

**A RESOLUTION APPROVING AND ADOPTING THE BIENNIAL COUNTY
BUDGET FOR 2012 AND 2013**

WASHTENAW COUNTY BOARD OF COMMISSIONERS

November 16, 2011

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 2012 budget for approval and adoption, and the 2013 budget based on information currently available; and

WHEREAS, on September 21, the County Administrator presented the budget for 2012 and 2013; and

WHEREAS, the 2012 budget is based on 2011 operating millage rate of 4.5493 with a projected revenue reduction rate applied to the property tax revenue budget pending the 2012 Equalization Report to be made available in April 2012; and

WHEREAS, 50% of the proceeds of the Convention Facilities/Liquor Tax revenue received from the state are used for the specific purpose of substance abuse prevention programs in the County; and

WHEREAS, during the period from September 21 and ending November 2, the Ways & Means Committee conducted a budget review session and recommended adjustments to bring revenues and expenditures into conformity at a General Fund expenditure level of **\$97,714,410**; and

WHEREAS, the public hearing on the proposed 2012/2013 Budget was held on Wednesday, October 19, 2011, in compliance with Section 2 of P.A. 1963, 2nd Ex. Session (M.C.L.A. 131.412), Section 24e of Act 206; and

WHEREAS, the proposed budget for fiscal year 2012/2013 was filed with the County Clerk/Register on September 21, 2011; and

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

NOW THEREFORE BE IT RESOLVED that the Washtenaw County Board of Commissioners hereby approves the 2012 Operating Budget as the official budget and the position changes for the County of Washtenaw for the fiscal year beginning January 1, 2012.

BE IT FURTHER RESOLVED that the Board of Commissioners directs that the 2013 budget be amended in 2012 to reflect necessary revisions as economic conditions warrant.

BE IT FURTHER RESOLVED that the Board of Commissioners directs the County Administrator to bring the necessary changes to the 2013 budget back to the Board prior to the beginning of fiscal year 2013 for final adoption.

BE IT FURTHER RESOLVED that the Board of Commissioners approves the attached policies and shall govern the implementation of the biennial 2012-2013 Budget.

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:

