COUNTY ADMINISTRATOR
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TO: Barbara Levin Bergman
Chair, Ways & Means Committee

FROM: Robert E. Guenzel
County Administrator

DATE: September 17, 2008

SUBJECT: 2009 Budget Reaffirmation

BOARD ACTION REQUESTED:
The County Administrator is recommending that the Board of Commissioners adjust the 2008/2009 Budget for 2009 to reflect changes that have occurred since the adoption of the budget in November of 2007.

BACKGROUND:
The County creates a biennial budget with a reaffirmation of the second year to be in compliance with the legal requirement for an annual budget adoption, and to update the budget for any significant changes. Following the adoption of the 2008/09 biennial budget, it became clear that economic conditions were worsening, creating a structural gap between projected revenues and expenditures. Property taxes, which comprise ~70% of the General Fund revenues, have suspended any growth and very likely will see a decline for the first time ever. At the same time, expenditures continue to grow, even with a concerted effort to contain personnel costs. This structural deficit will continue indefinitely until the economy and housing market turn around, or a new major revenue source is identified for the General Fund.

The organization took immediate steps to solve the projected budget deficit with a resolution balancing fiscal year 2008 in February, and a first round of recommendations to balance fiscal year 2009 in April. At that time, the deficit for 2009 was projected at $13 million which was based on a projected flat or 0% property tax growth. That adopted resolution identified solutions in the amount of $10 million leaving a remaining deficit of $3 million. Items for further analysis were outlined with the Board of Commissioners (BOC), instructing the Administrator to pursue these additional options and any other opportunities to reduce the cost of doing business. A final balanced budget incorporating updated assumptions based on changing market indicators, as well as final cost saving recommendations, was to be brought to the BOC later in the year.

DISCUSSION:
Certain assumptions had to be modified since April, changing the remaining deficit from $3 million to approximately $5 million. Many of these issues are consistent with the 2nd quarter budget update presented to the BOC on August 6th. The major issues include:

Impact of Housing Market

- A reduction in the assumption for property tax revenue from a flat or 0% growth shown in April to a ***negative 1.5%*** growth. This increases the previously reported deficit by ~$1.2 million. The budget office has been meeting regularly with the Equalization Director to develop a model to project property taxes given the reality that the budget now needs to be set prior to this information being known. This is due to the State of Michigan shifting the collection of county property taxes from December to July of each fiscal year. While the actual amount of revenue for the 2009 budget will not be known until April 2009, all indicators are that property taxes will be less than current year levels for the first time ever. A reduction of 1.5% appears to be reasonable given currently known information and key indicators.
- Decline in Register of Deeds revenue of $600K from a reduced volume of documents and lower property values.
- Increase in Tax Refund Overpayments by $300K for a total budget of $500K based on increased appeals at the tax tribunals.

Impact of Jail Overcrowding & Expansion

- An increase in the Sheriff reserve of $600K is recommended. This is in anticipation of the needed transition for the opening of the jail expansion in 2010.

Standard Annual Budget Updates

- Updated salary projections incorporating the final negotiated labor savings, impact of attrition throughout the County and updated projected fringe benefit rates, including an increase in the WCERS actuary report employer contribution rate from 7.5% to 8.57% as well as adjusting the VEBA rate to effectuate the savings from the VEBA COPS financing
- Updated Cost Allocation Plan (CAP) for units with outside funding sources

Recommendation to Balance the 2009 Budget

The process for identifying opportunities to reduce the cost of doing business and balance the budget has been fluid all fiscal year. Many changes are recommended to balance the budget. The major changes are outlined below, with a complete department list on the following pages.

County Administration – It is recommended that the County eliminate 0.5 FTE of the Management Assistant position. A vacancy in the office allows for a restructuring of responsibilities. It is thought that retaining the Management Analyst position, half of the Management Assistant position, and use of interns will be sufficient to handle all Administration and Board of Commissioner needs.

Support Services Restructuring – Support Services Community of Interest is comprised of all functions needed to support the entire organization in carrying out direct service delivery, including Information Technology (IT), Facilities Management (FM), Project Management, Organizational Development, LLRC/LBPD, Budget, Finance, Risk Management and Human Resources. Since 2002, Support Services has led the way in identifying ways to reduce the cost of doing business without drastically compromising service delivery. This has been due to integrating services within these divisions and focusing on a core set of functions. Over $3 million has been reduced within this

Community of Interest in the past five years prior to the current recommended action, with over 26 position eliminations. At the same time, customer satisfaction has been retained at over 90%, partnership agreements with each county department have been created and infrastructure policies and standards have been updated.

