopted Budget	Adopted Budget	Adopted Budget
Fund Balance - October 1	\$ (60)	\$ (94)	\$ (70)	\$ -	\$ -	\$ -
Revenue:						
Transfers from Municipalities	66,648	66,212	66,307	65,238	64,488	63,738
Issuance of Bonds	-	-	-	-	-	-
Interest Income	55	49	-	-	-	-
Total Revenue	66,703	66,261	66,307	65,238	64,488	63,738
Expenditures:						
Principal Payments	25,000	25,000	25,000	25,000	25,000	25,000
Payment to Bond Escrow Agent	-	-	-	-	-	-
Bond Issuance Cost	-	-	-	-	-	-
Interest Payments	41,437	40,937	40,437	39,938	39,188	38,438
Transfers to Municipalities	-	-	-	-	-	-
Paying Agent Fees	300	300	800	300	300	300
Total Expenditures	66,737	66,237	66,237	65,238	64,488	63,738
Incr/(Decr) Fund Balance	(34)	24	70	-	-	-
Fund Balance - September 30	\$ (94)	\$ (70)	\$ -	\$ -	\$ -	\$ -

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Work Rel/Video/Jail Mgmt Refunding #31550	Actual	Actual	Est. Actual	Adopted Budget	Adopted Budget	Adopted Budget
Fund Balance - October 1	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
Revenue:						
Transfers In	1,620,900	1,591,700	1,557,350	1,571,500	1,547,700	1,532,500
Issuance of Bonds	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-
Total Revenue	1,620,900	1,591,700	1,557,350	1,571,500	1,547,700	1,532,500
Expenditures:						
Principal Payments	1,140,000	1,145,000	1,145,000	1,195,000	1,220,000	1,255,000
Payment to Bond Escrow Agent	-	-	-	-	-	-
Bond Issuance Cost	-	-	-	-	-	-
Interest Payments	480,600	446,400	412,050	376,200	327,400	277,200
Paying Agent Fees	300	300	300	300	300	300
Total Expenditures	1,620,900	1,591,700	1,557,350	1,571,500	1,547,700	1,532,500
Incr/(Decr) Fund Balance	-	-	-	-	-	-
Fund Balance - September 30	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5

Bond and Interest Redemption Funds

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Office Building Refunding #31551	Actual	Actual	Est. Actual	Adopted Budget	Adopted Budget	Adopted Budget
Fund Balance - October 1	\$ 4,030	\$ 10	\$ 5	\$ 5	\$ 5	\$ 5
Revenue:						
Transfers In	1,869,430	1,873,745	1,871,000	1,862,100	1,877,500	1,866,400
Issuance of Bonds	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-
Total Revenue	1,869,430	1,873,745	1,871,000	1,862,100	1,877,500	1,866,400
Expenditures:						
Principal Payments	1,350,000	1,395,000	1,430,000	1,460,000	1,515,000	1,545,000
Payment to Bond Escrow Agent	-	-	-	-	-	-
Bond Issuance Cost	-	-	-	-	-	-
Interest Payments	523,150	478,450	440,700	401,800	362,200	321,100
Paying Agent Fees	300	300	300	300	300	300
Total Expenditures	1,873,450	1,873,750	1,871,000	1,862,100	1,877,500	1,866,400
Incr/(Decr) Fund Balance	(4,020)	(5)	-	-	-	-
Fund Balance - September 30	\$ 10	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Oak Park #31419	Actual	Actual	Est. Actual	Adopted Budget	Adopted Budget	Adopted Budget
Fund Balance - October 1	\$ 113,039	\$ 111,796	\$ 110,726	\$ 5	\$ 5	\$ 5
Revenue:						
Transfers In	8	-	-	-	-	-
Transfers from Municipalities	153,562	151,799	40,702	149,673	152,860	150,985
Accrued Interest on Bonds Sold	-	-	-	-	-	-
Interest Income	109	303	-	-	-	-
Total Revenue	153,679	152,102	40,702	149,673	152,860	150,985
Expenditures:						
Principal Payments	70,000	70,000	70,000	70,000	75,000	75,000
Interest Payments	84,622	82,873	81,123	79,373	77,560	75,685
Paying Agent Fees	300	300	300	300	300	300
Total Expenditures	154,922	153,173	151,423	149,673	152,860	150,985
Incr/(Decr) Fund Balance	(1,243)	(1,071)	(110,721)	-	-	-
Fund Balance - September 30	\$ 111,796	\$ 110,726	\$ 5	\$ 5	\$ 5	\$ 5

Bond and Interest Redemption Funds

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Airport T-Hangar Refunding #56500	Actual	Actual	Est. Actual	Adopted Budget	Adopted Budget	Adopted Budget
Fund Balance - October 1	\$ 3,888	\$ 364	\$ 364	\$ -	\$ -	\$ -
Revenue:						
Transfers In	432,528	426,919	429,755	433,119	430,919	433,619
Issuance of Bonds	-	-	-	-	-	-
Interest Income	43	-	-	-	-	-
Total Revenue	432,571	426,919	429,755	433,119	430,919	433,619
Expenditures:						
Principal Payments	335,000	340,000	350,000	360,000	365,000	375,000
Payment to Bond Escrow Agent	-	-	-	-	-	-
Bond Issuance Cost	-	-	-	-	-	-
Interest Payments	101,095	86,619	79,819	72,819	65,619	58,319
Paying Agent Fees	-	300	300	300	300	300
Total Expenditures	436,095	426,919	430,119	433,119	430,919	433,619
Incr/(Decr) Fund Balance	(3,524)	-	(364)	-	-	-
Fund Balance - September 30	\$ 364	\$ 364	\$ -	\$ -	\$ -	\$ -

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Rochester Hills Sheriff Substn Refunding #31552	Actual	Actual	Est. Actual	Adopted Budget	Adopted Budget	Adopted Budget
Fund Balance - October 1	\$ 1,883	\$ 288	\$ 81	\$ 81	\$ 81	\$ 81
Revenue:						
Transfers In	312,403	329,795	319,350	333,650	317,550	331,650
Issuance of Bonds	-	-	-	-	-	-
Interest Income	219	148	-	-	-	-
Total Revenue	312,622	329,943	319,350	333,650	317,550	331,650
Expenditures:						
Principal Payments	265,000	290,000	285,000	305,000	295,000	315,000
Payment to Bond Escrow Agent	-	-	-	-	-	-
Bond Issuance Cost	-	-	-	-	-	-
Interest Payments	48,967	39,900	34,100	28,400	22,300	16,400
Paying Agent Fees	250	250	250	250	250	250
Total Expenditures	314,217	330,150	319,350	333,650	317,550	331,650
Incr/(Decr) Fund Balance	(1,595)	(207)	-	-	-	-
Fund Balance - September 30	\$ 288	\$ 81	\$ 81	\$ 81	\$ 81	\$ 81

Bond and Interest Redemption Funds

Fac Infrastructure - IT Projects #31423	FY 2013 Actual	FY 2014 Actual	FY 2015 Est. Actual	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget
Fund Balance - October 1	\$ -	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
Revenue:						
Transfers In	335,472	2,229,625	2,278,175	2,274,175	2,244,050	2,237,800
Issuance of Bonds	-	-	-	-	-	-
Interest Income	3,220	-	-	-	-	-
Total Revenue	338,692	2,229,625	2,278,175	2,274,175	2,244,050	2,237,800
Expenditures:						
Principal Payments	-	1,675,000	1,775,000	1,825,000	1,850,000	1,900,000
Payment to Bond Escrow Agent	-	-	-	-	-	-
Bond Issuance Cost	-	-	-	-	-	-
Interest Payments	338,187	554,625	502,875	448,875	393,750	337,500
Paying Agent Fees	500	-	300	300	300	300
Total Expenditures	338,687	2,229,625	2,278,175	2,274,175	2,244,050	2,237,800
Incr/(Decr) Fund Balance	5	-	-	-	-	-
Fund Balance - September 30	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5

CMHA Bldg Renovation Project #31424	FY 2013 Actual	FY 2014 Actual	FY 2015 Est. Actual	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget
(Partial Bond Defeasance April 2015)						
Fund Balance - October 1	\$ -	\$ 712,012	\$ 781,631	\$ 46,793	\$ 5	\$ 5
Revenue:						
Transfers from Municipalities	957,540	987,648	3,684,278	826,337	880,500	862,500
Accrued Interest on Bonds Sold	2,357	-	-	-	-	-
Transfers In	-	-	-	-	-	-
Issuance of Bonds	-	-	-	-	-	-
Interest Income	94	1,221	-	-	-	-
Total Revenue	959,991	988,869	3,684,278	826,337	880,500	862,500
Expenditures:						
Principal Payments	-	500,000	-	575,000	600,000	600,000
Payment to Bond Escrow Agent	-	-	3,796,935	-	-	-
Bond Issuance Cost	-	-	-	-	-	-
Interest Payments	247,479	419,250	621,931	297,825	280,200	262,200
Paying Agent Fees	500	-	250	300	300	300
Total Expenditures	247,979	919,250	4,419,116	873,125	880,500	862,500
Incr/(Decr) Fund Balance	712,012	69,619	(734,838)	(46,788)	-	-
Fund Balance - September 30	\$ 712,012	\$ 781,631	\$ 46,793	\$ 5	\$ 5	\$ 5

Bond and Interest Redemption Funds

CMHA Housing Proj Refunding #31518	FY 2013 Actual	FY 2014 Actual	FY 2015 Est. Actual	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget
Fund Balance - October 1	\$ -	\$ -	\$ 3,499	\$ 5	\$ 5	\$ 5
Revenue:						
Transfers In	-	305	-	-	-	-
Transfers from Municipalities	-	-	340,127	331,250	320,075	337,350
Issuance of Bonds	-	-	-	-	-	-
Interest Income	-	3,194	-	-	-	-
Total Revenue	-	3,499	340,127	331,250	320,075	337,350
Expenditures:						
Principal Payments	-	-	250,000	250,000	245,000	270,000
Payment to Bond Escrow Agent	-	-	-	-	-	-
Bond Issuance Cost	-	-	-	-	-	-
Interest Payments	-	-	93,321	80,950	74,775	67,050
Paying Agent Fees	-	-	300	300	300	300
Total Expenditures	-	-	343,621	331,250	320,075	337,350
Incr/(Decr) Fund Balance	-	3,499	(3,494)	-	-	-
Fund Balance - September 30	\$ -	\$ 3,499	\$ 5	\$ 5	\$ 5	\$ 5

Administration of Justice	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Circuit Court							
Account Clerk II	1		1	7		7	8
Audio Video Equipment Tech	1		1				1
Central Employee Records Coord	1		1				1
Chf Civil/Criminal Division	1		1				1
Chf Court Business Operations	1		1				1
Chief Assistant FOC-Financials				1		1	1
Chief Asst -FOC Legal Services				1		1	1
Chief Asst-FOC Operations				1		1	1
Chief-Casework Services	1		1				1
Chief-Juvenile/Adoption Servic	1		1				1
Chief-Youth Assistance Service	1		1				1
Child Support Account Spec				12		12	12
Circuit Court Administrator	1		1				1
Circuit Court Judge	19		19				19
Circuit Court Records Spec	6		6				6
College Intern		10	10		3	3	13
Court Accounts Coordinator	2		2				2
Court Appointment Specialist	4		4				4
Court Business Analyst	2		2				2
Court Business Manager	1		1				1
Court Clerk	37	1	38				38
Court Clerk Coordinator	1		1				1
Court Clinic Services Coord	1		1				1
Court Clinical Psychologist		3	3				3
Court Resource & Program Spec	1		1				1
Court Technical Services Supv	1		1				1
Deputy Court Administrator	1		1				1
Deputy Register II	10		10				10
Domestic Support Spec Supv				4		4	4
Domestic Support Specialist				23		23	23
Executive Secretary	1		1				1
FOC Case Assistant				16		16	16
FOC Family Counselor				16		16	16
FOC Referee				17		17	17
FOC Referee Supervisor				2		2	2
FOC Systems Supervisor				1		1	1
Friend of Court Case Asst Supv				2		2	2
Friend of Court Computer Spec				1		1	1
Friend of Court Systems Clerk				6		6	6
Friend Of The Court				1		1	1
General Clerical		2	2				2
Judicial Secretary	19		19				19

Administration of Justice	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Judicial Staff Attorney	20	2	22				22
Junior Accountant				3		3	3
Jury Office Clerk	2		2				2
Jury Office Leader	1		1				1
Juvenile Court Referee	7		7				7
Juvenile Court Referee Supv	1		1				1
Manager Court Services	1		1				1
Manager-Civ/Crim Div/Jud Asst	1		1				1
Manager-Judicial Supp/Jud Asst	1		1				1
Office Assistant II	18	3	21	12	1	13	34
Office Leader	1		1				1
Office Supervisor II	4		4	1		1	5
Personal Protection Order Liai	1		1				1
Program Evaluation Analyst	2		2				2
Secretary I	1		1				1
Secretary II	1		1				1
Senior Court Reporter	1		1				1
Senior Psychologist	1		1				1
Student		5	5		1	1	6
Supervisor Admin Services	1		1				1
Supervisor-Clerk Support	1		1				1
Supervisor-Jury Office	1		1				1
Supv - Child Support Accounts				2		2	2
Supv-FOC Family Counselor				2		2	2
Technical Assistant	2		2	1	1	2	4
User Support Specialist I				1		1	1
User Support Specialist II	2		2				2
Youth & Family Casework Supv	3		3	2		2	5
Youth & Family Caseworker I				1		1	1
Youth & Family Caseworker II	29	1	30	1		1	31
Youth Assistance Casewk Supv	3		3				3
Youth Assistance Caseworker II	22	2	24				24
Circuit Court Total	243	29	272	137	6	143	415

District Court							
Account Clerk II	2		2				2
Certified Electronics Operator		2	2				2
Community Service Officer		2	2				2
Court Accounts Coordinator	1		1				1
Court Clerk	10		10				10
Deputy District Court Admin	1	1	2				2
District Court Administrator	4		4				4
District Court Clerk I	6	5	11				11