WASHTENAW COUNTY MICHIGAN

**2012/13 Biennial Budget
Washtenaw County**

		2010	2011	2012	2013
		Actual	Projected	Recommend	Recommend
Fund 1010	Source	GENERAL FUND REVENUES			
400	Taxes and Penalties	\$ 64,703,054	\$ 62,686,795	\$ 59,766,404	\$ 58,571,716
450	Licenses & Permits	\$ 205,407	\$ 228,374	\$ 195,012	\$ 195,012
540	Federal / State / Local Revenue	\$ 5,871,025	\$ 6,284,495	\$ 5,778,414	\$ 5,805,517
600	Fees & Services	\$ 18,008,530	\$ 19,097,415	\$ 19,916,915	\$ 20,160,884
650	Fines & Forfeitures	\$ 933,663	\$ 969,416	\$ 1,012,100	\$ 1,012,100
660	Interest Revenue	\$ 129,651	\$ 112,872	\$ 100,000	\$ 100,000
670	Other Revenue & Reimbursement	\$ 2,276,548	\$ 4,122,406	\$ 2,950,169	\$ 5,876,774
695	Transfer In	\$ 7,916,188	\$ 7,748,495	\$ 7,995,396	\$ 5,215,527
	Total General Fund Revenues	\$ 100,044,065	\$ 101,250,268	\$ 97,714,410	\$ 96,937,530
Fund 1010	Agency	GENERAL FUND EXPENDITURES			
100	Board of Commissioners	\$ 522,093	\$ 496,587	\$ 505,664	\$ 489,165
130	Trial Court	\$ 8,581,054	\$ 8,384,240	\$ 8,215,895	\$ 8,373,538
135	Trial Court - Clerk Services	\$ 1,399,100	\$ 1,429,593	\$ 1,643,039	\$ 1,691,347
140	District Court	\$ 5,381,804	\$ 5,500,233	\$ 6,206,674	\$ 6,271,183
150	Probation	\$ 205,270	\$ 197,536	\$ 179,677	\$ 179,677
200	County Administrator	\$ 779,447	\$ 735,888	\$ 633,237	\$ 641,067
210	Finance	\$ 2,384,132	\$ 2,325,609	\$ 2,997,225	\$ 3,047,305
220	Information Technology	\$ 5,513,350	\$ 5,287,218	\$ 6,491,404	\$ 6,562,400
230	Public Defender	\$ 2,701,141	\$ 2,634,544	\$ 2,746,032	\$ 2,759,127
260	Human Resources	\$ 1,088,732	\$ 1,567,190	\$ 1,644,689	\$ 1,664,642
270	Corporation Counsel	\$ 298,014	\$ 429,349	\$ 476,046	\$ 479,247
310	Equalization	\$ 1,461,758	\$ 1,429,469	\$ 1,561,923	\$ 1,609,112
320	Building Authority	\$ 5,260	\$ 5,617	\$ 7,085	\$ 7,085
400	Clerk/Register of Deeds	\$ 2,460,475	\$ 2,362,034	\$ 2,642,956	\$ 2,531,230
420	Office of the Treasurer	\$ 1,349,231	\$ 1,312,918	\$ 1,515,308	\$ 1,557,773
430	Prosecuting Attorney	\$ 5,452,358	\$ 5,444,404	\$ 5,880,344	\$ 5,942,010
440	Water Resources Commissioner	\$ 2,442,921	\$ 2,597,275	\$ 2,469,596	\$ 2,542,361
460	Planning	\$ (5,123)	\$ -	\$ -	\$ -
500	Sheriff	\$ 23,488,980	\$ 24,172,663	\$ 23,965,103	\$ 24,851,066
500	Sheriff - Corrections	\$ 15,138,504	\$ 16,725,057	\$ 19,448,234	\$ 20,076,550
560	Sheriff - Emergency Services	\$ 2,579,836	\$ 2,771,076	\$ 2,534,311	\$ 2,639,638
580	Water Resources - Public Works	\$ 237,101	\$ 230,306	\$ 218,429	\$ 221,665
680	Outside Agency Funding	\$ 17,114	\$ -	\$ -	\$ -
690	Veteran Affairs	\$ 401,931	\$ 328,274	\$ 365,970	\$ 391,187
695	County Extension	\$ 649,792	\$ 628,515	\$ 389,018	\$ 391,292
980	Central Charges	\$ 3,134,732	\$ 3,548,557	\$ 1,194,207	\$ (1,581,378)
980	Adjustment for Cost Allocation	\$ (13,791,160)	\$ (11,079,085)	\$ (14,963,188)	\$ (14,880,643)