Administration once again sought out savings from Support Services to help balance the 2009 budget. A team of management representation from each division was established, creating a vision and principles to assist in decisions. A revised organization structure with position reductions in management and staff is recommended for a total projected savings of approximately $2.4 million. One of the more significant structural changes within the reorganization is the elimination of the Director of Support Services Strategic Planning & Budget position, resulting in the direct reporting of IT, FM, Project Management, Budget and Strategic Planning to the Deputy Administrator. The reorganization also includes program changes, level of service reductions and required efficiencies between departments. Implementing the proposed changes will result in a total reduction of over 50 FTE and $5.3 million being reduced within Support Services over a five year period.

Many discussions with the Ann Arbor District Library have resulted in their agreement to assume responsibility for the Library for the Blind and Physically Disabled (LBPD) at no cost to the County. They have agreed to retain programming and services to all county-wide eligible residents, with an attempt to minimize the impact on current patrons. The County will still retain the LLRC as a meeting and professional development facility; however, the level of service being provided in way of set-up and accommodations will be reduced as it is recommended that all LBPD and LLRC positions be eliminated. The County remains very committed to its Professional Development (PD) program. Under this restructuring, PD will be combined with Human Resources as a way to share resources and provide more assistance to the PD program.

It is recommended that the County move the Planning Services division of Planning & Environment to join Support Services and align community-wide and internal strategic planning efforts with Organizational Development, which will now report to the Director of Planning. A total of 4.0 FTE are recommended for elimination with an additional position being made revenue generating. This amounts to approximately 50% of community planning positions being impacted by this restructuring. A decrease in service will result within areas of regional master planning, open space systems, transit improvements and the community success initiative – although limited, collaborative and strategic efforts will continue when possible. In addition, energy coordination responsibilities are being redistributed within remaining Planning and Infrastructure staff.

For Facilities Management, these reductions will necessitate getting out of the warehousing business for the organization and limiting office space reconfigurations and moves. It is also recommended to move the County's janitorial services in-house rather than contracting out as a means to improve services and gain economies of scale with other Facilities Management services. Through an elimination of the janitorial contract budget and anticipated overtime savings, this is projected to save the County $100K annually, on average, over the next 10 years. This will be done on a two year pilot, with an agreement by the union to eliminate all positions and re-contract out services if it is not successful in saving money and increasing service delivery. The reduction in staffing within IT will require a focus on maintaining existing infrastructure with the need

to be strategic on new enhancement projects to keep pace with critical technology changes.

Public Health – An extension of the Planning & Environment restructuring (outlined above under Support Services) is a shift of direct Environmental Health oversight to the Public Health Officer, as is outlined in statute, effective 1/1/09. At this time no change in physical location of Environmental Health is being recommended and Zeeb Road will continue to be the primary house for the County's environmental services. One Customer Service Support staff position that is currently vacant within Environmental Health is recommended for elimination.

Public Safety & Justice – This is the largest portion of the General Fund, and the area of least authority for County Administration and the Board of Commissioners. The County is the funding source and is entitled to establish resource allocations for all departments and agencies within this Community of Interest. Negotiations are currently under way with the Trial Court and Sheriff for budget reductions. A lump sum reduction of $500K is included in the recommended budget in the Sheriff's Office with details on how this can be realized to come in discussions with the new Sheriff after the general election in November. The Trial Court is implementing a new focus on revenue collections which is projected to bring in $200K in new revenue, and a modification to the defined indigent status should save the General Fund $40K. In addition to these revenue increases, the 2009 recommended budget includes a lump sum reduction to the Trial Court budget in the amount of $250K. It is important to note that the Trial Court does not agree to this reduction at this time. Position reductions are also recommended in the Public Defender, Prosecuting Attorney, and Emergency Management departments. These departments are identifying means to restructure operations to minimize the impact on direct services.

CSTS & WCHO Support – The County continues to realize increased Medicaid funding due to the revised capitation rate resulting in the ability to offset General Fund supported services. It is estimated that the County can save $960,000 in 2009, contingent on attrition levels within CSTS. This may be a short-term solution to the budget deficit depending on the capitation rates in the future.