Administration of Justice	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
District Court Clerk II	56	10	66				66
District Court Clerk III	10		10				10
District Court Judge	10		10				10
District Court Probation Supv	4		4				4
District Court Recorder II	10		10				10
General Clerical		3	3		1	1	4
Magistrate		6	6				6
Office Supervisor I	5		5				5
Office Supervisor II	2		2				2
Probation Investigator		8	8				8
Probation Officer I		3	3	1	1	2	5
Probation Officer II	12	1	13				13
Probation Officer III	8		8				8
Secretary II	1		1				1
Student		1	1				1
Substitute Dist Ct Recorder		1	1				1
Technical Assistant	1		1				1
User Support Specialist II	1		1				1
District Court Total	144	43	187	1	2	3	190
Probate Court							
Case Management Coordinator	1		1				1
Court Clerk	8		8				8
Deputy Probate Register II	9		9				9
Judicial Secretary	4		4				4
Judicial Staff Attorney	4		4				4
Office Assistant I	1		1				1
Office Assistant II	8		8				8
Office Leader	1		1				1
Office Supervisor I	2		2				2
Office Supervisor II	1		1				1
Probate Court Administrator	1		1				1
Probate Judge	4		4				4
Probate Register	1		1				1
Probate Specialist	3		3				3
Student		3	3				3
Technical Assistant	1		1				1
Probate Court Total	49	3	52				52
Administration of Justice Grand Totals	436	75	511	138	8	146	657

Law Enforcement	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Prosecuting Attorney							
Account Clerk I	1		1				1
Account Clerk II	1		1				1
Accountant II		1	1				1
Adm Asst to Elected Officials	1		1				1
Assistant Prosecutor II	33		33				33
Assistant Prosecutor III	30		30	2		2	32
Assistant Prosecutor IV	13		13	2		2	15
Chf Warrants	1		1				1
Chief Assistant Prosecutor	1		1				1
Chief-Appeals	1		1				1
Chief-Circuit Court	1		1				1
Chief-District Court	1		1				1
Chief-Family Support				1		1	1
Chief-Juvenile Justice	1		1				1
Court Service Officer II		1	1				1
Domestic Support Specialist				4		4	4
Legal Secretary	9		9	1		1	10
Office Assistant I	4		4	1	1	2	6
Office Assistant II	9		9	9		9	18
Office Leader	1		1				1
Office Supervisor I	2		2				2
Office Supervisor II				1		1	1
Paralegal Criminal Prosecution	2		2				2
Principal Attorney	7		7				7
Prosecuting Attorney	1		1				1
Prosecutor Investigator	5		5	3		3	8
Secretary II	2		2				2
Social Worker II	1		1				1
Student		5	5				5
Support Specialist	4		4				4
Victim Advocate	3		3				3
Victim Rights Supervisor	1		1				1
Warants Specialist	1		1				1
Prosecuting Attorney Total	137	7	144	24	1	25	169

Sheriff							
Account Clerk I	1		1				1
Account Clerk II	4		4				4
Adm Asst to Elected Officials	1		1				1
Administrator Forensic Lab Ser	1		1				1
Business Manager-Sheriff	1		1				1
Captain	7		7				7

Law Enforcement	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Central Employee Records Coord	3		3				3
Chemist Forensic Lab	2		2				2
Chf Emergency Mgmt Operations	1		1				1
Classification Agent	4		4				4
Collection Supervisor	1		1				1
Corrections Deputy I	281		281				281
Corrections Deputy II	50		50				50
Court Deputy I	5	3	8				8
Court Deputy II		98	98	1		1	99
Deputy I	5		5				5
Deputy II	312		312	17		17	329
Dispatch Specialist	58		58				58
Dispatch Specialist Shift Ldr	5		5				5
DNA Biology Lab Supervisor	1		1				1
DNA Technician	1		1				1
Fire Investigator	4		4				4
Forensic Biologist	2		2				2
Forensic CODIS Analyst	1		1				1
Forensic Lab Specialist II	5		5				5
Forensic Lab Technician	2	2	4				4
Forensic Toxicology Chemist	4		4				4
Inmate Booking Clerk	10		10				10
Inmate Casework Specialist		2	2	1		1	3
Inmate Caseworker	9	2	11	3		3	14
Inmate Caseworker Supervisor	2		2				2
Intelligence Analyst				1		1	1
Jail Library Technician	1		1				1
Junior Accountant	1		1				1
Library Technician I	1		1				1
Lieutenant	21		21				21
Major	2		2				2
Marine Mechanic		1	1				1
Marine Safety Deputy I		22	22				22
Mounted Deputy		10	10				10
Net Auditor	1		1				1
Office Assistant I	2		2				2
Office Assistant II	17	15	32		2	2	34
Office Supervisor II	1		1				1
Park Deputy I		11	11				11
Park Deputy II		34	34				34
Property Room Technician	1		1				1
Secretary I	1		1				1
Secretary II	1		1				1

Law Enforcement	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Sergeant	73		73	5		5	78
Sheriff	1		1				1
Sheriff Comm Qual Assur Supv	2		2				2
Sheriff Community Liaison	1		1				1
Sheriff State & Federal Coord	1		1				1
Sr Property Room Technician	1		1				1
Student		2	2				2
Supervisor Forensics Lab	1		1				1
Supervisor Sheriff Cont & Acc	1		1				1
Supervisor Sheriff's Records	1		1				1
Supv-Sheriff Admin Services	1		1				1
Technical Assistant	13		13				13
Training Assistant	1		1				1
Undersheriff	1		1				1
Warrants Clerk	2		2	1	1	2	4
Work Projects Coordinator	1		1				1
Work Projects Supervisor	1		1				1
Sheriff Total	935	202	1,137	29	3	32	1,169
Law Enforcement Grand Totals	1,072	209	1,281	53	4	57	1,338

General Government	General Fund/General Purpose			Special Revenue/Proprietary			
	Full Time	Part Time	Total	Full Time	Part Time	Total	Grand Total
County Clerk							
Account Clerk II	1		1				1
Adm Asst to Elected Officials	1		1				1
Cashier	3		3				3
Chief Deputy County Clerk	1		1				1
Chief Deputy Register Of Deeds	1		1				1
Clerk	1	1	2				2
County Clerk Comm & Ext Aff Co	1		1				1
County Clerk Records Clerk	6		6				6
County Clerk Records Spec	14		14				14
County Clerk Supp Specialist	1		1				1
County Clerk/Register of Deeds	1		1				1
Court Accounts Coordinator	1		1				1
Deputy Clerk/Register of Deeds	2		2				2
Director - Elections	1		1				1
Elections Specialist	2		2				2
GIS CAD Technician I				3		3	3
GIS CAD Technician II				1		1	1
Micrographic Equip Oper I	2		2				2
Micrographic Equip Oper II	2		2	2		2	4
Micrographics Equip Oper Supv	1		1				1
Office Assistant I		1	1				1
Office Assistant II	38		38	1		1	39
Office Leader				1		1	1
Office Supervisor I	2		2				2
Office Supervisor II	2		2				2
Plat & Boundary Review Spec	1		1				1
Real Estate Recording Clerk	7		7				7
Secretary II	1		1				1
Student		6	6				6
Supervisor County Clerk	1		1				1
Supervisor County Clk Vital Re	1		1				1
Supv-Register of Deeds	1		1				1
County Clerk Total	96	8	104	8		8	112

Board of Commissioners							
Admin Dir-Program & Oper Analys	1		1				1
Board of Commissioners Analyst	1		1				1
Commissioner	21		21				21
Committee Coordinator	3		3				3
Director - Library Services	1		1				1
Library Acquisitions Spec	1		1				1
Library Supervisor	1		1				1

General Government	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Library Tech Support Spec	1		1				1
Library Technician I	1		1				1
Secretary I	1		1				1
Secretary-Bd of Comm I	1		1				1
Secretary-Board Of Comm II	1		1				1
Senior BOC Community Liaison	1		1				1
Sr Board of Comm Analyst	1		1				1
Board of Commissioners Total	36		36				36

Parks & Recreation							
Account Clerk II				1		1	1
Architectural Engineer II				2		2	2
Assistant Parks Supervisor				2		2	2
Automobile Mechanic II				1		1	1
Bus Driver					8	8	8
Central Employee Records Coord				1		1	1
Chf P & R Business Operations				1		1	1
Chf Recreation Programs & Serv				1		1	1
Chief Parks Facilities Main Dv				1		1	1
Chief Parks Operations and Mai				2		2	2
College Intern					4	4	4
Communications and Market Asst				3		3	3
Construction Inspector II					1	1	1
Educational Resource Specialis				1		1	1
Executive Officer Parks & Rec				1		1	1
Executive Secretary				1		1	1
Food and Beverage Coordinator				1		1	1
Food Service Worker					7	7	7
General Maintenance Mechanic				9	2	11	11
GIS CAD Technician I				1		1	1
GIS CAD Technician II				1		1	1
Graphic Artist				1	1	2	2
Grounds Equipment Mechanic				6	3	9	9
Grounds Maintenance Supervisor				1		1	1
Groundskeeper II				6	2	8	8
Maintenance Laborer					2	2	2
Maintenance Supervisor I				2		2	2
Maintenance Supervisor II				1		1	1
Manager Parks & Rec Operations				1		1	1
Natural Resources Planner				1		1	1
Office Assistant I				1	3	4	4
Office Assistant II				7	2	9	9
Parks and Rec Attendant					10	10	10

General Government	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Parks and Recreation Bus Dv Rp				4		4	4
Parks and Recreation Prog Ldr					24	24	24
Parks Crew Chief				7		7	7
Parks Helper					239	239	239
Parks Maintenance Aide				3	3	6	6
Parks Naturalist				1	1	2	2
Parks Supervisor				9		9	9
Principal Planner				1		1	1
Procurement Technician				1		1	1
Project Advisor					6	6	6
Recreation Program Supervisor				5		5	5
Recreation Specialist				1		1	1
Seasonal Program Specialist					11	11	11
Senior Planner				1		1	1
Skilled Maintenance Mech II				5		5	5
Skilled Maintenance Mech III				2	1	3	3
Student					5	5	5
Supervisor Admin Services				1		1	1
Supervisor P&R Marketing & Com				1		1	1
Supervisor Parks and Rec Plng				1		1	1
Technical Aide					1	1	1
Technical Assistant				3		3	3
User Support Specialist I				1		1	1
User Support Specialist II				1		1	1
Parks & Recreation Total				105	336	441	441

Treasurers Office							
Account Clerk II	8	1	9				9
Accountant I	1		1				1
Accountant II	1		1	1		1	2
Adm Asst to Elected Officials	1		1				1
Cashier	2		2				2
Chief Deputy Treasurer	1		1				1
Chief-Tax Administration	1		1				1
County Treasurer	1		1				1
Delinquent Tax Supervisor	1		1				1
Disbursing Coordinator	1		1				1
Investment Administrator	1		1				1
Junior Accountant	5		5				5
Office Assistant II	6	2	8				8
Pers Prop Tax Collect Supv	1		1				1
Personal Prop Tax Coll				2		2	2
Revenue Collection Spec	1		1				1

General Government	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Sr Personal Prop Tax Collector				2		2	2
Student		1	1				1
Supv-Settlement & Distribution	1		1				1
Technical Assistant	1		1				1
Treasurer Cash Accounting Supv	1		1				1
Treasurer Property Specialist	1		1				1
Treasurer Special Acctg Supv				1		1	1
Treasurers Office Total	36	4	40	6		6	46

Water Resource Commissioner							
Adm Asst to Elected Officials	1		1				1
Assistant Chief Engineer	1		1	5		5	6
Automobile Mechanic II				1		1	1
Chemist				4		4	4
Chf Deputy Water Resource Comm	1		1				1
Chf Engineer WRC	1		1	4		4	5
Chf WRC Admin Services	1		1				1
Chf WRC Wastewater Treatment				1		1	1
Chief Manager WRC				1		1	1
Civil Engineer II	1		1	1		1	2
Civil Engineer III	2		2	13		13	15
Construction Inspector II				11		11	11
Construction Inspector III	1		1	7		7	8
Construction Inspector IV				2		2	2
Cross Connect & Pretreat Coord				1		1	1
Electronics Technician I				2		2	2
Electronics Technician II				2		2	2
Electronics Technician III				3		3	3
Employee Records Specialist	1		1				1
Engineering Aide				1		1	1
Engineering Systems Coord	1		1	7		7	8
Engineering Technician	1		1	14		14	15
Environmental Planner II	1		1	3		3	4
Environmental Planner III				1		1	1
General Helper					1	1	1
GIS CAD Technician I				6		6	6
GIS CAD Technician II	1		1	1		1	2
ISO and Safety Systems Coord				1		1	1
Lake Level Technician				2		2	2
Lead Chemist				2		2	2
Maintenance Laborer-WRC				15		15	15
Maintenance Mechanic I				29		29	29
Maintenance Mechanic II				28		28	28

General Government	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Manager WRC	1		1	1		1	2
Meter Mechanic I				2		2	2
Meter Mechanic II				1		1	1
Office Assistant I				2	1	3	3
Office Assistant II	1	1	2	7		7	9
Office Supervisor I				1		1	1
Pump Maintenance Mechanic I				4		4	4
Pump Maintenance Mechanic II				23		23	23
Pump Maintenance Supervisor I				4		4	4
Pump Maintenance Supervisor II				2		2	2
Right Of Way Agent				2		2	2
Senior Billing Coordinator				2		2	2
Senior Engineering Syst Coord				1		1	1
Sewage Treat Plant Operator I				1		1	1
Sewage Treat Plant Operator II				12		12	12
Sewage Treatment Supervisor I				6		6	6
Sewage Treatment Supervisor II				3		3	3
Sewer Maintenance Supv I				5		5	5
Sewer Maintenance Supv II				1		1	1
Skilled Maintenance Mech III				13		13	13
Staff Assistant-WRC	1		1				1
Student					3	3	3
Student Engineer		1	1				1
Supervisor Const Sup Drn Maint	1		1				1
Supervisor Crs Conn & Pre Trea				1		1	1
Supervisor GIS/CAD				1		1	1
Supervisor Soil Erosion				1		1	1
Supervisor Technical Projects				1		1	1
Supervisor WRC Financial Servi				1		1	1
Supv WRC Financial Services				2		2	2
Supv-Right Of Way				1		1	1
Supv-WRC Retention Basins				1		1	1
Survey Party Supervisor				1		1	1
Systems Control Supervisor I				2		2	2
Systems Control Supervisor II				1		1	1
Technical Assistant				9		9	9
User Support Specialist II				8		8	8
Water Maintenance Supervisor I				4		4	4
Water Maintenance Supv II				1		1	1
Water Resources Commissioner	1		1				1
WRC Billing Assistant I				3		3	3
WRC Billing Assistant II				5		5	5
WRC Billing Coordinator				3		3	3