**2012/13 Biennial Budget
Washtenaw County**

		2010	2011	2012	2013
		Actual	Projected	Recommend	Recommend
Fund 1010	Agency	GENERAL FUND EXPENDITURES (Continued)			
980	Appropriations and Transfers				
	Capital Projects	\$ 150,000	\$ -	\$ 100,000	\$ 100,000
	Cigarette Tax - Health	\$ 37,616	\$ 37,616	\$ -	\$ -
	WCHO	\$ 1,128,080	\$ 1,128,080	\$ 1,128,080	\$ 1,128,080
	CSTS	\$ 230,224	\$ 215,190	\$ -	\$ -
	JPORT	\$ 194,558	\$ 188,913	\$ -	\$ -
	ETCS	\$ 181,288	\$ 275,051	\$ -	\$ -
	Public Health	\$ 810,446	\$ 768,626	\$ 2,993,523	\$ 2,993,523
	Medical Examiner	\$ 548,052	\$ 548,052	\$ 548,052	\$ 548,052
	Child Care	\$ 4,620,559	\$ 4,506,745	\$ 5,125,930	\$ 5,210,721
	Community Corrections	\$ 200,715	\$ 215,983	\$ 240,983	\$ 240,983
	DHS	\$ 53,646	\$ 54,109	\$ -	\$ -
	Friend of the Court	\$ 1,275,429	\$ 1,890,349	\$ 1,723,214	\$ 1,775,118
	Head Start	\$ 584,928	\$ 528,048	\$ 528,048	\$ -
	Pros. Atty. - Coop. Reim.	\$ 157,242	\$ 165,825	\$ 181,204	\$ 181,303
	Substance Abuse	\$ 921,903	\$ 1,880,022	\$ 1,127,165	\$ 1,127,165
	Environmental Health	\$ 576,947	\$ 352,710	\$ -	\$ -
	Solid Waste	\$ -	\$ -	\$ -	\$ -
	Indigent Health Care	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
	Transfers	\$ 1,055,000	\$ -	\$ -	\$ -
	Transfers for DSH	\$ 2,081,167	\$ 1,311,712	\$ -	\$ -
	LEPC Appropriation	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
	Economic Development & Energy	\$ 419,724	\$ 253,851	\$ -	\$ -
	PORT	\$ 227,373	\$ 451,894	\$ -	\$ -
	Housing Appropriation	\$ 110,000	\$ 110,000	\$ -	\$ -
	Community & Economic Development	\$ 72,686	\$ 73,357	\$ 697,471	\$ 697,471
	Storm Water General Permit	\$ 111,286	\$ 111,285	\$ -	\$ -
	Capital Equipment	\$ 200,000	\$ 200,000	\$ 100,000	\$ 100,000
	1/8 Mill Allocation	\$ 1,346,486	\$ 1,346,486	\$ 1,346,486	\$ 1,346,486
	Technology & Telecommunications	\$ 1,789,232	\$ 1,804,232	\$ 1,380,977	\$ 1,506,583
	LAWNET	\$ 30,000	\$ 30,000	\$ -	\$ -
	Worksite Wellness	\$ 33,132	\$ 33,132	\$ -	\$ -
	Jail Expansion - Bond Payment	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
	Barrier Busters	\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000
	WATT	\$ -	\$ -	\$ -	\$ -
	WATT Neutral Zone	\$ -	\$ -	\$ -	\$ -
	Law Library	\$ 12,400	\$ 12,400	\$ 12,400	\$ 12,400
	Total General Fund Expenditures	\$ 94,499,968	\$ 99,420,736	\$ 97,714,410	\$ 96,937,530
	Net Revenues (Expenditures)	\$ 5,544,097	\$ 1,829,532	\$ 0	\$ 0
	Planned Contribution To (Use Of) Fund Balance	\$ -	\$ (2,921,391)	\$ 2,126,778	\$ (3,676,555)
	Beginning Fund Balance	\$ 9,773,059	\$ 15,317,156	\$ 14,225,297	\$ 16,352,075
	Ending Fund Balance	\$ 15,317,156	\$ 14,225,297	\$ 16,352,075	\$ 12,675,520