Third Share Program – A small number of countywide businesses use this program as a means to offer employees health care. It is thought that these individuals can be redirected into other programs allowing the discontinuation of the Third Share Program, saving the County $110K.

Veteran Services – By law, the County is authorized to issue a millage for services for honorably discharged indigent members of the army, navy, air force, marine corps, coast guard and women's auxiliaries of all wars or military expeditions in which the United States has participated, as well as the indigent spouses, children and parents of such soldiers but until this time has chosen to support these services through General Fund dollars. A legal review was completed that concluded the Board of Commissioners can levy a millage up to 1/10th of a mill depending on need and demonstration of expenditures directly related to providing relief and support indigent veterans and their families. This option helps assure a sustained funding source in a time of increasing need for these clients. The recommended budget includes the establishment of 1/50th of a mill to meet the estimated current need, which is projected to generate $315K in 2009. The law stipulates that if a surplus remains at year end that the Board of Commissioners

will take that into consideration when setting the millage for the following fiscal year. The 2009 budget conservatively calculates that $234K in previous General Fund support qualifies to be moved into the new Veterans Relief Fund for funding by levying this millage.

Clerk / Register of Deeds – The Board of Commissioners established a policy in the 2002/03 biennial budget resolution linking volume of document processing with level of staffing in the Register of Deeds Office. Due to the housing market decline, the volume of processing has been greatly reduced over the past couple of years. This methodology indicates at least 4.0 FTE could be reduced in this office based on current need. It is recommended to reduce 2 FTE in this budget resolution, with an additional 2.0 to be realized when attrition in the Clerk's Office occurs.

Equalization – It is recommended that a vacant position be placed on hold vacant status in Equalization. In addition, the recommended budget includes the elimination of part time temporary support. The position previously focused on personal property audits, trying to maximize the amount of personal property on the tax roll thereby generating revenue for the county. It is recommended that the Equalization Director bring back a recommendation to the County Administrator on how to reorganize the department to effectuate personnel savings while maintaining the personal property audit program.

Non General Fund Appropriations – A few appropriation reductions are recommended including $40K in Community Development, $20K in Community Collaborative support, and $100K in ETCS. Through collaboration and redirecting responsibilities among departments, it is not anticipated that these will have a significant impact on services.

Summary of 2009 Expenditure Budget Reductions or Revenue Enhancements

Non Departmental Solutions Identified	April Resolution	September Resolution	Total
Final Projected Labor Savings	4,276,637	-	4,276,637
Reduce Strategic Planning / Organizational Consultant Use	200,000	-	200,000
Reduce Budget for Financial Information Systems	100,000	-	100,000
Reduce take home vehicles unless under contract	30,000	-	30,000
Use of Revenue Sharing Reserve Fund Interest	550,000	-	550,000
Total Non Departmental Savings Identified	**5,156,637**	**-**	**5,156,637**

Department Solutions Identified	April Resolution	September Resolution	Total by Department
Administration	25,000	68,487	93,487
CCWC Administration	30,000	20,000	50,000
Children's Services	205,000	-	205,000
Clerk/Register of Deeds	400,000	101,678	501,678
CSTS/WCHO	1,126,649	960,000	2,086,649
District Court	250,000	122,074	372,074
Emergency Management	-	35,302	35,302
Equalization	-	87,888	87,888
ETCS	63,202	100,000	163,202
Head Start	100,000	-	100,000
MSU Extension	69,200	11,556	80,756
Office of Community Development	-	40,000	40,000
Office of the Drain Commissioner	92,700	-	92,700
Parks and Recreation	-	-	-
Planning & Environment	310,705	336,712	647,417
Prosecuting Attorney	191,000	122,616	313,616
Public Defender	-	125,756	125,756
Public Health	355,192	-	355,192
Sheriff	167,000	500,000	667,000
Support Services:			
Finance	142,833	201,273	344,106
Human Resources	40,000	111,254	151,254
Infrastructure & Planning (IT, FM, Budget, Planning, LBPD)	1,004,000	2,078,015	3,082,015
Treasurer	300,000	-	300,000
Trial Court	-	490,000	490,000
Veteran Services	6,462	234,664	241,126
Third Share Program	-	110,000	110,000
Total	**4,878,943**	**5,857,274**	**10,736,217**