General Government	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
WRC Billing Supervisor I				2		2	2
WRC Billing Supervisor II				1		1	1
WRC Community Liaison				1		1	1
WRC Crew Ldr - Water & Sewer				9		9	9
WRC Crew Ldr Pump Maint				4		4	4
WRC Crew Ldr Sewage Treatmnt				1		1	1
WRC Crew Leader-Pump Maint				2		2	2
WRC Crew Leader-Sewage Trtmt				3		3	3
WRC Easement Coordinator				1		1	1
WRC Industrial Pretreatment Su				1		1	1
WRC Operations Clerk	2		2	6		6	8
WRC Senior Attorney				2		2	2
WRC Time & Labor Supervisor				1		1	1
WRC User Support Leader				1		1	1
Water Resources Commissioner Total	21	2	23	342	5	347	370
General Government Grand Totals	189	14	203	461	341	802	1,005

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Central Services							
Account Clerk I				1		1	1
Airport Administration Supv				1		1	1
Airport Maint & Rescue Supv				1		1	1
Airport Maint Mechanic I				4		4	4
Airport Maint Mechanic II				7		7	7
Airport Rental Agent				1		1	1
Automobile Mechanic I				3		3	3
Automobile Mechanic II				3		3	3
Chf-Airport Maint & Operations				1		1	1
Clerk II Delivery Person	5	1	6				6
Communications Installer I				1		1	1
Communications Installer II				2		2	2
Dir-Central Services	1		1				1
Garage Account Clerk				1		1	1
Garage Services Coordinator				1		1	1
Garage Supervisor				2		2	2
General Clerical		1	1				1
General Helper					8	8	8
Mail Services Coordinator	1		1				1
Manager-Aviation and Transport				1		1	1
Manager-Support Services	1		1				1
Office Assistant I	1		1				1
Office Assistant II	2		2	1		1	3
Office Leader	1		1				1
Office Supervisor II	1		1				1
Record Retention Specialist	1		1				1
Secretary II	1		1				1
Senior Automobile Mechanic				3		3	3
Support Services Equip Oper	1	1	2				2
Central Services	16	3	19	34	8	42	61

County Executive							
Administrator Purchasing	1		1				1
Assistant Corp Counsel III	3		3				3
Auditor I		1	1				1
Auditor II	1		1				1
Auditor III	1		1				1
Buyer II	5		5				5
College Intern		1	1				1
Compliance Officer	1		1				1
Corporation Counsel	1		1				1
Corporation Counsel Litigator				1		1	1

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
County Executive	1		1				1
County Executive Assistant	1		1				1
Deputy Corporation Counsel	1		1				1
Deputy County Executive I	2		2				2
Deputy County Executive II	3		3				3
Executive Secretary	6		6				6
Field Claims Investigator				2		2	2
Financial Attorney Corp Counsel	1		1				1
First Assistant Corp Counsel	1		1				1
Graphic Artist	1		1				1
Insurance and Safety Coord				1		1	1
Law Clerk		1	1				1
Legal Secretary	2		2				2
Media & Communications Officer	1		1				1
Office Supervisor I	1		1				1
Procurement & Compliance Spec	4		4				4
Risk Management Claims Analyst				1		1	1
Risk Manager				1		1	1
Safety Coordinator				1		1	1
Secretary II				1		1	1
Senior Assistant Corp Counsel	4	1	5				5
Student		1	1				1
Supervisor Purchasing	1		1				1
Support Specialist	1		1				1
Technical Assistant	2		2	1		1	3
County Executive Total	46	5	51	9		9	60

Economic Devl & Community Affairs							
Account Clerk II				1		1	1
Associate Planner	2		2				2
Business Development Represent	3		3	1		1	4
Chf Community & Home Improvemnt				1		1	1
College Intern		5	5				5
Comm & Home Improve Assistant				1		1	1
Comm & Home Improve Field Tech				2		2	2
Comm & Home Improvement Tech				2		2	2
Community and Home Imp Coordin				4		4	4
Community and Home Imp Spec				2		2	2
Deputy Dir-Econ Dev & Comm Aff	1		1				1
Dir-Econ Dev & Comm Affairs	1		1				1
GIS CAD Technician II	1		1				1
Grant Complianc and Prog Coord				1		1	1
Graphic Artist	2		2				2

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Housing Counsl & Hmless Sv Sup				1		1	1
Loan and Finance Officer				1		1	1
Loan Closer				1		1	1
Loan Coordinator				2		2	2
Manager-Workforce Development				1		1	1
Market Research Analyst	1		1				1
Marketing & Comm Officer	1		1				1
Marketing Coordinator	4	2	6				6
Mgr-Community & Home Improvemnt				1		1	1
Office Assistant I				1		1	1
Office Assistant II		1	1				1
Office Leader				1		1	1
Principal Planner	4		4				4
Secretary II	1		1	1		1	2
Senior Business Developmnt Rep	6		6	2		2	8
Senior Community and HI Fld T				2		2	2
Senior Community and HI Spec				1		1	1
Senior Planner	5		5				5
Small Business Analyst	1		1				1
Small Business Counselor	1		1				1
Staff Assistant-Workforce Dev				1		1	1
Student					1	1	1
Supervisor Marketing & Comm	1		1				1
Supv-Business Development	1		1				1
Supv-C & HI Admin Services				1		1	1
Supv-Comm & Home Improvement				2		2	2
Supv-Financial Services	1		1				1
Supv-Information Services	1		1				1
Supv-Planning	1		1				1
Technical Assistant	1	4	5				5
User Support Specialist I	2		2				2
User Support Specialist II	1		1				1
Workforce Development Tech II				1		1	1
Workforce Development Tech III				2		2	2
Economic Development & Community Af	43	12	55	37	1	38	93
Facilities Management							
Alarm Technician				2		2	2
Architectural Engineer II				1		1	1
Automobile Mechanic II				1		1	1
Boiler Mechanic				1		1	1
Boiler Operator				4		4	4
Building Safety Attendant				6		6	6

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Central Employee Records Coord				1		1	1
Central Stock Attendant				1		1	1
Chf Building Safety				1		1	1
Chief-Custodial Services				1		1	1
Chief-FM&O				1		1	1
Chief-Heating Plant				1		1	1
Chief-Landscape Services				1		1	1
Construction Planner	1		1				1
Custodial Work Supervisor II				2		2	2
Custodial Work Supervisor III				1		1	1
Custodial Worker II				43		43	43
Custodial Worker III				1		1	1
Director-Facilities Management	1		1				1
Engineering Technician				1		1	1
Facilities Contract Specialist					1	1	1
Facilities Engineer II	1		1				1
Facilities Engineer III	1		1	1		1	2
Facilities Mgmt Specialist				1		1	1
Facilities Planner				1		1	1
Facilities Project Coordinator	2		2	1		1	3
General Helper					21	21	21
Groundskeeper Crew Chief				2		2	2
Groundskeeper II				5		5	5
Groundskeeper Spec/Irrigation				1		1	1
Groundskeeper Specialist				2		2	2
Locksmith				1		1	1
Maintenance Planner II				1		1	1
Maintenance Supervisor II				7		7	7
Manager Facilities Plan & Eng	1		1				1
Mgr-Facilities Maint & Oper				1		1	1
Mobile Unit Custodial Worker				5		5	5
Office Assistant II				1		1	1
Painter II				6		6	6
Procurement Technician				1		1	1
Property Management Specialist				1		1	1
Safety Dispatcher				7		7	7
Secretary II	1		1	1		1	2
Security Systems Specialist				2		2	2
Security Systems Supervisor				1		1	1
Shift Supv-Building Safety				3	2	5	5
Skilled Maintenance Mech II				30		30	30
Skilled Maintenance Mech III				5		5	5
Skilled Maintenance Mechanic I				2		2	2

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Student					1	1	1
Supervisor Facil Plng and Eng				1		1	1
Supervisor-FM&O Admin Services				1		1	1
Facilities Management Total	8		8	161	25	186	194

Health and Human Services							
Account Clerk II	2		2	1		1	3
Adm-Children's Village	3		3				3
Adm-Environmental Health Servi	1		1				1
Administrator-CHPIS	1		1				1
Adm-Pers & Prev Health Svcs	1		1				1
Adm-PH Admin Services	1		1				1
Auxiliary Health Worker	1		1	10	2	12	13
Central Employee Records Coord	2		2				2
Chf CHPIS	1		1				1
Chf Emergency Management	1		1				1
Chf-Environmental Health Activ	1		1				1
Chf-PH Clinical & Special Prog	1		1				1
Chief-Environ Health Spec Prog	1		1				1
Chief-Health Div Medical Serv	1		1				1
Chief-PH Field Nursing	1		1				1
Chief-Pub Health Admin Service	1		1				1
Children's Vill Admin Coord	1		1				1
Children's Vill Case Coord II	10		10				10
Children's Village Intake Clrk	2		2				2
Clerk				1		1	1
Clerk II Delivery Person	1		1				1
College Intern		5	5				5
Communications and Market Asst	1		1				1
Dental Hygienist	1		1				1
Dietetic Technician				3		3	3
Director-Health & Human Serv	1		1				1
Emergency Management Coord	1		1				1
Employee Records Specialist	1		1				1
Epidemiologist	2		2				2
Executive Secretary	1		1				1
First Cook	3		3				3
Food Service Supervisor	1		1				1
General Staff Nurse	6		6				6
Graphic Artist	1		1				1
Health Contract Cmplnc Analyst	1		1				1
Health Laboratory Clerk	1		1				1
Health Program Coordinator	3		3	4		4	7

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Hearing/Vision Tech Supervisor	2		2				2
Homeland Security Regional SAP				2		2	2
Homeland Security Specialist	3		3				3
Laboratory Supervisor	1		1				1
Lactation Specialist				1		1	1
Librarian		1	1				1
Manager Homeland Security	1		1				1
Manager-Children's Village	1		1				1
Manager-Health Division	1		1				1
Medical Technologist	3		3	1		1	4
Office Assistant I				2		2	2
Office Assistant II	42	2	44	15		15	59
Office Leader				1		1	1
Office Supervisor I	5		5	1		1	6
Office Supervisor II				1		1	1
Program Nursing Supervisor- CV	1		1				1
Program Supervisor-Child Villa	6		6				6
Public Health Clinical Dentist		1	1				1
Public Health Educator II				1		1	1
Public Health Educator III	5		5	3	1	4	9
Public Health Educator Supv	1		1				1
Public Health Nurse II	1	1	2	1	1	2	4
Public Health Nurse III	78	1	79	12	4	16	95
Public Health Nursing Supv	10		10	1		1	11
Public Health Nutrition Sup	1		1	1		1	2
Public Health Nutritionist I				1		1	1
Public Health Nutritionist II				7		7	7
Public Health Nutritionist III	3		3	2		2	5
Public Health Sanitarian	18		18				18
Public Health Sanitarian Supv	9		9				9
Public Health Sanitarian Tech	8		8				8
Public Health Technician	2	17	19				19
Public Hlth Preparedness Spec				1		1	1
Quality and Proc Improvem Supv	1		1				1
Radiologic Technologist	2		2				2
Second Cook	1		1				1
Secretary I	1		1				1
Secretary II	3		3				3
Senior Public Health Sanitaria	25	1	26				26
Staff Psychiatrist		1	1				1
Storekeeper III	1		1				1
Student		6	6		1	1	7
Substance Abuse Progm Analyst				7		7	7

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Supv-Health Central Supp Svcs	3		3				3
Supv-Planning & Evaluation	1		1				1
Technical Assistant		1	1				1
Treatment Services Clinician I	2		2				2
Treatment Services Clinician II	7		7				7
Treatment Services Supervisor	3		3	1		1	4
User Support Specialist II	4		4				4
Vaccine Supply Clerk				2		2	2
Youth Specialist I	15	13	28				28
Youth Specialist II	98		98				98
Youth Specialist Supervisor	11		11				11
Health and Human Services Total	438	50	488	83	9	92	580
Human Resources							
Central Employee Records Coord	2		2				2
College Intern		1	1				1
Deputy Director-Human Resource	1		1				1
Director-Human Resources	1		1				1
Employee Benefits Specialist				2	1	3	3
Employee Records Specialist	1		1				1
Human Resources Analyst I				1		1	1
Human Resources Analyst II	7		7	2		2	9
Human Resources Analyst III	3		3	3		3	6
Human Resources Info Sys Sup	1		1				1
Labor Relations Specialist	1		1				1
Manager-Human Resources	2		2				2
Office Assistant I					1	1	1
Office Assistant II	3	1	4	1		1	5
Recruitment Testing and Sys Sp	1		1				1
Retirement Administrator				1		1	1
Retirement Specialist				3		3	3
Secretary II	1		1				1
Supervisor Admin Services				1		1	1
Supervisor Human Resources	2		2				2
Supervisor Labor Relations	1		1				1
Supervisor-Employee Benefits				1		1	1
Supv-Training & Development				1		1	1
Wellness Coordinator				1		1	1
Human Resources Total	27	2	29	17	2	19	48
Information Technology							
Adm-CLEMIS				1		1	1
Application Analyst Prog I				1		1	1

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Application Analyst Prog II				11		11	11
Application Analyst Prog III				11		11	11
Application Architect				1		1	1
Chf Internal Services				1		1	1
Chf Land Management				1		1	1
Chf Technical Services				2		2	2
Chief eGovernment Services				1		1	1
Chief Information Security Off				1		1	1
Chief Technology Officer				1		1	1
Chief-CLEMIS				1		1	1
Computer Operations Supervisor				1		1	1
Customer Services Tech II				17		17	17
Customer Services Tech III				2		2	2
Data Base Administrator				4		4	4
Data Processing Equip Oper II				6		6	6
Deployment Services Technician				1		1	1
Dir-Information Technology				1		1	1
Employee Records Specialist				1		1	1
Enterprise Architect				1		1	1
Executive Secretary				1		1	1
GIS Enterprise Data Tech II				1		1	1
Internal Services Supervisor				1		1	1
IT Business Analyst				9		9	9
IT Security Specialist				2		2	2
IT User Support Specialist I				3		3	3
IT User Support Specialist II				9		9	9
Manager Deployment Services				1		1	1
Manager Tech Systems & Network				1		1	1
Manager-Application Services				1		1	1
Manager-CLEMIS				1		1	1
Multi Media Specialist				1		1	1
Network Administrator I				3		3	3
Network Administrator II				4		4	4
Network Engineer				3		3	3
Office Assistant II				3		3	3
Procurement Technician				1		1	1
Production Control Analyst				1		1	1
Project Manager				10		10	10
Project Support Specialist				1		1	1
Radio Communications Tech				3		3	3
Receptionist/Clerk				1		1	1
Senior Radio Communicat Tech				2		2	2
Senior Systems Analyst				6		6	6