WASHTENAW COUNTY MICHIGAN

2012/13 Biennial Budget
Washtenaw County

FUND #	AGENCY #	ORGANIZATION NAME	2010 Actual	2011 Projected	2012 Recommend	2013 Recommend
SPECIAL REVENUE FUNDS						
1090	310	AERIAL PHOTO	\$ 183,376	\$ 39,000	\$ 39,000	\$ 39,000
1210	460	ECONOMIC DEVELOPMENT AND ENERGY*	\$ 458,147	\$ 298,101	\$ -	\$ -
1212	460	ECON DEVELOPMENT & AGRICULTURE MILLAGE	\$ 524,543	\$ 670,595	\$ 688,913	\$ 688,913
1289	490	COUNTY HUMAN SERVICES FUNDING*	\$ 1,247,466	\$ 1,105,000	\$ -	\$ -
1293	470	COMMUNITY & ECONOMIC DEVELOPMENT*	\$ 7,387,488	\$ 7,421,494	\$ 16,500,572	\$ 16,500,572
1490	500	SHERIFF TRAINING FUNDS	\$ 32,820	\$ 73,000	\$ 73,000	\$ 73,000
1572	500	INMATE ENTERPRISE FUND	\$ 480,041	\$ 270,972	\$ 270,972	\$ 270,972
1620	430	PROSECUTING ATTORNEY - CR	\$ 465,140	\$ 455,761	\$ 532,952	\$ 533,244
1670	200	HOUSING FUNDS	\$ 256,029	\$ 437,833	\$ -	\$ -
1710	580	SOLID WASTE	\$ 432,744	\$ 466,145	\$ 422,940	\$ 427,606
1750	615	BUILDING INSPECTION	\$ 513,837	\$ 553,456	\$ 591,372	\$ 638,650
1760	620	ENVIRONMENTAL HEALTH**	\$ 3,111,890	\$ 2,133,694	\$ -	\$ -
1780	621	RESOURCE REMEDIATION	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
1800	690	VETERANS TRUST	\$ 11,648	\$ 23,264	\$ 9,500	\$ 9,500
1811	690	VETERANS RELIEF	\$ 293,930	\$ 403,403	\$ 344,486	\$ 337,596
1850	440	STORMWATER GENERAL PERMIT	\$ 106,368	\$ 115,457	\$ -	\$ -
1900	560	EMERGENCY MANAGEMENT	\$ 2,430,198	\$ 2,246,062	\$ 2,253,190	\$ 2,255,791
1990	210	ECS SPECIAL VOTED MILLAGE	\$ 2,722,436	\$ -	\$ -	\$ -
2060	190	LAW LIBRARY	\$ 11,062	\$ 20,900	\$ 20,900	\$ 20,900
2080	600	PARKS AND RECREATION	\$ 9,802,267	\$ 17,735,902	\$ 16,689,262	\$ 14,290,533
2090	600	NATURAL AREAS	\$ 2,508,066	\$ 4,372,000	\$ 3,829,607	\$ 3,844,291
2150	160	FRIEND OF THE COURT	\$ 5,737,427	\$ 5,482,418	\$ 5,616,957	\$ 5,769,617
2300	675	ETCS*	\$ 15,308,092	\$ 11,733,598	\$ -	\$ -
2510	676	HEAD START	\$ 4,961,400	\$ 4,724,256	\$ 4,854,094	\$ -
2804	500	COMMUNITY CORRECTIONS	\$ 834,733	\$ 1,047,647	\$ 1,010,059	\$ 1,010,059
2822	680	WASHTENAW AREA TEENS FOR TOMORROW	\$ 8,464	\$ 40,000	\$ 20,000	\$ 10,000
2830	140	PUBLIC IMPROVEMENT FUND	\$ 143,465	\$ 140,000	\$ 140,000	\$ 140,000