Total 2009 Identified Savings	**10,035,580**	**5,857,274**	**15,892,854**

Note: Final actual labor savings was less than originally projected; District Court revenue is not budgeted based on current year projections

Summary and Next Steps

As is true across the state of Michigan and throughout the nation, Washtenaw County's economy continues to be challenged. A structural deficit will continue as long as the County's primary revenue, taxes on property, remains in a state of decline. During this unprecedented time, the county must be relentless in seeking alternative revenue sources and in finding ways to reduce the cost of doing business. Returning to a status of long-term fiscal stability is vital. The proposed 2009 recommended budget is another step in line with our first Guiding Principle: **Ensure long term fiscal stability for the County.**

As we look forward to the 2010/11 Planning and Budget Development Process, the economic indicators show little or no positive change in our fiscal environment. A renewed focus on reinventing government through internal collaboration as well as government-to-government, government-to-non-profit and government-to-private sector partnerships will be critical to maintain services for the citizens of Washtenaw County.

IMPACT ON HUMAN RESOURCES:

The attached resolution includes many position modifications, with a net reduction of 23.2 FTE. All modifications are effective January 1, 2009 unless otherwise noted. These modifications include the elimination of 38.2 FTE, placing 6.0 FTE on hold vacant status (without a budget therefore requiring funding to be identified to be re-activated), and 2.0 FTE moving to revenue generating status. A total of seven of these eliminations are linked to position creations as it is recommended that the positions be reclassified or downgraded. Currently 14 of the position eliminations are vacant, with a remaining 25 being filled with county employees. At least six retirements are planned with several others possible. These position modification numbers may change upon final negotiations with the Sheriff and Trial Court.

In addition, it is recommended that 14.0 FTE new positions be created for bring the janitorial services in-house. As stated above under Support Services, this will be done on a pilot basis for two years to validate the cost savings and service delivery improvements. Creating these positions is contingent upon the union agreeing to this two year pilot status, with the understanding that the positions will be eliminated and any employees within these positions will exit the organization if the county chooses to once again outsource these services.

IMPACT ON BUDGET:

The impact on budget is outlined above within the Discussion section.

IMPACT ON INDIRECT COSTS:

Indirect costs charges are being amended for units with outside funding sources. There are anticipated savings to future Cost Allocation Plan budget amounts based on the sizeable reduction within Support Services.

IMPACT ON OTHER COUNTY DEPARTMENTS OR AGENCIES:

Nearly all county departments and internal agencies are being impacted by the two rounds of budget reductions that occurred in April and as outlined in this recommended action. This cover memo attempts to outline all significant service delivery impacts.

CONFORMITY TO COUNTY POLICIES:
This action conforms to all appropriate County policies. It is consistent with Guiding Principle #1: Ensuring the long term fiscal stability for the County.

A RESOLUTION AFFIRMING THE SECOND YEAR OF THE 2008/2009 BIENNIAL COUNTY BUDGET

WASHTENAW COUNTY BOARD OF COMMISSIONERS

October 15, 2008

WHEREAS, in 1993, the County implemented a biennial budget in an effort to improve the efficiency of the entire budget process; and

WHEREAS, the County Administrator was directed to prepare the 2008 budget for approval and adoption, and the 2009 budget based on information available at the time; and

WHEREAS, on September 19, 2007 the County Administrator presented the budget for 2008 and 2009; and

WHEREAS, the Board of Commissioners directed that the 2009 budget be amended in 2008 to reflect necessary revisions as economic conditions warranted and that the County Administrator bring the necessary changes to the 2009 budget back to the Board prior to the beginning of fiscal year 2009 for final adoption; and

WHEREAS, the proposed budget for fiscal year 2009 is on file with the County Clerk/Register; and

WHEREAS, revenues have been estimated by source for each fund and are sufficient to defray expenditures and meet all liabilities for the 2009 fiscal year; and

WHEREAS, the 2009 budget includes a reduction of approximately $15 million over originally adopted in November 2007 due to a downward turn in property tax revenue and other key economic variables; and

WHEREAS, the Board of Commissioners adopted over $10 million of these reductions in April 2008 in resolution 08-0082 instructing the County Administrator to pursue additional opportunities to reduce the cost of doing business and to bring a completed balanced budget later in the year; and

WHEREAS, the budget includes an assumed attrition factor of ~1.5% for all general fund supported units anticipated to save the General Fund over $620K; and