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Student					2	2	2
Student Engineer					2	2	2
Supervisor I Info Tech				6		6	6
Supervisor II Info Tech				5		5	5
Supv-Radio Communications				1		1	1
Systems Administrator II				2		2	2
Systems Engineer				7		7	7
Technical Architect				1		1	1
Technical Operations Supv				1		1	1
Telecommunication Network Supv				1		1	1
Telephone Communications Tech				2		2	2
Information Technology Total				162	4	166	166

Management and Budget							
Account Clerk I	1	5	6	1		1	7
Account Clerk II	9	1	10	3		3	13
Accountant I	2		2				2
Accountant II	4		4	2		2	6
Accountant III	9		9	1		1	10
Chf Equalization	4		4				4
Chf Fiscal Services	4		4				4
Collection Clerk I	4		4				4
Collection Clerk II	11		11				11
Collection Specialist	8		8				8
Dir-Management & Budget	1		1				1
Employee Records Specialist	1		1				1
Equalization Appraiser I Cert	2		2				2
Equalization Appraiser II-Cert	35		35				35
Equalization Appraiser III Cer	8		8				8
Equalization Clerk	11		11				11
Equalization Field Supervisor	5		5				5
General Clerical		1	1				1
GIS CAD Technician II	4		4				4
Grant Complianc and Prog Coord	1		1				1
Manager-Equalization	1		1				1
Manager-Fiscal Services	1		1				1
Office Assistant I		1	1				1
Office Supervisor II	1		1				1
Parks and Recreation Fiscal Co				1		1	1
Payroll Specialist I	2		2				2
Payroll Specialist II	1		1				1
Reimbursement Accounts Spec	1		1				1
Senior Equalization Clerk	8		8				8

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Senior Financial Analyst	9		9				9
Student		2	2				2
Supervisor I-Fiscal Services	4		4				4
Supervisor II Fiscal Services	8		8	1		1	9
Supervisor III-Fiscal Services	2		2				2
Supv-Equalization Admin Srvcs	1		1				1
Supv-Land Description & Mappin	1		1				1
Tax Standards Specialist	1		1				1
Technical Assistant	2	2	4				4
Management and Budget Total	167	12	179	9		9	188

Public Services							
Account Clerk I	1		1				1
Animal Census Leader		2	2				2
Animal Control Dispatch Clerk	2		2				2
Animal Control Officer	14		14				14
Animal Control Shelter Leader	2		2				2
Animal Control Supervisor	1		1				1
Animal Shelter Attendant	2	1	3				3
Autopsy Attendant	3		3				3
Autopsy Attendant Supervisor	1		1				1
Chf Animal Control	1		1				1
Chf Community Correct Field Op	1		1				1
Chf Forensic Pathologist	1		1				1
Chf Forensic Toxicologist	1		1				1
Clerk		1	1				1
Client Transporter	1		1				1
College Intern		4	4				4
Comm Corrections Support Spec				1		1	1
Community Corr Spec I	3	4	7	2	1	3	10
Community Corr Spec II		1	1				1
Community Corr Spec III	8		8				8
Community Corrections Spec II	15		15	8	1	9	24
Deputy Chief Forensic Patholog	1		1				1
Deputy Forensic Pathologist	2	1	3				3
Dir-Public Services	1		1				1
Ext Home Economist/Food Presv	1		1				1
Forensic Toxicologist	2		2				2
Four-H Youth Develop Prg Coord	3		3				3
Histology Technician	1		1				1
Manager-Animal Control	1		1				1
Manager-Community Corrections	1		1				1
Manager-Veteran's Services	1		1				1

County Executive	General Fund/General Purpose			Special Revenue/Proprietary			Grand Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	
Medical Examiner Administrator	1		1				1
Medical Examiner Investig Supv	1		1				1
Medical Examiner Investigator	7		7				7
MEO Assistant	3		3				3
MEO Supervisor	1		1				1
Natural Science Program Coord	1		1				1
Office Assistant I	4	1	5				5
Office Assistant II	8		8	1		1	9
Secretary II	1		1				1
Student		1	1				1
Supervisor Admin Services	1		1				1
Supv-Community Corr Adm Svcs	1		1				1
Supv-Community Corrections	4		4	1		1	5
Technical Assistant	1	1	2				2
Veterans Benefit Counsel Supv	2		2				2
Veterans Benefit Counselor I	1		1				1
Veterans Benefit Counselor II	6		6				6
Veterans Benefit Counselor III	2		2				2
Veterinarian		2	2				2
Veterinarian Tech Assistant		1	1				1
Veterinarian Technician	2		2				2
Public Services Total	118	20	138	13	2	15	153
County Executive Grand Totals	863	104	967	525	51	576	1,543
County Total	2,560	402	2,962	1,177	404	1,581	4,543
Grand Totals	Full Time: 3,737		Part Time: 806	Total: 4,543			

**GENERAL FUND/GENERAL PURPOSE POSITION REQUESTS
FY 2016 BUDGET**

REQUEST							BOARD OF COMMISSIONERS ACTION		
DEPARTMENT / DIVISION / UNIT	REQUEST # of POS.	CLASSIFICATION	SALARY GRADE	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS
Circuit Court									
Judicial Administration	1	Judicial Staff Attorney PTNE 1, 000 hours/year @ 1 year step	--	30,630	1,761	32,391	1	32,391	Approved
Division Total	1 0			30,630	1,761	32,391	1 0	32,391	
				30,630	1,761	32,391	0 0	32,391	
District Court									
Division II - Clarkston	1	District Court Clerk I @ 1 year step	5	31,903	28,045	59,948	1	59,948	Approved
Division Total	1 0			31,903	28,045	59,948	1 0	59,948	
DEPARTMENT TOTAL	1 0			31,903	28,045	59,948	1 0	59,948	
Probate Court									
Estates/Mental Health	1	Technical Assistant @ 1 year step	8	38,900	30,753	69,653	1	69,653	Approved
Division Total	1 0			38,900	30,753	69,653	1 0	69,653	
DEPARTMENT TOTAL	1 0			38,900	30,753	69,653	1 0	69,653	
Sheriff's Office									
Forensic Services	1	Supervisor Forensics Lab @ 1 year step	17	71,508	43,376	114,884	1	114,884	Approved
	1	Forensic Toxicologist Chemist @ 1 year step	12	54,477	36,783	91,260	1	91,260	Approved
Division Total	2 0			125,985	80,159	206,143	2 0	206,143	
DEPARTMENT TOTAL	2 0			125,985	80,159	206,143	2 0	206,143	
Treasurer									
Administration	(1)	Account Clerk II (7010101-01885) @ 1 year step	7	35,391	29,395	(64,786)	(1)	(64,786)	Approved
	(1)	Cashier (7010101-10661) PTNE 1, 000 hours/year @ 1 year step	5	15,339	882	(16,221)	(1)	(16,221)	Approved
	1	Cashier @ 1 year step	5	31,903	28,045	59,948	1	59,948	Approved
	1	Account Clerk II PTNE 1,000 hours/year @ 1 year step	7	17,015	978	17,993	1	17,993	Approved
Division Total	2 (2)			99,647	59,300	(3,065)	2 (2)	(3,065)	
DEPARTMENT TOTAL	2 (2)			99,647	59,300	(3,065)	2 (2)	(3,065)	
Central Services									
Support Services	(1)	Student (1030803-00011) PTNE 1,250 hours/year @ 1 year step	--	12,058	693	(12,752)	(1)	(12,752)	Approved
	1	Support Services Equip Oper PTNE 300 hours/year @ 1 year step	6	4,845	279	5,124	1	5,124	Approved
Division Total	1 (1)			16,903	972	(7,628)	1 (1)	(7,628)	
DEPARTMENT TOTAL	1 (1)			16,903	972	(7,628)	1 (1)	(7,628)	
Health & Human Services									
Health Division	(1)	Office Assistant II (1060283-01394) @ 1 year step	5	31,903	28,045	(59,948)	(1)	(59,948)	Approved
	(1)	Office Assistant II (1060236-02348) @ 1 year step	5	31,903	28,045	(59,948)	(1)	(59,948)	Approved
	1	Public Health Sanitarian Supervisor @ 1 year step	16	67,767	41,928	109,694	1	109,694	Approved
	1	Public Health Sanitarian Technician @ 1 year step	8	38,900	30,753	69,653	1	69,653	Approved
Division Total	2 (2)			170,473	128,770	59,452	2 (2)	59,452	
Children's Village	1	Treatment Services Supervisor @ 1 year step	14	60,471	39,103	99,575	1	99,575	Approved
	1	Treatment Services Clinician I @ 1 year step	11	51,706	35,710	87,416	1	87,416	Approved
Division Total	2 0			112,177	74,814	186,991	2 0	186,991	
DEPARTMENT TOTAL	4 (2)			282,651	203,584	246,443	4 (2)	246,443	
TOTAL GF/GP POSITIONS - FY 2016	11 (5)			TOTAL GF/GP COST - FY 2016		603,885	11 (5)	603,885	

* FTE Fringes at 38.71% + \$15,695; PTNE Fringes at 5.75%

**GENERAL FUND/GENERAL PURPOSE POSITION REQUESTS
FY 2017 BUDGET**

REQUEST							BOARD OF COMMISSIONERS ACTION		
DEPARTMENT / DIVISION / UNIT	REQUEST # of POS.	CLASSIFICATION	SALARY GRADE	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS
<u>No Requests</u>									
TOTAL GF/GP POSITIONS - FY 2017			TOTAL GF/GP COST - FY 2017			0		0	

* FTE Fringes at 38.71% + \$15,695; PTNE Fringes at 5.75%

**GENERAL FUND/GENERAL PURPOSE POSITION REQUESTS
FY 2018 BUDGET**

REQUEST							BOARD OF COMMISSIONERS ACTION		
DEPARTMENT / DIVISION / UNIT	REQUEST # of POS.	CLASSIFICATION	SALARY GRADE	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS
<u>No Requests</u>									
TOTAL GF/GP POSITIONS - FY 2018			TOTAL GF/GP COST - FY 2018			0		0	

* FTE Fringes at 38.71% + \$15,695; PTNE Fringes at 5.75%

**SPECIAL REVENUE / PROPRIETARY POSITION REQUESTS
FY 2016 BUDGET**

REQUEST								BOARD OF COMMISSIONERS			
REQUEST		ACTION									
DEPARTMENT/ DIVISION/ UNIT	# POS.	CLASSIFICATION	SALARY FUND	SALARY	FTE	TOTAL	# POS.	TOTAL	COMMENTS		
GRADE SR/PR	EACH	FRINGES*									
Prosecuting Attorney											
Administration	(1)	Victim Advocate (4010101-09647) @ 1 year step	8	SR	38,900	30,753	(69,653)	(1)	(69,653)	Approved	
Division Total	(1)				38,900	30,753	(69,653)	0	(1)	(69,653)	
					38,900	30,753	(69,653)	0	(1)	(69,653)	
Treasurer											
Tax Administration	(1)	Personal Prop Tax Collector (7010110-02402) @ 5 year step	9	PR	52,520	36,025	(88,545)	(1)	(88,545)	Approved	
Division Total	0	(1)			52,520	36,025	(88,545)	0	(1)	(88,545)	
DEPARTMENT TOTAL	0	(1)			52,520	36,025	(88,545)	0	(1)	(88,545)	
Parks and Recreation											
Addison Oaks	(3)	Lifeguard (5060715-04192,06532,07983) PTNE 1,000 @ base step	--	PR	10,250	589	(32,517)	(3)	(32,517)	Approved	
	(2)	Lifeguard (5060715-04194,04195)PTNE 1,000 hours/year @1 year step	--	PR	11,011	633	(23,288)	(2)	(23,288)	Approved	
Division Total	0	(5)			21,260	1,222	(55,804)	0	(5)	(55,804)	
Springfield Oaks	3	Parks Helper PTNE 1,000 hours/year @ base step	--	PR	9,655	555	30,631	3	0	30,631	Approved
	1	Seasonal Program Specialist PTNE 1,000 hours/year @ base step	--	PR	12,101	696	12,797	1	0	12,797	Approved
Division Total	4	0			21,757	1,251	43,428	4	0	43,428	
DEPARTMENT TOTAL	4	(5)			43,017	2,473	(12,376)	4	(5)	(12,376)	
Water Resources Commissioner											
WR Administration	2	Civil Engineer III @ 1 year step	16	PR	67,767	41,928	219,389	2	219,389	Approved	
	1	Engineering Systems Coordinator @ 1 year step	10	PR	47,031	33,901	80,931	1	80,931	Approved	
	1	User Support Specialist II @ 1 year step	12	PR	54,477	36,783	91,260	1	91,260	Approved	
	1	Technical Assistant @ 1 year step	8	PR	38,900	30,753	69,653	1	69,653	Approved	
Division Total	5	0			208,174	143,364	461,233	5	0	461,233	
WR Billing Services	2	Sr. Billing Coordinator @ 1 year step	10	PR	47,031	33,901	161,863	2	161,863	Approved	
	1	Office Assistant I @ 1 year step	3	PR	29,104	26,961	56,065	1	56,065	Approved	
Division Total	3	0			76,135	60,862	217,928	3	0	217,928	
WR Financial Services	1	Supervisor WRC Financial Services @ 1 year step	16	PR	67,767	41,928	109,694	1	109,694	Approved	
	1	Technical Assistant @ 1 year step	8	PR	38,900	30,753	69,653	1	69,653	Approved	
Division Total	2	0			106,667	72,681	179,348	2	0	179,348	
WR Construction Drain Maint	1	Sewer Maintenance Supervisor I @ 1 year step	11	PR	51,706	35,710	87,416	1	87,416	Approved	
Division Total	1	0			51,706	35,710	87,416	1	0	87,416	
WR Water Systems	2	Skilled Maintenance Mech III @ 1 year step	--	PR	47,031	33,901	161,863	2	161,863	Approved	
Division Total	2	0			47,031	33,901	161,863	2	0	161,863	