2850	210	REVENUE SHARING RESERVE FUND	\$ 6,537,969	\$ 6,675,266	\$ 6,815,342	\$ 4,035,473
2930	673	CSTS	\$ 28,564,138	\$ 26,196,160	\$ 26,838,557	\$ 28,672,428
2950	674	INDIGENT HEALTH CARE	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
2960	674	PUBLIC HEALTH**	\$ 8,496,701	\$ 8,351,950	\$ 11,150,653	\$ 11,150,653
2980	679	DHS	\$ 626,462	\$ 854,109	\$ 854,109	\$ 854,109
2990	180	CHILD CARE	\$ 9,728,629	\$ 8,938,084	\$ 10,278,576	\$ 10,448,157
DEBT SERVICE FUNDS						
3000	580	PUBLIC WORKS - DEBT SERVICE	\$ 4,145,556	\$ 3,948,666	\$ 2,901,068	\$ 2,834,117
3700	320	BUILDING AUTHORITY - DEBT SERV.	\$ 10,549,021	\$ 10,678,165	\$ 10,994,003	\$ 11,160,709
CAPITAL/CONSTRUCTION FUNDS						
4010	240	1/8TH MILL BUILDING MAINTENANCE & REPAIR	\$ 1,319,020	\$ 1,650,238	\$ 1,346,486	\$ 1,346,486
4020	240	CAPITAL PROJECTS	\$ 470,714	\$ 770,000	\$ 100,000	\$ 100,000
4040	400	REGISTER OF DEEDS AUTOMATION FUND	\$ 631,194	\$ 300,000	\$ 300,000	\$ 300,000
4050	220	CAPITAL EQUIPMENT	\$ 2,109,335	\$ 2,142,232	\$ 1,607,977	\$ 1,733,583
4060	200	CAPITAL RESERVES	\$ 6,347,522	\$ 6,307,577	\$ 6,813,072	\$ 6,792,547
4300	580	DPW REVOLVING	\$ -	\$ 47,000	\$ 47,000	\$ 47,000
4500	580	WWRA RECYCLING PROJECT	\$ 504,437	\$ 357,000	\$ 357,000	\$ 357,000
ENTERPRISE FUNDS						
5150	420	DELINQUENT TAX FUND	\$ 5,470,757	\$ 2,957,446	\$ 2,202,587	\$ 2,202,587
5500	420	PA 123	\$ 359,790	\$ 199,230	\$ 294,402	\$ 309,479
5600	420	PA 105	\$ 3,044	\$ 44,047	\$ 46,680	\$ 47,894
		WCHO Support (Leased Positions)	\$ 5,585,165	\$ 5,993,327	\$ 7,404,116	\$ 7,404,116
		WHP Support (Leased Positions)	\$ 737,375	\$ 573,173	\$ 689,093	\$ 689,093
INTERNAL SERVICE FUNDS						
6310	240	FACILITIES OPERATIONS & MAINTENANCE	\$ 6,590,064	\$ 6,831,824	\$ 6,666,666	\$ 6,749,211
6320	240	FLEET SERVICES	\$ 2,372,901	\$ 2,528,047	\$ 2,626,129	\$ 2,686,372
6340	240	WAREHOUSE REVOLVING	\$ 278,030	\$ 300,000	\$ 300,000	\$ 300,000
6360	240	COPIER FUND	\$ 347,093	\$ 358,562	\$ 370,189	\$ 370,189
6440	200	RISK MANAGEMENT	\$ 2,638,771	\$ 2,338,833	\$ 2,141,954	\$ 2,141,954
6600	210	FRINGE BENEFIT REVOLVING	\$ 26,748,224	\$ 30,380,260	\$ 33,693,110	\$ 37,736,281
6900	210	CENTREX	\$ 751,608	\$ 700,000	\$ 700,000	\$ 700,000