WHEREAS, the County Administrator looked to Support Services to restructure to realize savings of approximately $2.4 million through the elimination of 24 FTE, moving 2.0 FTE to revenue generating status, and creating 1.0 FTE lower grade position; and

WHEREAS, the Support Services reorganization includes the approval of the transfer of the Library for the Blind and Physically Disabled to the Ann Arbor District Library with the agreement that services will continue to be offered to all eligible county residents; and

WHEREAS, the Support Services reorganization also includes the merging of the Planning Services division of the current Planning & Environment department to better align internal and external planning efforts; and

WHEREAS, the Public Health Official will resume authority for the Environmental Health services effective January 1, 2009 as is authorized within statute; and

WHEREAS, the Trial Court is establishing a focus on collections which is anticipated to generate $200K in new revenue; and

WHEREAS, negotiations for budget reductions within the Trial Court are ongoing with a lump sum reduction incorporated into the budget in the amount of $250K with the Trial Court not in agreement with this amount at this time; and

WHEREAS, the 2009 budget includes a reduction in the Sheriff's expenditure budget of $500K with details on how to materialize these savings being determined after the new Sheriff is elected in November 2008; and

WHEREAS, the General Fund indigent care funding in support of ICA-based DSH payments is being reduced by $110K with the anticipation of ending the Third Share Program and moving those clients into other programs where possible; and

WHEREAS, the increase in Medicaid capitation rates allows for the county to further reduce its appropriation to CSTS, partially contingent upon attrition being realized; and

WHEREAS, position reductions are recommended in several county departments including County Administration, Public Defender, Prosecuting Attorney, Emergency Management, Clerk / Register of Deeds and Equalization; and

WHEREAS, the 2009 budget includes General Fund appropriation reductions in the amount of $100K for ETCS, $40K for Community Development and $20K in the Community Collaborative of Washtenaw County; and

WHEREAS, the budget includes the establishment of a Veterans Relief Fund whereby it is anticipated, upon approval by the Board of Commissioners in a separate resolution, the county will levy 1/50th mills as allowed by Public Act 214 to carry out services to indigent local veterans and their eligible family members thereby reducing the level of General Fund support by $234K; and

WHEREAS, the proposed budget for fiscal year 2009 is based on an operating millage rate of 4.5493 mills and the Administrator will adjust the 2009 budget should the millage be otherwise; and

WHEREAS, the public hearing on the proposed amended 2009 Budget was held on Wednesday, October 1, 2008 in compliance with Section 2 of P.A. 1963, 2nd Ex. Session (M.C.L.A. 141.412), Section 24e of Act 206; and

WHEREAS, this matter has been reviewed by the County Administrator's Office, the Finance Office, Human Resources, Corporation Counsel and the Ways & Means Committee.

NOW THEREFORE BE IT RESOLVED that the Washtenaw County Board of Commissioners hereby affirms the 2009 Operating Budget as the official budget and the position changes for the County of Washtenaw for the fiscal year beginning January 1, 2009, as attached hereto and made a part hereof.

BE IT FURTHER RESOLVED that the Board of Commissioners hereby reaffirms the budget policies as adopted in the 2008/09 resolution as November 14, 2007.

BE IT FURTHER RESOLVED that the Board of Commissioners hereby authorizes the Administrator to modify the Sheriff's budget and position control upon final negotiation with the still to be elected Sheriff.

BE IT FURTHER RESOLVED that the Board of Commissioners hereby authorizes the Administrator to modify the Sheriff's budget for overtime reimbursement by contracting entities to align the budget with current year projections.

BE IT FURTHER RESOLVED that the Board of Commissioners hereby rescinds the interagency agreement between Public Health and Environmental Health effective 1/1/09 as the Public Health Officer will assume full responsibility for Environmental Health services thereby making an interagency agreement no longer necessary.

BE IT FURTHER RESOLVED that the Board of Commissioners hereby continues its support to non General Fund departments by way of General Fund appropriation modifications for personnel cost changes and authorizes the Administrator to adjust the budget to align the General Fund appropriations between funds.

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BE IT FURTHER RESOLVED that the Board of Commissioners hereby rescinds any policy that is in conflict with this document.