* FTE Fringes at 38.71% + \$15,695; PTNE Fringes at 5.75%

**SPECIAL REVENUE / PROPRIETARY POSITION REQUESTS
FY 2016 BUDGET**

REQUEST								BOARD OF COMMISSIONERS ACTION		
DEPARTMENT/ DIVISION/ UNIT	REQUEST # POS.	CLASSIFICATION	SALARY GRADE	FUND SR/PR	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS
WR GWK Retention Basin	(1)	Student (6010150-07192)PTNE 1,250 hours/year @1 year step	--	PR	12,058	693	(12,752)	(1)	(12,752)	Approved
	1	Pump Maintenance Mechanic II @ 1 year step	--	PR	42,775	32,253	75,028	1	75,028	Approved
	1	Office Assistant I @ 1 year step	3	PR	29,104	26,961	56,065	1	56,065	Approved
Division Total	2 (1)				83,937	59,908	118,341	2 (1)	118,341	
WR Pump Systems Admin	1	Civil Engineer III @ 1 year step	16	PR	67,767	41,928	109,694	1	109,694	Approved
	1	Technical Assistant @ 1 year step	8	PR	38,900	30,753	69,653	1	69,653	Approved
Division Total	2 0				106,667	72,681	179,348	2 0	179,348	
WR Pump Systems Water		Pump Maintenance Mechanic II	--	PR	42,775	32,253	75,028	0	75,028	Approved
Division Total	0 0				42,775	32,253	75,028	0 0	75,028	
WR Pontiac Wastewater Treatment	1	Technical Assistant @ 1 year step	8	SR	38,900	30,753	69,653	1	69,653	Approved
	1	Engineering Systems Coordinator @ 1 year step	10	SR	47,031	33,901	80,931	1	80,931	Approved
	1	Pump Maintenance Supervisor II @ 1 year step	14	SR	60,471	39,103	99,575	1	99,575	Approved
	2	WRC Crew Leader Pump Maintenance @ 1 year step	--	SR	44,662	32,984	155,291	2	155,291	Approved
	3	Skilled Maintenance Mechanic III @ 1 year step	10	SR	47,031	33,901	242,794	3	242,794	Approved
	6	Pump Maintenance Mechanic II @ 1 year step	9	SR	42,775	32,253	450,168	6	450,168	Approved
	1	Engineering Technician @ 1 year step	9	SR	42,775	32,253	75,028	1	75,028	Approved
	3	Sewage Treatment Supervisor I @ 1 year step	11	SR	51,706	35,710	262,249	3	262,249	Approved
	6	Sewage Treatment Operator II @ 1 year step	9	SR	42,775	32,253	450,168	6	450,168	Approved
	1	Lead Chemist @ 1 year step	10	SR	47,031	33,901	80,931	1	80,931	Approved
	2	Chemist @ 1 year step	9	SR	42,775	32,253	150,056	2	150,056	Approved
	3	WRC Crew Leader Sewage Treatment @ 1 year step	--	SR	44,662	32,984	232,936	3	232,936	Approved
	1	Electronics Technician III @ 1 year step	10	SR	47,031	33,901	80,931	1	80,931	Approved
	1	Sewage Treatment Supervisor II @ 1 year step	14	SR	60,471	39,103	99,575	1	99,575	Approved
	1	Civil Engineer III @ 1 year step	16	SR	67,767	41,928	109,694	1	109,694	Approved
	1	Chief WRC Wastewater Treatment @ 1 year step	17	SR	71,508	43,376	114,883	1	114,883	Approved
	1	WRC Industrial Pretreatment Supervisor @ 1 year step	14	SR	60,471	39,103	99,575	1	99,575	Approved
Division Total	35 0				727,862	517,180	2,854,441	35 0	2,854,441	
DEPARTMENT TOTAL	52 (1)				1,450,953	1,028,539	4,334,945	52 (1)	4,334,945	

* FTE Fringes at 38.71% + \$15,695; PTNE Fringes at 5.75%

**SPECIAL REVENUE / PROPRIETARY POSITION REQUESTS
FY 2016 BUDGET**

REQUEST								BOARD OF COMMISSIONERS ACTION		
DEPARTMENT/ DIVISION/ UNIT	REQUEST # POS.	CLASSIFICATION	SALARY GRADE	FUND SR/PR	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS
Facilities Management										
FM&O Building Custodial	1	Custodial Worker II @ 1 year step	--	PR	27,960	26,518	54,479	1	54,479	Approved
	2	General Helpers (PTNE 1, 000 hours/year) @ base step	--	PR	11,763	676	24,878	2	24,878	Approved
Division Total	3	0			39,723	27,195	79,357	3	0	79,357
DEPARTMENT TOTAL	3	0			39,723	27,195	79,357	3	0	79,357
TOTAL SR & PR POSITIONS - FY 20								59	(7)	
TOTAL SR & PR COST - FY 2016								59	(7)	4,243,727

* FTE Fringes at 38.71% + \$15,695; PTNE Fringes at 5.75%

**SPECIAL REVENUE / PROPRIETARY POSITION REQUESTS
FY 2017 BUDGET**

REQUEST								BOARD OF COMMISSIONERS ACTION		
DEPARTMENT/ DIVISION/ UNIT	REQUEST # POS.	CLASSIFICATION	SALARY GRADE	FUND SR/PR	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS
<u>No Requests</u>										
TOTAL SR & PR POSITIONS - FY 2017			TOTAL SR & PR COST - FY 2017				0		0	

* FTE Fringes at 38.71% + \$15,695; PTNE Fringes at 5.75%

**SPECIAL REVENUE / PROPRIETARY POSITION REQUESTS
FY 2018 BUDGET**

REQUEST								BOARD OF COMMISSIONERS ACTION		
DEPARTMENT/ DIVISION/ UNIT	REQUEST # POS.	CLASSIFICATION	SALARY GRADE	FUND SR/PR	SALARY EACH	FTE FRINGES*	TOTAL	# POS.	TOTAL COST	COMMENTS
<u>No Requests</u>										
TOTAL SR & PR POSITIONS - FY 2018			TOTAL SR & PR COST - FY 2018				0		0	

* FTE Fringes at 38.71% + \$15,695; PTNE Fringes at 5.75%

SUMMARY OF POSITION FUNDING CHANGE REQUESTS

FROM DEPARTMENT/DIVISION/UNIT	Pos. #	CLASSIFICATION	COMMENTS	BOARD OF COMMISSIONERS ACTION
FY 2016 BUDGET				

No Requests

No Requests

FY 2018 BUDGET				
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No Requests

SUMMARY OF RECLASSIFICATION AND SALARY GRADE REVIEW REQUESTS

BOARD OF COMMISSIONERS ACTION

CURRENT						APPROVED			COST	
DEPARTMENT/DIVISION/UNI	POS. #	CLASSIFICATION	GRADE	STEP	SALARY	CLASSIFICATION	GRADE	STEP	SALARY (SAVINGS)	
FY 2016 BUDGET										
Water Resources Commissioner										
WR Pump Sys Grind Pun	6010163-03305	Maintenance Laborer-WRC	--	1	32,113	Skilled Maintenance Mech III	--	1	47,031	14,917
WR Pump Sys Grind Pun	6010163-03395	Maintenance Mechanic I	--	1	35,628	Skilled Maintenance Mech III	--	1	47,031	11,403
					83,171	Assistant Chief Engineer	EXC	2	88,665	5,494
Total									31,815	
Central Services										
Support Services	1030803-05612	Clerk	--	1	26,306	Office Assistant I	3	1	29,104	2,797
Total									2,797	
Information Technology										
Application Services	1080201-09753	Senior Systems Analyst	EXC	1	78,659	Project Manager	EXC	1	78,780	121
	1080201-05418	IT Business Analyst	EXC	6	79,198	Project Manager	EXC	2	83,016	3,818
	1080201-01596	Application Analyst Prog III	EXC	1	74,543	IT Security Specialist	EXC	Base	65,923	(8,620)
	1080201-05342	Application Analyst Prog III	EXC	1	74,543	IT Security Specialist	EXC	2	70,081	(4,462)
Technical Sys & Networkin	1080601-05343	Application Analyst Prog II	EXC	1	63,135	Network Administrator I	EXC	1	61,987	(1,147)
Total									(10,291)	
TOTAL COST - FY 2016										24,321

FY 2017 BUDGET

No Requests

TOTAL COST - FY 2017

FY 2018 BUDGET

No Requests

TOTAL COST - FY 2018

SUMMARY OF POSITION TRANSFER REQUESTS

FROM DEPARTMENT/DIVISION/UNIT	POS. #	CLASSIFICATION	TO DEPARTMENT/DIVISION/UNIT	BOARD OF COMMISSIONERS ACTION
FY 2016 BUDGET				
Circuit Court				
Civil Criminal/Urban Drug Court	3010305-11294	Youth & Family Casework Supervisor	Civil Criminal (3010301)	Approved
	3010305-11417	Technical Assistant	Civil Criminal (3010301)	Approved
Water Resources Commissioner				
WR Project Management Services	6010131-06144	Civil Engineer III	Pontiac Wastewater Treatment Plant (6010170)	Approved
Information Technology				
Application Services	1080201-01596	IT Security Specialists	Administration (1080101)	Approved
	1080201-05342	IT Security Specialists	Administration (1080101)	Approved

SUMMARY OF DEPARTMENT/DIVISION/UNIT CREATIONS

				BOARD OF COMMISSIONER
DEPARTMENT/DIVISION/UNIT	DEPT/DIV/UNIT #	COMMENTS	FISCAL YEAR	ACTION
<u>No Requests</u>				

SUMMARY OF DEPARTMENT/DIVISION/UNIT DELETIONS

				BOARD OF COMMISSIONERS
				ACTION
Circuit Court/Civil Criminal/Urban Drug Ct	3010305		9/19/2015	Approved

SUMMARY OF DEPARTMENT/DIVISION/UNIT RETITLES

				BOARD OF COMMISSIONERS
DEPARTMENT/DIVISION/UNIT	DEPT/DIV/UNIT #	FROM	TO FISCAL YEAR	ACTION
<u>No Requests</u>				

SUMMARY OF SUNSET POSITIONS

DEPARTMENT / DIVISION / UNIT	POS. #	FUNDING		CLASSIFICATION	CURRENT	SUNSET	BOARD OF COMMISSIONERS	
		TYPE			SALARY	GRADE	DATE	REFERENCE
2016 BUDGET								
Treasurer	Administration/Tax Administration	7010110-1124	GF/GP	Office Assistant II	5	9/30/2017	FY12 Budget	Approved
		7010110-1124	GF/GP	Office Assistant II	5	9/30/2017	FY12 Budget	Approved
2017 BUDGET								
2018 BUDGET								

**COUNTY OF OAKLAND
FISCAL YEAR 2016 BUDGET
GENERAL APPROPRIATIONS ACT**

MISCELLANEOUS RESOLUTION #15236

BY: Finance Committee, Tom Middleton, Chairperson

IN RE: FISCAL YEAR 2016 GENERAL APPROPRIATIONS ACT AND 2016 COUNTY GENERAL PROPERTY TAX RATES

To the Oakland County Board of Commissioners
Chairperson, Ladies and Gentlemen:

WHEREAS in accordance with the provisions of Public Act 139 of 1973, the Unified Form of County Government Act, and Public Act 621 of 1978 (as amended by P.A. 493 of 2000), the Uniform Budgeting and Accounting Act for Local Government, it is the responsibility of the Oakland County Board of Commissioners to establish and adopt the annual County Budget and work program; and

WHEREAS the Finance Committee received budget requests from all County Departments, and has reviewed in detail the County Executive's Fiscal Year 2016 Budget Recommendation; and

WHEREAS the Finance Committee, after due deliberation, has formulated a Recommended General Appropriations Act balancing total appropriations with available resources at \$826,805,874 for Fiscal Year 2016, a summary of which was included in the Notice of Public Hearing published in newspapers of general circulation; and

WHEREAS the further intent of this resolution is to maintain a budgetary system for the County of Oakland on the same basis of accounting (generally accepted accounting principles) as the actual financial information is maintained; to define the powers and duties of the County's officers in relation to that system; to designate the Chief Administrative Officer and Fiscal Officer; and to provide that the Board of Commissioners and committees thereof, as well as the Fiscal Officer, shall be furnished with information by the departments, boards, commissions and offices relating to their financial needs, revenues and expenditures/expenses, and general affairs; to prescribe a disbursement procedure, to provide for an allotment system; and to provide remedies for refusal or neglect to comply with the requirements of this resolution; and

WHEREAS the Circuit Court Mediation Fund (Miscellaneous Resolution #90177) is used to cover the total cost of Attorney Mediators, with the balance to be used for enhancement of Court operations as requested by the Court and approved by the Board of Commissioners; and

WHEREAS the Board of Commissioners supports the concept of cultural diversity training for Oakland County employees and requires all supervisory, division manager and director level employees to attend cultural diversity training.

NOW THEREFORE BE IT RESOLVED the Oakland County Board of Commissioners does hereby adopt and amend the Fiscal Year 2016 General Appropriations Act recommended by the Finance Committee as advertised and placed in the Clerk's Office for public inspection.

BE IT FURTHER RESOLVED that funds from the Civil Mediation Account (10100-240201) be utilized to cover the total costs incurred in Fiscal Year 2016 for the Civil Mediation Program.

BE IT FURTHER RESOLVED that the following policy be established regarding administration of the Delinquent Tax Revolving Fund:

- 1) The Delinquent Tax Revolving Fund (DTRF) was established in accordance with the provisions of Public Act 206 of 1893 (as amended) for the purpose of paying local taxing units within the County their respective shares of delinquent ad valorem real property taxes, in anticipation of the collection of those taxes by the County Treasurer. This policy statement, which encompasses the precept of self-funding, ensures that utilization of unrestricted DTRF funds does not impair the functional intent or operational success of the DTRF as originally established.
- 2) To that end, at no time shall funds be diverted from the DTRF that would cause the unrestricted balance to fall below a level that would assure a prompt payment of all current and future outstanding General Obligation Limited Tax Notes, as well as assure the continued operation of the DTRF as specified in the preceding paragraph.
- 3) Penalties and investment interest generated by the DTRF may be transferred, in whole or in part, to the General Fund of the County upon majority vote of the Board of Commissioners so long as such transfer(s) meets the provisions of paragraph #2 above.
- 4) Any and all appropriations from unrestricted DTRF funds, excepting penalties and investment interest, shall be limited to one-time expenditures, as opposed to recurring operations.
- 5) Unless otherwise specified, appropriations from the DTRF shall be considered long- or short-term advances (with specific time frames detailed in the authorizing resolution), to be repaid with interest as specified below.
- 6) Any appropriations from unrestricted DTRF funds, excepting penalties and investment interest, not considered advances to be repaid within a time certain shall require a two-thirds majority vote of the Board of Commissioners.
- 7) All appropriations from unrestricted DTRF funds considered to be advances to be repaid within a time certain shall require a majority vote of the Board of Commissioners.
- 8) Terms and conditions of any and all advances from the DTRF shall be specified in the authorizing resolution, including interest obligations detailed as follows:
 - a. Interest on each payment will be based on the average monthly rate paid during the term of the agreement by the agent of the DTRF for that year's outstanding borrowing, or
 - b. In the event no borrowing occurs for the DTRF, principal and interest payments will be made in accordance with the previously established "Loan of County Funds Policy" (Miscellaneous Resolution #89276) which requires Board approval of repayment terms at an interest rate no less than the prevailing six-month Treasury Bill rate and that such rates shall be computed and compounded quarterly.