* Beginning in 2012, ETCS and Economic Development and Energy will be consolidated into the Office of Community and Economic Development

**2011 Environmental Health projections are for a 9-month period. The department will be included in the Public Health budget beginning in FY 11/12

WASHTENAW COUNTY MICHIGAN

2012/13 Washtenaw County
POSITION MODIFICATIONS

POSITION CONTROL NO.	POSITION TITLE	NOTE	EMPLOYEE		CREATE	ELIMINATE	PLACE	REMOVE
			GROUP	GRADE			ON HOLD	FROM HOLD
CLERK/REG of DEEDS								
1519-0013	Record Management Specialist	b	12	15		1.0		x
2523-0034	Administrative Coordinator	b	32	25		.36		.64
3241-0003	Chief Deputy Clerk/Register	b	32	32				1.0
2719-0064	Management Analyst I/II	a	32	27/29		1.0		
2757-0006	Sr. Clerk/Reg Analyst I/II/III		32	27/28/29		1.0		
2757-0007	Sr. Clerk/Reg Analyst I/II/III	a	32	27/28/29		1.0		
2953-0001	Clerk/Reg Program Mgr I/II	a	32	29/30	1.0			
2953-0002	Clerk/Reg Program Mgr I/II	a	32	29/30	1.0			
DISTRICT COURT								
1357-0019	Deputy District Court Clerk	b	29	13		1.0		x
2436-0004	Probation Agent		30	24			1.0	
3271-0001	Attorney/Magistrate		32	32			1.0	
EQUALIZATION								
1616-0002	Equalization Technician I-IV	b	11	16		1.0		x
2444-0001	GIS Specialist I-IV	b	11	24		1.0		x
FACILITIES								
2448-0001	Carpenter/M3	a	12	24		1.0		
1642-0011	Maintenance Technician I/II/III	a	12	16/19/22	1.0			
2744-0001	Energy Coordinator I/II		32	27/29	1.0			
FINANCE								
3274-0001	Budget Manager	c	32	32		1.0		
2945-0001	Fiscal Analyst I/II		32	29/30		1.0		
2277-000x	Senior Buyer 1/II		11	22		1.0		
2719-0091	Management Analyst I/II		32	27/29	0.5			
3371-0001	Budget/Financial Reporting Mgr		32	33	1.0			
IT								
2523-0038	Administrative Coordinator	b	32	25		1.0		x
3248-0001	Application Specialist	b	11	32		1.0		x
MSU EXTENSION								
1878-0007	Customer Resource Specialist		12	18		1.0		
1879-0001	MSU Program Coordinator		12	18		1.0		
PARKS & RECREATION								
2055-0001	Fitness Programmer Coordinator	b	11	20		1.0		x
PUBLIC DEFENDER								
1571-0011	Legal Clerk	b	12	12		1.0		x
1571-0012	Legal Clerk	b	12	12		1.0		x
1571-0013	Legal Clerk	b	12	12		1.0		x
1571-0014	Legal Clerk	b	12	12		1.0		x
1571-0015	Legal Clerk		12	12		1.0		
1571-0016	Legal Clerk	b	12	12		1.0		x
2805-0008	Asst. Public Defender I/II/III	b	23	28/30/32		1.0		x

WASHTENAW COUNTY MICHIGAN

**2012/13 Washtenaw County
POSITION MODIFICATIONS**

POSITION CONTROL NO.	POSITION TITLE	NOTE	EMPLOYEE		GRADE	CREATE	ELIMINATE	PLACE	REMOVE
			GROUP					ON HOLD	FROM HOLD VACANT
<u>PUBLIC WORKS</u>									
1305-0014	Senior Clerk Typist	b	12		13		1.0		x
<u>SHERIFF</u>									
5401-0024	Office Specialist	b	27		54		1.0		x
5507-0018	Community Service Officer	b	27		55		1.0		x
5507-0019	Community Service Officer	b	27		55		1.0		x
5507-0035	Community Service Officer	c	27		55			1.0	
5601-0065	Corrections Officer	b	27		56		1.0		x
5601-0121	Corrections Officer	c	27		56			1.0	
5601-0122	Corrections Officer	c	27		56			1.0	
5607-0003	Court Officer	c	27		56			1.0	
5607-0005	Court Officer	c	27		56			1.0	
5704-0001	Deputy/Spec Assignment		16		57A			1.0	
5704-0003	Deputy/Spec Assignment		16		57A			1.0	
5704-0004	Deputy/Spec Assignment		16		57A			1.0	
<u>WATER RESOURCES</u>									
3345-0002	Deputy Drain Commissioner	c	32		33			1.0	

Notes:									
a-Reclassification									
b-Currently on Hold/Vacant Status									
c-Vacant Position									