BE IT FURTHER RESOLVED that the Board of Commissioners directs that the Budget be adopted by fund, and agency within each fund, as follows:

FUND #	AGENCY #	ORGANIZATION NAME	2009 Amended
1010		**GENERAL FUND**	**$ 104,149,461**
	100	Board of Commissioners	$ 600,926
	130	Trial Court	$ 8,933,268
	140	District Court	$ 5,281,226
	150	Probation	$ 220,966
	200	County Administrator	$ 1,059,665
	210	Support Services Finance	$ 2,151,083
	220	Support Services Budget	$ 507,953
	220	Support Services Project Management	$ 437,063
	220	Support Services Information Technology	$ 6,012,637
	230	Public Defender	$ 2,894,959
	260	Human Resources	$ 1,562,180
	270	Corporation Counsel	$ 278,005
	310	Equalization	$ 1,437,051
	320	Building Authority	$ 7,325
	400	Clerk/Register of Deeds	$ 4,843,734
	420	Office of the Treasurer	$ 1,297,194
	430	Prosecuting Attorney	$ 5,319,119
	440	Drain Commissioner	$ 2,658,256
	460	Support Services Planning	$ 1,672,938
	500	Sheriff	$ 20,681,672
	500	Sheriff - Corrections	$ 16,520,231
	500	Sheriff - Court Security	$ 973,982
	560	Emergency Management	$ 462,272
	580	Public Works	$ 196,969
	680	CWB/HS Agency Funding	$ 1,105,322
	690	Veteran Services	$ 468,035
	695	County Extension	$ 838,179
	980	Central Charges	$ 4,226,739
	980	Adjustment for Cost Allocation	$ (14,230,808)
	980	Appropriations and Transfers	$ 25,731,320
		Capital Projects	$ 300,000
		Cigarette Tax - Health	$ 103,400
		WCHO	$ 1,368,080
		CSTS	$ 2,035,726
		JPORT	$ 464,754
		ETCS	$ 468,813
		Public Health	$ 2,907,250
		Medical Examiner	$ 593,376
		Child Care	$ 5,943,444
		Community Corrections	$ 256,548
		Family Independence Agency	$ 54,109
		Friend of the Court	$ 1,816,453
		Head Start	$ 820,260
		County Library	$ -
		Pros. Atty. - Coop. Reim.	$ 231,222
		Substance Abuse	$ 869,864
		Environmental Health	$ 1,024,469
		Department Public Works	$ 20,000
		County Health Care	$ 600,000
		LEPC Appropriation	$ 15,000
		PORT	$ 193,961
		Housing Appropriation	$ 160,000
		Community Development	$ 32,674
		Storm Water General Permit	$ 128,285
		Capital Equipment	$ 200,000
		Emergency Preparedness	$ -
		1/8 Mill Allocation	$ 2,096,486
		Technology & Telecommunications	$ 2,069,746
		LAWNET	$ 30,000
		Worksite Wellness	$ 45,000
		Jail Expansion - Bond Payment	$ 800,000
		CCWC Administration	$ -
		Barrier Busters	$ 50,000
		WATT	$ 20,000
		Law Library	$ 12,400