BE IT FURTHER RESOLVED that \$10,800,000 in DTRF interest earnings will be transferred to the General Fund to support General Fund/General Purpose activities.

BE IT FURTHER RESOLVED that an indirect cost charges will be billed by the General Fund to the DTRF, in

accordance with Oakland County's approved Central Services Indirect Cost Allocation Plan.

BE IT FURTHER RESOLVED that \$2,959,452, or one-half of the \$5,918,904 convention facility tax revenues distributed by the State to Oakland County under the authority of the State Convention Facility Development Act, P.A. 106 of 1985, be earmarked for substance abuse programs.

BE IT FURTHER RESOLVED that the Oakland County Board of Commissioners, in accordance with the requirements of Public Act 214 of 1899, as amended, authorizes that .0004 mills Current Property Tax Levy be designated for the purpose of funding Veterans' Services Soldier Relief.

BE IT FURTHER RESOLVED that each Supervisor of the various townships and Assessing Officers of the several cities of Oakland County are authorized and directed to spread on their respective township of city tax rolls for the year 2016 a County General Property Tax Levy of 4.0400 Mills to be applied to the 2016 Taxable Value of all property located within their respective jurisdictions.

BE IT FURTHER RESOLVED that the Manager - Equalization perform the function of Equalization Director including the examination of the assessment rolls of the several townships and cities within Oakland County to ascertain whether the real and personal property in the respective townships and cities has been equally and uniformly assessed at 50% of true cash value and to make recommendation to that fact to the County Board of Commissioners.

BE IT FURTHER RESOLVED that:

1. The County Executive is hereby designated the Chief Administrative Officer of the County of Oakland and, further, that the Director of Management and Budget shall perform the duties of the Fiscal Officer as specified in this resolution.
2. The Fiscal Officer shall provide an orientation session and written instructions for preparing department budget requests. These instructions shall include information that the Fiscal Officer determines to be useful and necessary to assure that the budgetary estimates of the agencies are prepared in a consistent manner and the needs of the Board of Commissioners and Committees are met.
3. Any offices, departments, commissions and boards of the County of Oakland financed in whole or in part by the County of Oakland shall transmit to the Fiscal Officer their estimates of the amounts of money required for each activity in their respective agencies, as well as their estimate of revenues that will be generated from charges for services. They shall also submit any other information deemed relevant by the Fiscal Officer and/or the Board of Commissioners and committees thereof.
4. The Fiscal Officer shall prescribe forms to be used by the offices, departments, commissions and boards of the County of Oakland in submitting their budget estimates and shall prescribe the rules and regulations the Fiscal Officer deems necessary for the guidance of officials in preparing such budget estimates. The Fiscal Officer may require that the estimates be calculated on the basis of various assumptions regarding level of service. The Fiscal Officer may also require a statement for any proposed expenditure and a justification of the services financed.
5. The Fiscal Officer shall prepare estimates of revenue for each budgeted fund, classified to show in detail the amount expected to be received from each source. Estimates of expenditures and revenues shall also be classified by

character, object, function and activity consistent with the accounting system classification.

6. The Fiscal Officer shall review the agency estimates with a representative from each agency of the County of Oakland that has submitted such estimates. The purpose of the review shall be to clarify the estimates, ensure the accuracy, and to determine their adherence to the policies previously enumerated by the Fiscal Officer and the Board of Commissioners or committees thereof as herein required.
7. The Fiscal Officer shall consolidate the estimates received from the various agencies together with the amounts of expected revenues and shall make recommendations relating to those estimates which shall assure that the total of estimated expenditures including an accrued deficit does not exceed the total of expected revenues including an unappropriated surplus.
8. The recommended budget shall include at least the following:
 - (a) Expenditure data for the most recently completed fiscal year and estimated expenditures, or amended budget, for the current fiscal year,
 - (b) An estimate of the expenditure amounts required to conduct, the government of Oakland County, including its budgetary centers,
 - (c) Revenue data for the most recently completed fiscal year and estimated revenues, or amended budget, for the current fiscal year,
 - (d) An estimate of revenues, by source, to be raised or received by Oakland County in the ensuing fiscal years,
 - (e) The amount of surplus or deficit from prior fiscal years, together with an estimate of the amount of surplus or deficit expected in the current fiscal year,
 - (f) An estimate of the amount needed for deficiency, contingent or emergency purposes and the amounts needed to pay and discharge the principal and interest of the debt of Oakland County due in the ensuing fiscal years,
 - (g) The amount of proposed capital outlay expenditures, except those financed by enterprise, capital projects, or internal service funds, including the estimated total costs and proposed method of financing of each capital construction project and the projected additional annual operating cost and the method of financing the operating costs of each capital construction project for three (3) years beyond the fiscal year covered by the budget,
 - (h) An informational summary of projected revenues and expenditures/expenses of any capital projects, internal service, and enterprise funds,
 - (i) A comparison of the revenue and expenditure amounts in the recommended budget to the most recently approved budget-adopted by the Board of Commissioners with appropriate explanation of the variances,
 - (j) Any other data relating to fiscal conditions that the Fiscal Officer or the Board of Commissioners or committees thereof consider to be useful in evaluating the financial needs of the County.

9. Not less than ninety (90) days before the next succeeding fiscal year, the County Executive shall transmit the recommended budget to the County Board of Commissioners. The recommended budget shall be accompanied by:
 - (a) A proposed general appropriations measure, consistent with the budget, which shall set forth the anticipated revenue and requested expenditure/expense authority in such form and in such detail deemed appropriate by the Board of Commissioners or committees thereof. No appropriations measure shall be submitted to the Board of Commissioners in, which estimated total expenditures/expenses, including an accrued deficit, exceed estimated total revenues, including an available surplus.
 - (b) A budget message which shall explain the reasons for increases or decreases in budgeted items compared with the current fiscal year, the policy of the County Executive as it relates to important budgetary items, and any other information that the County Executive determines to be useful to the Board of Commissioners in its consideration of proposed appropriations.
 - (c) A comparison of the recommended budget to the most recently approved current year budget, together with an analysis and explanation of the variances there from, such variances being divided to show the portion attributable to the current year budget amendments and the portion resulting from the recommended budget.
10. The County Board of Commissioners, or any committee thereof, may direct the County Executive and/or other elected officials to submit any additional information it deems relevant in its consideration of the budget and proposed appropriations measure. The Board of Commissioners or the committees thereof may conduct budgetary reviews with the Fiscal Officer, and/or County departments and divisions or agencies, etc., for the purpose of clarification or justification of proposed budgetary items.
11. The County Board of Commissioners may revise, alter, or substitute for the proposed general appropriations measure in any way, except that it may not change it in a way that would cause total appropriations, including an accrued deficit, to exceed total estimated revenues, including an unappropriated surplus. An accrued deficit shall be the first item to be resolved in the general appropriations measure.
12. The County Board of Commissioners shall fix the time and place of a public hearing to be held on the budget and proposed appropriations measure. The Clerk/Register shall then have published, in a newspaper of general circulation within the County of Oakland, notice of the hearing and an indication of the place at which the budget and proposed appropriations measure may be inspected by the public. This notice must be published at least seven days before the date of the hearing.
13. No later than September 30, the Board of Commissioners shall pass a general appropriations measure providing the authority to make expenditures and incur obligations on behalf of the County of Oakland. The supporting budgetary data to the general appropriations measure shall include at least the following:
 - (a) Expenditure data for the most recently completed fiscal year,
 - (b) The expenditures budget as originally adopted by the Board of Commissioners for the current

- (b) (continued) fiscal year,
 - (c) The amended current year appropriations,
 - (d) An estimate of the expenditure amounts required to conduct, the government of Oakland County, including its budgetary centers,
 - (e) Revenue data for the most recently completed fiscal year and estimated revenues, or amended budget, for the current fiscal year,
 - (f) Budgeted revenue estimates as originally adopted by the Board of Commissioners for the current fiscal year,
 - (g) The amended current year Budgeted revenues,
 - (h) An estimate of revenues, by source, to be raised or received by Oakland County in the ensuing fiscal year,
 - (i) The amount of surplus or deficit from prior fiscal years, together with an estimate of the amount of surplus or deficit expected in the current fiscal year,
 - (j) An estimate of the amount needed for deficiency, contingent on emergency purposes, and the amounts needed to pay and to discharge the principal and interest of the debt of Oakland County due in the ensuing fiscal year,
 - (k) The amount of proposed capital outlay expenditures, except those financed by enterprise, capital project, or internal service funds, including the estimated total costs and proposed method of financing of each capital construction project and the projected additional annual operating cost and the method of financing the operating costs of each capital construction project for three (3) years beyond the fiscal year covered by the budget,
 - (l) An informational summary of projected revenues and expenditures/expenses of capital projects, internal service, and enterprise funds,
 - (m) Any other data relating to fiscal conditions that the Board of Commissioners considers to be useful in considering the financial needs of the County,
 - (n) Printed copies of the Board of Commissioners Adopted Budget, Financial Plan or any facsimile thereof shall contain all of the above data unless otherwise approved by the Board of Commissioners,
14. The Board of Commissioners may authorize transfers between appropriation items by the County Executive or Fiscal Officer within limits stated in the appropriations measure. In no case, however, may such limits exceed those provided for in paragraph #22 and #23 of this resolution.
15. A deviation from the original general appropriations measure shall not be made without first amending the general appropriations measure through action by the Board of Commissioners, except within those limits provided for in paragraph #16 of this resolution.
16. Appropriations accumulated at the following three summary levels of expenditure within each County Department

will be deemed maximum authorization to incur expenditures: Personnel Expenditures, Operating Expenditures, and Internal Support Expenditures. The County Executive or the Fiscal Officer shall exercise supervision and control of all budgeted expenditures within these limits, holding expenditures below individual line-item appropriations or allowing overruns in individual line-items providing that at no time shall the net expenditures exceed the total appropriation for Personnel and Operating Expenses, respectively, for each department as originally authorized or amended by the Board of Commissioners. Further, Personnel Expenses are authorized only for positions specifically authorized pursuant to this Act as adopted and amended by Board of Commissioner resolution, and appropriated overtime, holiday overtime, on-call pay, shift premium summer help, emergency salaries, and any adjustments required by collective bargaining agreements. The Fiscal Officer shall submit to the Finance Committee a quarterly listing of new governmental funded appropriations and internal service fund line items created administratively which were not properly classifiable. Line-item detail, division, unit or cost center detail and allotments, which provide a monthly calendarization of annual appropriations, as deemed necessary by the Fiscal Officer shall be maintained and utilized as an administrative tool for management information and cost control. The Fiscal Officer shall not approve any expenditure beyond that necessary to accomplish stated program or work objectives authorized in the general appropriation measure as originally approved unless amended, in which case the amendment takes precedence.

16. In order to amend the General Appropriations Act the amendment must specifically identify the fund, department, division, unit, program and account affected by the amendment. Additionally, if the amendment increases an appropriation, the source of funding for that additional appropriation, whether an increase in revenue or an offsetting decrease in expenditure, must be presented as part of the amendment.
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.
19. Each purchase order, voucher or contract of Oakland County shall specify the funds and appropriation designated by number assigned in the accounting system classification from which it is payable and shall be paid from no other fund or appropriation. The necessary amount of the appropriation from such account shall be transferred pursuant to the provisions of this resolution to the appropriate general appropriation account and the expenditure then charged thereto.
20. No obligation shall be incurred against, and no payment shall be made from, any appropriation account unless there is a sufficient unencumbered balance in the appropriation and sufficient funds are or will be available to meet the obligation. All capital projects funded from the Capital Improvement Fund shall require approval of the Board of Commissioners on recommendation of the appropriate liaison committee (Planning and Building Committee) prior to initiation of the project. Any obligation incurred or payment authorized in violation of this resolution shall be void and any payment so made illegal except those otherwise ordered by court judgment or decree.
21. The Fiscal Officer, after the end of each quarter, shall transmit to the Board of Commissioners a report depicting the

financial condition of budgeted operations, including, but not limited to:

- (a) A forecast of actual revenues by major source compared with budgeted revenues accompanied by an explanation of any significant variances,
- (b) A forecast of actual expenditures and encumbrances by department compared with authorized appropriations accompanied by an explanation of any significant variances, and
- (c) A forecast of actual expenditures, encumbrances and transfers from each of the several non-departmental appropriations accounts compared with authorized appropriations accompanied by an explanation of any significant variances.

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

- (a) Transfers may be made from the non-departmental overtime account and fringe benefit adjustment account to the appropriate departmental budget as specific overtime requests are reviewed and approved by the Fiscal Services Division. Additionally, overtime appropriations may be transferred between divisions within a department at the request of the Department Head, if authorized by the Fiscal Officer or his/her designee.
- (b) Transfers may be made from the non-departmental appropriation accounts for Maintenance Department Charges and Miscellaneous Capital Outlay to the appropriate departmental budget as specific requests for these items are reviewed and approved by the Fiscal Officer or his/her designee.
- (c) Transfers may be made from the non-departmental appropriation accounts Emergency Salaries and Summer Help as specific requests for these items are reviewed and approved by the Human Resources Department.
- (d) Transfers may be made from salary and fringe benefit savings, resulting from use of Merit System Administrative Leave without Pay provisions, from departmental budgets to a non-departmental Administrative Leave account. Quarterly reports identifying such transfers and detailing the status of the non-departmental Administrative Leave account shall be provided to the appropriate Board committees.
- (e) Fringe benefit rates shall be established annually in the budget process to charge all General Fund/General Purpose, Special Revenue and Proprietary funds for actual employer fringe benefit costs. Such rates shall be sufficient to meet all fringe benefit costs including sick leave and annual leave accumulations, tuition reimbursement, employee training, retirees' medical, required debt service on the Retiree Health Care Refunding bonds pursuant to M.R. 12299 and M.R. 13280, and retirement administration. All funds collected for Retirement, Tuition Reimbursement, Social

Security (FICA), Medical for active and retired employees, Disability, Dental, Optical, and Life and Accident Insurance shall be transferred to the Employee Fringe Benefit Fund as established by Miscellaneous Resolution #81-312. Sufficient funds shall be maintained in the Employee Fringe Benefit Fund liability account for sick leave and annual leave to cover the accumulated liability at an amount equal to 50% of the sick leave accumulation and 100% of the annual leave accumulation, including applicable Social Security (FICA) taxes thereon. All funds collected by Workers' Compensation and Unemployment Compensation shall be transferred to the Fringe Benefit Fund as established by Miscellaneous Resolution #81-012 and modified by Miscellaneous Resolution #96-024.