FUND #	AGENCY #	ORGANIZATION NAME		2009 Amended
		SPECIAL REVENUE FUNDS		
1090	310	AERIAL PHOTO	$	110,000
1293	470	COMMUNITY DEVELOPMENT	$	2,083,226
1490	500	SHERIFF TRAINING FUNDS	$	73,000
1572	500	INMATE ENTERPRISE FUND	$	270,972
1620	430	PROSECUTING ATTORNEY - CR	$	680,064
1670	200	HOUSING FUNDS	$	360,000
1710	580	SOLID WASTE	$	548,279
1750	615	BUILDING SERVICES	$	1,041,478
1760	620	ENVIRONMENTAL HEALTH	$	3,392,755
1780	621	RESOURCE REMEDIATION	$	10,000
1810	690	VETERANS TRUST	$	29,264
1811	690	VETERANS RELIEF FUND	$	315,917
1850	440	STORMWATER GENERAL PERMIT	$	128,285
1900	560	EMERGENCY MANAGEMENT	$	2,238,351
2060	190	LAW LIBRARY	$	20,900
2080	600	PARKS AND RECREATION	$	19,730,517
2090	600	NATURAL AREAS	$	3,456,502
2110	610	COUNTY LIBRARY	$	-
2150	160	FRIEND OF THE COURT	$	5,944,156
2300	675	ETCS	$	8,732,016
2510	676	HEAD START	$	4,998,900
2804	130	COMMUNITY CORRECTIONS	$	960,731
2822	680	WASHTENAW AREA TEENS FOR TOMORROW	$	89,000
2830	140	PUBLIC IMPROVEMENT FUND	$	140,000
2850	210	REVENUE SHARING RESERVE FUND	$	6,444,579
2930	673	CSTS	$	30,065,116
2950	674	COUNTY HEALTH CARE PLAN	$	600,000
2960	674	PUBLIC HEALTH	$	9,244,089
2971	670	CCWC	$	-
2980	679	FAMILY INDEPENDENCE AGENCY	$	854,109
2990	180	CHILD CARE	$	11,874,068
		DEBT SERVICE FUNDS		
3000	580	PUBLIC WORKS - DEBT SERVICE	$	4,195,453
3700	320	BUILDING AUTHORITY - DEBT SERV.	$	10,430,562
		CAPITAL/CONSTRUCTION FUNDS		
4010	240	1/8TH MILL BUILDING MAINTENANCE	$	2,096,486
4020	240	CAPITAL PROJECTS	$	300,000
4040	400	REGISTER OF DEEDS AUTOMATION FUND	$	300,000
4050	220	CAPITAL EQUIPMENT	$	3,026,391
4060	200	CAPITAL RESERVES	$	7,198,366
4300	580	DPW REVOLVING	$	47,000
4500	580	WWRA RECYCLING PROJECT	$	357,000
		ENTERPRISE FUNDS		
5150	420	DELINQUENT TAX FUND	$	2,267,482
5500	420	PA 123	$	183,102
5600	420	PA 105	$	39,611
		WCHO Support (Leased Positions)	$	6,157,345
		WHP Support (Leased Positions)	$	866,620
		INTERNAL SERVICE FUNDS		
6310	240	SUPPORT SERVICES OPERATIONS - FACILITIES	$	6,762,053
6320	240	FLEET SERVICES	$	2,568,569
6340	240	WAREHOUSE REVOLVING	$	504,000
6360	240	COPIER FUND	$	514,000
6440	200	RISK MANAGEMENT	$	2,189,154
6600	210	FRINGE BENEFIT REVOLVING	$	24,783,364
6900	210	CENTREX	$	700,000

POSITION CONTROL NO.	POSITION TITLE	NOTE	EMPLOYEE GROUP	GRADE	CREATE	ELIMINATE	HOLD VACANT
ADMINISTRATION							
2720-0057	MANAGEMENT ASSISTANT		32	27		0.5	
CCWC							
3025-0013	SENIOR MANAGEMENT ANALYST		32	30		1.0	
CLERK/REGISTER OF DEEDS							
1519-0006	RECORD MANAGEMENT SPECIALIST		12	15		1.0	
1519-0018	RECORD MANAGEMENT SPECIALIST		12	15		1.0	
TBD	RECORD MANAGEMENT SPECIALIST	d	12	15		1.0	
TBD	RECORD MANAGEMENT SPECIALIST	d	12	15		1.0	
DISTRICT COURT							
1742-0004	DIST COURT PROBATION COORD		29	17			1.0
1743-0003	SR DEPUTY DIST COURT CLERK		29	17			1.0
EMERGENCY MANAGEMENT							
1410-0009	EXECUTIVE SECRETARY		12	14		1.0	
2523-0037	ADMINISTRATIVE COORDINATOR		32	25	1.0		
ENVIRONMENTAL HEALTH							
1878-0006	CUSTOMER SERVICE SPECIALIST		12	18		1.0	
EQUALIZATION							
2133-0006	EQUALIZATION APPRAISER I-III		11	21			1.0
MSU EXTENSION							
1878-0011	CUSTOMER SERVICE SPECIALIST		11	18		0.2	
PROSECUTING ATTORNEY							
2719-0065	MANAGEMENT ANALYST I/II	a	32	29		1.0	
3062-0001	PROSECUTING ATTORNEY MANAGER	a	32	30	1.0		
3226-0001	PROSECUTING ATTORNEY MANAGER		32	32		1.0	
PUBLIC DEFENDER							
1571-0011	LEGAL CLERK		12	15			1.0
1571-0012	LEGAL CLERK		12	15			1.0
SUPPORT SERVICES							
1127-0002	LIBRARY SERVICE ASSISTANT		12	11		0.5	
1251-0007	MAIL SERVICES ASSISTANT		12	12		1.0	
1262-0001	LLRC FACILITY & TECH ASST I/II		12	14		1.0	
1460-0001	BUYER I/II		12	16		1.0	
1642-0004	MAINTENANCE TECH I/II/III		12	16		1.0	
1643-0001	LLRC SPECIALIST		12	16		1.0	
1878-0013	CUSTOMER SERVICE SPECIALIST		12	18		1.0	
1971-0001	LIBRARY TECH. COORDINATOR		12	19		1.0	
2072-0001	LLRC COORDINATOR		12	20		1.0	
2249-0001	SKILLED ELECT MAINT WORKER		11	22		1.0	
2313-0001	MASTER AUTO MECHANIC I/II		11	25		1.0	
2313-0002	MASTER AUTO MECHANIC I/II		11	23		1.0	
2347-0003	ASSOC/SR/PRINCIPAL PLANNER		11	23			1.0
2347-0005	ASSOC/SR/PRINCIPAL PLANNER		11	27		1.0	

POSITION CONTROL NO.	POSITION TITLE	NOTE	EMPLOYEE GROUP	GRADE	CREATE	ELIMINATE	HOLD VACANT
SUPPORT SERVICES							
2441-0001	SYSTEMS SUPPORT TECH III		11	24		1.0	
2443-0001	MASTER MAINTENANCE TECHNICIAN		12	24		1.0	
2562-0002	PAYABLES ANALYST I/II		32	26		1.0	
2578-0001	FINANCE SPECIALIST		32	25		1.0	
2744-0001	ENERGY COORDINATOR I/II		32	29		1.0	
3061-0001	LIBRARY MANAGER		32	30		1.0	
3188-0002	JAVA PROGRAMMER I		11	33		1.0	
3245-0003	NETWORK ADMINISTRATOR I		11	34		1.0	
3354-0001	MGR OF APPLIED TECHNOLOGY		32	33		1.0	
3438-0001	DIR of STRATEGIC PLAN & BUDGET		32	34		1.0	
7437-0001	OPERATIONS COORDINATOR		10	74		1.0	
1967-0001	HELP DESK SUPPORT I	c	12	19			
2347-0002	ASSOC/SR/PRINCIPAL PLANNER	c	11	23			
2941-0004	HUMAN RESOURCE GENERALIST I/II		32	29		1.0	
2760-0001	HUMAN RESOURCES ASSISTANT		32	27	1.0		
3364-0001	HUMAN RESOURCES MANAGER	b	32	33		1.0	
3278-0001	HUMAN RESOURCES MANAGER	b	32	32	1.0		
3361-0001	PLANNING SERVICES DIRECTOR	b	32	33		1.0	
3279-0001	PLANNING SERVICES MANAGER	b	32	32	1.0		
2720-0015	MANAGEMENT ASSISTANT	b	32	27		1.0	
2523-0038	ADMINISTRATIVE COORDINATOR	b	32	25	1.0		
8007-0001	GIS SUPERVISOR	a	10	80		1.0	
3348-0001	GIS COORDINATOR	a	11	33	1.0		
1129-0001	CUSTODIAN I	e	12	11	1.0		
1129-0002	CUSTODIAN I	e	12	11	1.0		
1129-0003	CUSTODIAN I	e	12	11	1.0		
1129-0004	CUSTODIAN I	e	12	11	1.0		
1129-0005	CUSTODIAN I	e	12	11	1.0		
1129-0006	CUSTODIAN I	e	12	11	1.0		
1129-0007	CUSTODIAN I	e	12	11	1.0		
1129-0008	CUSTODIAN I	e	12	11	1.0		
1129-0009	CUSTODIAN I	e	12	11	1.0		
1129-0010	CUSTODIAN I	e	12	11	1.0		
1129-0011	CUSTODIAN I	e	12	11	1.0		
1129-0012	CUSTODIAN I	e	12	11	1.0		
1359-0001	CUSTODIAN II	e	12	13	1.0		
1359-0002	CUSTODIAN II	e	12	13	1.0		

Notes:

a-Reclassification
b-Downgrade of position to become effective upon attrition with new employee entering into new position ID #
c-Revenue Generating
d-Position ID#'s to be determined through attrition within department
e-Moving janitorial services in-house on a 2 year pilot program. With agreement by union, will eliminate positions if increased cost to county.