- (f) The transfer of funds to the Capital Improvement Fund and Building Fund shall not be made prior to September 30, without approval from the Finance Committee of the Board of Commissioners.
- (g) Transfers (advances) may be made as necessary from the Drain Revolving Fund to Drain Construction Funds and Drain Maintenance Funds as short term advances for costs incurred such as preliminary engineering fees and ongoing maintenance costs. Costs incurred by Drain Maintenance Funds and Drain Construction Funds will be repaid by the Drain Fund through assessments. Specific requests will be reviewed and approved by the Fiscal Officer or his/her designee.
- (h) A transfer of any or all of the appropriation allocated under the Non-Departmental account for Legislative Expense (#10100-9090101-196030-731080) shall not be made to any departmental budget without adoption of an Oakland County Board of Commissioners resolution.

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

- (a) An unobligated surplus from prior years becoming available;
- (b) Current year revenue exceeding original estimate in amounts sufficient enough to finance increased appropriations. The Board of Commissioners may make a supplemental appropriation by increasing the dollar amount of an appropriation item in the original general appropriations measure or by adding additional items. At the same time the estimated amount from the source of revenue to which the increase in revenue may be attributed shall be increased, or other source and amount added in a sum sufficient to equal the supplemental expenditure amount. In no case may such appropriations cause total estimated expenditures, including an accrued deficit, to exceed total estimated revenues, including an unappropriated surplus.

24. Whenever it appears to the County Executive or the Board of Commissioners that actual and probable revenues in any fund will be less than the estimated revenues upon which appropriations from such fund were based, the County Executive shall present to the Board of Commissioners recommendations which, if adopted, will prevent

expenditures from exceeding available revenues for the current fiscal year. Such recommendations shall include proposals for reducing appropriations, increasing revenues, or both. After receiving the recommendations of the County Executive for bringing appropriations into balance with estimated revenues, the Board of Commissioners shall amend the general appropriations measure to reduce appropriations or shall approve such measures necessary to provide revenues sufficient to equal appropriations, or both.

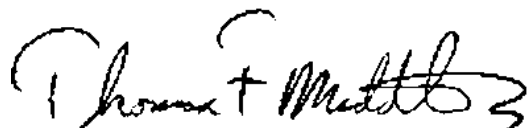
25. All appropriations are annual and the unexpended portion shall lapse at year-end. Encumbrances and appropriations carried forward shall be recorded as an assigned fund balance, and the subsequent year's budget amended to provide authority to complete these transactions. Appropriations shall not be carried forward for more than six (6) months into the budget year following the year in which they were originally appropriated. A status report on Appropriations Carried Forward, as required by Miscellaneous Resolution #93-156, will be incorporated as an integral part of the ensuing year's Second Quarter Financial Forecast for the purposes of determining their continuation for the remainder of the year. The recommended year-end budget amendment shall be supported with a statement of revenues and expenditures and operating surplus or deficit which shall contain the following data: (1) budget as adopted; (2) budget amendments; (3) budget as adjusted; (4) revenues and expenditures, operating surplus or deficit; (5) accrued revenue and expenditures; (6) transfers; (7) total revenues and expenditures and transfers, operating surplus or deficit, including accruals and transfers; (8) encumbrances; (9) appropriations carried forward; (10) total revenues and appropriations utilized, operating surplus or deficit, including encumbrances and appropriations carried forward; (11) balance of revenues not collected, unencumbered appropriation balance, operating surplus or deficit; (12) detail of adjustments to designated and undesignated fund balance, detail of adjustment to reserves and/or any other utilization of surplus; (13) final surplus or deficit or undesignated fund balance carried forward to the subsequent year's budget.
26. A member of the Board of Commissioners, the County Executive, any elected officer, the Fiscal Officer, any other administrative officer or employee of Oakland County shall not: (1) create a debt, incur a financial obligation on behalf of the County against an appropriation account in excess of the amount authorized, (2) apply or divert money of the County for purposes inconsistent with those specified in this general appropriations measure as approved and amended by the Board of Commissioners, nor (3) forgive a debt or write off an account receivable without appropriate authorization of the Board of Commissioners, as described in Miscellaneous Resolution #93-135 (Bad Debt Write-Off Policy) and Miscellaneous Resolution #12-048 (Short Sale Policy). Specifically, application of the foregoing Bad Debt Write-Off Policy shall be invoked for all amounts in excess of \$1,000; transactions of a lesser amount shall be considered within the administrative authority of the Fiscal Officer or his/her designee. Application of the foregoing Short Sale policy may be invoked to allow the County to consider less than the balance owed on an Oakland County home improvement loan in a proposed sale of property, unless prohibited by Federal Regulations, as determined by the Manager of the Oakland County Community and Home Improvement Division or his/her designee. Furthermore, the Fiscal Services Division must submit to the Board of Commissioners, as part of the quarterly financial report, a listing of all bad debt write offs (including short sales) occurring during the

preceding three months. In addition, transactions relating to Inmate Prisoner Billings which are billed in excess of ability to pay are hereby authorized to be adjusted in accordance with Public Act 212 of 1994 with the resultant amount of the write-off subsequently reported to the Board of Commissioners as part of the Quarterly Financial Report. Also, within the administrative authority of the Fiscal Officer and with the general approval of the Court, Circuit Court and Probate Court financial orders for \$2,500 or less may be reduced and amended by the Fiscal Services Division based on an individual's ability to pay. Waiver of fees in excess of \$2,500 shall require the approval of the Court. Except as otherwise stated in the General Appropriations Act, funds shall not be expended without specific appropriation or other appropriate action by the Board of Commissioners from reserved, designated or undesignated fund equity; from balance sheet accounts for the purchase of fixed assets not cited in paragraph 26 of the General Appropriations Act, non-routine prepaid items or non-routine obligations related to a specific appropriation; or from funds not budgeted.

27. All Internal Service Fund budgets that have depreciable assets shall have a capital budget with detail supporting the amount of annual depreciation therein included, as well as a fiscal plan for replacing, upgrading or disposing of those assets.
28. The budgetary system shall be maintained on the same basis of accounting (generally accepted accounting principles) as the actual financial information is maintained.
29. Any violation of the general appropriations measure by the County Executive, the Fiscal Officer, any administrative officer, employee or member of the Board of Commissioners detected through application of generally accepted accounting procedures utilized by Oakland County or disclosed in an audit of the financial records and accounts of the County shall be filed with the State Treasurer and reported by the State Treasurer to the Attorney General. Pursuant to Public Act 621 of 1978, the Uniform Budgeting Act, the Attorney General shall review the report and initiate appropriate action against the person or persons in violation. For use and benefit of the County of Oakland, the Attorney General or Prosecuting Attorney may institute a civil and/or criminal action in a court of competent jurisdiction for the recovery of County funds disclosed by an examination to have been illegally expended or collected as a result of malfeasance, and for the recovery of public property disclosed to have been converted or misappropriated.
30. The provisions of this act shall be applied to the General Fund and all Special Revenue and Proprietary Funds of the County, including Enterprise Funds and Internal Service Funds.

BE IT FURTHER RESOLVED that as a condition of continuing debt covenants the Department of Management and Budget and Treasurer's Office are hereby directed to take any and all ministerial actions that may be necessary to facilitate the payment of the principal and interest on all debt obligations that have been authorized through separate action by the Board of Commissioners and the payment of all other obligations.

FINANCE COMMITTEE

A handwritten signature in black ink, appearing to read "Tom Middleton", with a stylized flourish at the end.

Tom Middleton, Chairperson

The following definitions of terms are provided to aid in understanding the terminology employed in the text of the Budget.

ACCOUNT NUMBER. A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc. In such a manner, that the symbol used reveals quickly certain required information.

ACCOUNTING PERIOD. A period at the end of which and for which financial statements are prepared. For the County, this term ranges from October 1 through September 30.

ACCOUNTING SYSTEM. The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government of any of its funds, fund types, balanced account groups, or organizational components.

ACCRUAL BASIS. The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

ALLOCATION. The assignment of available resources to various uses.

ALLOTMENT. A portion of an appropriation which may be expended or encumbered during a certain period of time, e.g., monthly.

ANNUAL OPERATING BUDGET. See OPERATING BUDGET.

APPROPRIATION. An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose. An appropriation is usually limited in amount and as to the time when it may be expended.

APPROPRIATION ACCOUNT. A budgetary account set up to record specific authorizations to spend. The account is credited with original and any supplemental appropriations and is charged with expenditures and encumbrances.

ASSESSED VALUATION. A valuation set upon real estate or other property by a government as a basis for levying taxes. See STATE EQUALIZED VALUE and TAXABLE VALUE.

ASSESSMENT. (1) The process of making the official valuation of property for purposes of taxation. (2) The valuation placed upon property as a result of this process.

AUDIT. A methodical examination of utilization of resources. It concludes in a written report of its findings. An audit is a test of management's accounting system to determine the extent to which internal accounting controls are both available and being used.

AUDIT REPORT. The report prepared by an auditor covering the audit or investigation made by him. As a rule, the report should include: (a) a statement of the scope of the audit; (b) explanatory comments (if any) concerning exceptions by the auditor as to application of generally accepted auditing standards; (c) opinions; (d) explanatory comments (if any) concerning verification procedures; (e) financial statements and schedules; and (f) sometimes statistical tables, supplementary comments, and recommendations. The auditor's signature follows item (c) or (d).

AUTHORITY. A government or public agency created to perform a single function or a restricted group of related activities. Usually such units are financed from service charges, fees, and tolls, but in some instances they also have taxing powers. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing, or the exercise of certain powers.

BALANCED BUDGET. The budget is said to be balanced when the total revenue budget equals the total expenditure budget. Total revenue may include revenue, other financing sources and transfers in from other funds. The budget may be balanced by using prior year funding, when funds are designated in the fund balance for that purpose.

BASIC FINANCIAL STATEMENTS. Those financial statements, including notes thereto, which are necessary for a fair presentation of the financial position and results of operations of an entity in conformity with GAAP.

BOND. A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

BONDED DEBT. That portion of indebtedness represented by outstanding bonds.

BUDGET. A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifiers, the term usually indicates a financial plan for a single fiscal year. The term “budget” is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. Budget does not include any of the following:

1. A fund for which the County acts as trustee or agent.
2. An intragovernmental service fund.
3. An enterprise fund.
4. A public improvement or building and site fund.
5. A special assessment fund.

BUDGET DOCUMENT. The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to past years’ actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

BUDGET MESSAGE. A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message contains an explanation of the principal budget items, an outline of the government’s experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.

BUDGETARY ACCOUNTS. Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

BUDGETARY COMPARISONS. Governmental GAAP financial reports must include comparisons of approved budgeted amounts with actual results of operations. Such reports should be subjected to an independent audit, so that all

parties involved in the annual operating budget legal appropriation process are provided with assurances that government monies are spent in accordance with the mutually agreed-upon budgetary plan.

BUDGETARY CONTROL. The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL BUDGET. A plan of proposed capital outlays and the means of financing them. See **CAPITAL PROGRAM**.

CAPITAL OUTLAYS. Expenditures which result in the acquisition of or addition to fixed assets.

CAPITAL IMPROVEMENT PROGRAM (CIP). A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING (CAFR) PROGRAM. A voluntary program administered by GFOA to encourage governments to publish efficiently organized and easily readable CAFRs and to provide peer recognition and technical assistance to the finance officers preparing them.

CHIEF ADMINISTRATIVE OFFICER. The elected County Executive.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR). The official annual financial report of a government. It includes a Management Discussion and Analysis (MD&A), basic financial statements, notes to the basic financial statements and financial statements for each individual fund prepared in conformity with GAAP and organized into a financial reporting pyramid. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed statistical section.

CONTROL ACCOUNT. An account in the general ledger where the aggregate of debit and credit postings to a number of identical or related accounts (called subsidiary accounts) are recorded. For example, Taxes Receivable is a control account supported by the aggregate of individual balances in individual property taxpayer's subsidiary accounts. See **GENERAL LEDGER** and **SUBSIDIARY ACCOUNT**.

COST. (1) The amount of money or other consideration exchanged for property or services. Costs may be incurred even before money is paid; that is, as soon as the liability is incurred. Ultimately, however, money or other consideration must be given in exchange. Again, the cost of some property or service may, in turn, become a part of the cost of another property or service. For example, the cost of part or all of the materials purchased at a certain time will be reflected in the cost of articles made from such materials or in the cost of those services in the rendering of which the materials were used. (2) Expense.

CURRENT ASSETS. Those assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used up or converted into cash within one year. Some examples are cash, temporary investments, and taxes receivable which will be collected within one year.

CURRENT LIABILITIES. Liabilities which are payable within one year.

CURRENT RESOURCES. Resources to which recourse can be had to meet current obligations and expenditures. Examples are current assets, estimated revenues or a particular period not yet realized, transfers from other funds authorized but not received, and in the case of certain funds, bonds authorized and unissued.

CURRENT TAXES. Taxes levied and becoming due within one year.

CVT. Cities, Villages and Townships.

DDA (DOWNTOWN DEVELOPMENT AUTHORITY). Amount expected to be lost from County property tax collection due to exemptions granted by local communities for development of a community's downtown district. It is anticipated that by granting these exemptions and redevelopment of these areas, it will encourage economic

development, create jobs and increase property tax valuation in future years.

DEBT. An obligation resulting from the borrowing of money or from the purchase of goods and services, debts if governments include bonds, time warrants, notes, and floating debt.

DEBT SERVICE FUND. A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEBT SERVICE FUND REQUIREMENTS. The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

DEFERRED INFLOWS. Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met. Under the modified accrual basis of accounting, such amounts are measurable but not available.

DELINQUENT TAXES. Taxes remaining unpaid on and after the date on which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or canceled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid, or converted into tax liens.

DEPRECIATION. (1) Expiration in the service life of fixed assets, other than wasting assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. (2) The portion of the cost of a fixed asset other than a wasting asset which is charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

DISTINGUISHED BUDGET PRESENTATION AWARD PROGRAM. A voluntary program administered by GFOA to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

EMINENT DOMAIN. The power of a government to acquire private property for public purposes. It is frequently used to obtain real property which cannot be purchased from owners in a voluntary transaction. Where the power of eminent domain is exercised, owners are compensated by the government in an amount determined by the courts.

ENCUMBRANCES. Commitments related to unperformed (executory) contracts for goods or services.

ENTERPRISE FUND. Proprietary fund type used to report an activity for which a fee is charged to external users for good or services.

ENTITLEMENT. The amount of payment to which a state or local government is entitled as determined by the federal government (e.g., the Director of the Office of Revenue Sharing) pursuant to an allocation formula contained in applicable statutes.

ENTITY. The basic unit upon which accounting and/or financial reporting activities focus. The basic governmental legal accounting entity is the individual fund and account group. Under NCGA Statement 1, governmental GAAP reporting entities include (1) the Combined Statements - Overview (the "liftable" GPFS) and (2) financial statements of individual funds (which may be presented as columns on Combining Statements - By Fund Type, on physically separate individual fund statements, or both). The term "entity" is also sometimes used to describe the composition of "the government as a whole" (whether the library is part of the city or a separate government, whether the school system is part of the county or an independent special district, etc.).

EXPENDITURES. The cost of goods delivered or services rendered, whether paid or unpaid, including expenses, debt retirement not reported as a liability of the fund from which retired or capital outlay.

EXPENSES. Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related payment.

FINANCIAL AND COMPLIANCE AUDIT. An examination leading to the expression of an opinion on, (1) the fairness of presentation of the audited entity's basic financial statements in conformity with GAAP and (2) the audited entity's compliance with the various finance-related legal and contractual provisions used to assure acceptable governmental organizational performance and effective management stewardship. Public sector oversight bodies

typically require independent auditors to include responses to standardized legal compliance audit questionnaires in financial and compliance audit reports.

FISCAL OFFICER. The finance director or Management & Budget director who prepares and administers the Budget of the County.

FISCAL PERIOD. Any period at the end of which a government determines its financial position and the results of its operations. See **ACCOUNTING PERIOD**.

FISCAL YEAR. A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. For the County this ranges from October 1 through September 30.

FIXED ASSETS. Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

FULL FAITH AND CREDIT. A pledge of the general taxing power for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith and credit bonds.

FUND. A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE. The net position of governmental funds.

FUND TYPE. In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

GAAP. See **GENERALLY ACCEPTED ACCOUNTING PRINCIPLES**.

GAAS. See **GENERALLY ACCEPTED AUDITING STANDARDS**.

GENERAL APPROPRIATIONS ACT. The budget as adopted by the Board of Commissioners.

GENERAL FUND. The fund used to account for all financial resources except those required to be accounted for in another fund.

GENERAL LONG-TERM DEBT. Long-term debt (other than special assessment bonds) expected to be repaid from governmental funds. See **LONG-TERM DEBT**.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP). Conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

GENERALLY ACCEPTED AUDITING STANDARDS (GAAS). Rules and procedures that govern the conduct of a financial audit.

GENERAL OBLIGATION BONDS. Bonds for the payment of which the full faith and credit of the issuing government are pledged.

GFOA. Government Finance Officers Association of the United States and Canada. Association of public finance professionals that plays a major role in the development and promotion of GAAP for state and local governments and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946. It also publishes Government Accounting, Auditing, and Financial Reporting, commonly known as the "Blue Book".

GOVERNMENTAL ACCOUNTING. The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governments.

GOVERNMENTAL FUNDS. Funds generally used to account for tax supported activities. Governmental fund types are as follows: the general fund, special revenue funds, debt service funds and capital projects funds.

GRANTS. Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

INCOME. A term used in proprietary fund type accounting to represent (1) revenues or (2) the excess of revenues over expenses.

INTERFUND ACCOUNTS. Accounts in which transfers between funds are reflected.

INTERFUND LOANS. Loans made by one fund to another.

INTERGOVERNMENTAL REVENUES. Revenues from other governments in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

INTERNAL AUDIT. An independent appraisal activity within an organization for the review of operations as a service to management. It is a managerial control which functions by measuring and evaluating the effectiveness of other controls.

INTERNAL CONTROL. A plan of organization under which employees' duties are so arranged and records and procedures so designed as to make it possible to exercise effective, accounting control over assets, liabilities, revenues, and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations. Thus, for example, an employee handling cash would not post the accounts receivable records. Moreover, under such a system, the procedures to be followed are definitely laid down and require proper authorizations by designated officials for all actions to be taken.

INTERNAL SERVICE FUND. A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

INVENTORY. A detailed list showing quantities, descriptions, and values of property and frequently, units of measure and unit prices.

INVESTMENTS. Securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in governmental operation.

JUDGEMENT. An amount to be paid or collected by a government as the result of a court decision, including a condemnation award in payment for private property taken for public use.

LEGAL OPINION. (1) The opinion of an official authorized to render it, such as an attorney general or city attorney as to legality. (2) In the case of governmental bonds, the opinion of a specialized bond attorney as to the legality of a bond issue.

LEVY. (Verb) To impose taxes, special assessments, or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

LIABILITIES. Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

LONG-TERM DEBT. Debt with a maturity of more than one year after the date of issuance.

MISCELLANEOUS RESOLUTION (M.R.). Official approval by the Oakland County Board of Commissioners.

MODIFIED ACCRUAL BASIS. The accrual basis of accounting adapted to the governmental fund type. Spending Measurement Focus. Under it, revenues are recognized when they become both “measurable” and “available to finance expenditures of the current period.” Expenditures are recognized when the related fund liability is incurred except for: (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes of the financial statements; (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and (5) principal interest on long-term debt which are generally recognized when due. All governmental funds are accounted for using the modified accrual basis of accounting.

MUNICIPAL. In its broadest sense, and adjective which denotes the state and all subordinate units of government. In a more restricted sense, an adjective which denotes a city or village as opposed to other local governments.

OPERATING REVENUES. Proprietary fund revenues which are directly related to the fund’s primary service activities. They consist primarily of user charges for services.

MUNICIPAL BOND. A bond issued by a state or local government.

NET INCOME. Proprietary fund excess of operating revenues, nonoperating revenues, and transfers-in over operating expenses, nonoperating expenses, and transfers-out.

NOTE PAYABLE. In general, an unconditional written promise signed by the maker to pay a certain sum in money on demand or at a fixed or determinable time either to the bearer or to the order of a person designated therein.

OBJECT. As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are salaries, fringe benefits, contractual services, materials, and supplies.

OBLIGATIONS. Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

OPERATING BUDGET. Plans of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law.

OPERATING EXPENSES. Proprietary fund expenses which are directly related to the fund’s primary service activities.

OPERATING GRANTS. Grants which are restricted by the grantor for operating purposes or which may be used for either capital or operating purposes at the discretion of the grantee.

OPERATING INCOME. The excess of proprietary fund operating revenues over operating expenses.

OPERATING STATEMENT. The basic financial statement which discloses the financial results of the operation of an entity during an accounting period in conformity with GAAP. Under NCGA Statement 1, operating statements and statements of changes in fund equity are combined into “All Inclusive” operating statement formats.

ORGANIZATION UNIT CLASSIFICATION. Expenditure classification according to responsibility centers within a government's organization structure. Classification of expenditures by organization unit is essential to fixing stewardship responsibility for individual government resources.

OVERHEAD. Those elements of cost necessary in the production of an article or the performance of a service which are of such a nature that the amount applicable to the product or service cannot be determined accurately or readily. Usually they relate to those objects of expenditure which do not become an integral part of the finished product or service; such as rent, heat, light, supplies, management, supervision, etc.

PERFORMANCE AUDITS. Examinations intended to assess (1) the economy and efficiency of the audited entity's operations and (2) program effectiveness - the extent to which program objectives are being attained. Performance audits are sometimes also referred to as operational audits.

PERFORMANCE BUDGET. A budget wherein expenditures are based primarily upon measurable performance of activities and work programs. A performance budget may also incorporate other bases of expenditure classification, such as character and object class, but these are given a subordinate status to activity performance.

PRE-PAID ITEMS. An asset account reflecting charges entered in the accounts for benefits not yet received. Prepaid items differ from deferred charges in that they are spread over a shorter period of time than deferred charges and are regular recurring costs of operations. Examples of prepaid items are prepaid rent, prepaid interest, and unexpired insurance premiums.

PROGRAM BUDGET. A budget wherein expenditures are based primarily on programs of work and secondarily on character and object class. It is a transitional type of budget between the traditional line item and performance budget approaches..

PROGRAM COMPLIANCE AUDIT. An examination leading to the expression of an opinion in the degree of the audited entity's compliance with requirements imposed by intergovernmental grantors and the audited entity's eligibility for grant monies.

PROPRIETARY FUNDS. Funds that focus on the determination of operating income, changes in net assets, (or cost recovery), financial position, and cash flows. Proprietary fund types are as follows: enterprise funds and internal service funds.

PURCHASE ORDER. A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

REIMBURSEMENTS. (1) Repayments of amounts remitted on behalf of another party. (2) Interfund transactions which constitute reimbursements of a fund for expenditures or expenses initially made from it which are properly applicable to another fund - e.g., an expenditure properly chargeable to a Special Revenue Fund was initially made from the General Fund, which is subsequently reimbursed. They are recorded as expenditures or expenses (as appropriate) in the reimbursing fund and as reductions of the expenditure or expense in the fund that is reimbursed.

RESERVE. (1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

RESERVE FOR ENCUMBRANCES. An account used to segregate a portion of fund balance for expenditure upon vendor performance.

RESOLUTION. An order of a legislative body which requires less legal formality than an ordinance or statute. It is a method by which the annual operating budget is enacted into law by the legislative body.

RESTRICTED ASSETS. Monies or other resources, the use of which is restricted by legal or contractual requirements. In governmental accounting, special treatments are applied to restricted assets arising out of revenue bond indentures in Enterprise Funds.

RETIREMENT ALLOWANCES. Amounts paid to government employees who have retired from active service or to their survivors.

REVENUE BONDS. Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the Enterprise Fund's property.

REVENUES. An addition to the assets of a fund which does not increase a liability, does not represent the recovery of an expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or a decrease in assets, and does not represent a contribution of fund capital in enterprise or in intra-governmental service funds.

SELF-SUPPORTING or LIQUIDATING DEBT. Debt obligations whose principal and interest are payable solely from the earnings of the enterprise for the construction or improvement for which they were originally issued. See **REVENUE BONDS**.

SEV. See **STATE EQUALIZED VALUE**.

SHARED REVENUES. Revenues levied by one government but shared on a predetermined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

SINGLE AUDIT. Expanded financial and compliance audits which are to include standardized program compliance audit elements. Single audits are expected eventually to eliminate the need for separate program compliance audits of individual federally assisted programs.

SPECIAL ASSESSMENT. A compulsory levy made against certain properties to defray part of all of the cost of a specific improvement or service deemed to primarily benefit those properties.

SPECIAL ASSESSMENT BONDS. Bonds payable from the proceeds of special assessments. If the bonds are payable only from the collections of special assessments, they are known as special assessment bonds. If, in addition to the assessments, the full faith and credit of the government are pledged, they are known as general obligation special assessment bonds.

SPECIAL ASSESSMENT ROLL. The official list showing the amount of special assessments levied against each property presumed to be benefited by an improvement or service.

SPECIAL REVENUE FUND. A fund used to account for the financing of public improvements or services deemed to benefit primarily the properties against which special assessments are levied.

STANDARD COST. The predetermined cost of performing an operation or producing a product when labor, materials, and equipment are utilized efficiently under reasonable and normal conditions. Normal conditions exist when there is an absence of special or extraordinary factors affecting the quality or quantity of the work performed, or the time or method of performing it.

STATE EQUALIZED VALUE (SEV). The State Equalized Value for a property represents 50% of its estimated market value. May also be referred to as Assessed Value (AV).

STATE TAXABLE VALUE (STV). May also be referred as Taxable Value (TV). Value of property at which tax is calculated. The State Taxable Value may be less than the State Equalized Value due to limitations by state ballot initiatives such as Headlee and Proposal A.

STATEMENT OF CHANGES IN NET POSITION. The basic financial statement which reconciles the equity balances of an entity at the beginning and end of an accounting period in conformity with GAAP. It explains the relationship between the operating statement and the balance sheet.

STATUTE. A written law enacted by a duly organized and constituted legislative body.

SUBSIDIARY ACCOUNT. One of a group of related accounts which support in detail the debit and credit summaries recorded in a control account. An example is the individual property taxpayers' accounts for the taxes receivable control account in the general ledger. See **CONTROL ACCOUNT**.

SURETY BOND. A written promise to pay damages or to indemnify against losses caused by the party or parties named in the document, through nonperformance or through defalcation. For example, a surety bond might be required of an independent contractor. Surety bonds also include Fidelity Bonds covering government officials and employees.

SURPLUS. An excess of the assets of a fund over its liabilities and reserves.

TAX RATE. The amount of tax stated in terms of a unit of the tax base; for example, 25 mills per dollar of assessed valuation of taxable property.

TAX RATE LIMIT. The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose, or to taxes imposed for all purposes, and may apply to a single government, to a class of governments, or to all governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

TAX ROLL. The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined, but even in these cases the two can be distinguished.

TAXES. Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

TIFA (TAX INCREMENT FINANCING AUTHORITY). Amount expected to be lost from County property tax collection due to exemptions granted by local communities for redevelopment of deteriorated industrial areas. It is anticipated that by granting these exemptions and redevelopment of these areas, it will encourage economic development, create jobs and increase property tax valuation in future years.

TRADITIONAL (Line Item) BUDGET. A term sometimes applied to the budget of a government wherein expenditures are based entirely or primarily on objects of expenditure. See **PROGRAM BUDGET** and **PERFORMANCE BUDGET**.

TRIAL BALANCE. A list of the balances of the accounts in a ledger kept by double entry, with the debit and credit balances shown in separate columns. If the totals of the debit and credit columns are equal and their net balance agrees with a control account, the ledger from which the figures are taken is said to be "in balance."

TRUST FUNDS. Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations or other governments.

UNQUALIFIED OPINION. An auditor's opinion which states that the basic financial statements of a specified entity are fairly presented in conformity with GAAP applies on a basis consistent with the prior year.

WORK ORDER. A written order authorizing and directing the performance of a certain task and issued to the person who is to direct the work. Among the items of information shown on the order are the nature and location of the job, specifications of the work to be performed and a job number which is referred to in reporting the amount of labor, materials and equipment used.