I. GENERAL BUDGET POLICIES OF THE COUNTY BOARD OF COMMISSIONERS

- A. The Board of Commissioners, pursuant to State Law, shall annually adopt an appropriations and revenue budget for the General Fund of the County and for those other funds and agencies of the County where State Law authorizes the Board of Commissioners to establish budgets.
- B. Budgets shall be prepared consistent with State Law regarding appropriations, and revenue estimates. Adoption will be by total appropriation to each agency, with latitude for category transfers as further directed and permitted by Budget Resolution and other actions of the Board.
- C. Budget appropriations and revenues shall be established with accurate estimates to provide adequately for the operations of departments and capital and debt service funding.
- D. Amendments to Budget appropriations and revenues shall be recommended to the Administrator for approval by the Board of Commissioners except where specific policies and the Budget Resolution permit adjustments with the approval of the County Administrator.
- E. The Budget shall be prepared and presented to the Board of Commissioners by the County Administrator in summary and detail format and with sufficient narrative to permit thorough analysis. It shall be prepared as established by a budget calendar, so that the Board of Commissioners can review and adopt in accordance with State statutes.
- F. The County Administrator shall establish calendars, forms and review processes to assure that departments and agencies thoroughly participate in the budget process.
- G. The Board of Commissioners, in Ways & Means Committee, shall review the Budget as proposed by the County Administrator and hold a Public Hearing on the Budget prior to adoption in accordance with State Law.
- H. Appropriations will be considered the maximum authorization to incur obligations and not a mandate to spend. The County Administrator shall exercise control in order to ensure that expenditures are related to program objectives and shall notify the Board of Commissioners when, in his/her judgment, expenditures not necessary to accomplish these objectives are incurred by any elected or administrative officer. The County Administrator is authorized to withhold payment for any request which does not appear to correspond with the intent of this policy, and shall so advise the Board of Commissioners.
- I. 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 will be available to meet the obligation.
- J. In accordance with approved Personnel Policies, the Board of Commissioners intends that reasonable attempts shall be made to find alternative positions through vacant County positions in instances where County employees are scheduled for layoff due to funding shortfalls. The hiring freeze strategy may be used to provide additional alternative positions for possible reassignment.
- K. Annually, the Administrator shall prepare and update long-term projections of at least two budget cycles for revenues and expenditures to enable the Board of Commissioners to review trends in future financing.

- L. It is the intent of the Board of Commissioners to adopt and maintain a balanced budget for all operations of the County falling within the responsibility of the Board.
- M. Indirect costs shall be charged through a central cost allocation plan so that all operating departments accurately reflect costs of centrally provided services.
- N. A capital improvements budget shall be adopted with the operating budget, and the County shall also prepare and maintain a 20 year capital improvement plan.
- O. The County investment policy shall be followed in accordance with State law and administered by the County Treasurer.
- P. The County shall appropriate sufficient funds to meet Debt Service obligations as required by State Law and bonding representations, and shall assure that bonding limitations imposed by State Law are not exceeded.
- Q. County Managers shall regularly monitor expenditures and revenues to ensure that their organization stays within limits approved in the budget.
- R. The Board of Commissioners shall have sole authority over the appropriation of County funds except as specifically regulated by Federal and State laws.
- S. The County shall maintain financial records on a modified accrual basis approved for governmental operations.
- T. The Board of Commissioners directs that full disclosure be provided in annual financial statements and bond representations.
- U. A General Fund contingency account designated as the Unearmarked Reserve shall be maintained in the annual County budget for emergency appropriations. The annual Unearmarked Reserve shall be appropriated at \$100,000 and shall require Board of Commissioner action for expenditure of these funds.
- V. All County Departments requesting supplemental appropriations from the Unearmarked Reserve shall submit a resolution informing the County Administrator of the need for the supplemental appropriation. The County Administrator shall review the resolution and may recommend to the Board approval of the supplemental appropriation outlining reasons for the recommendation.
- W. The Board shall require an actuarial or certified study be done annually to determine the necessary level of fund balance needed in self-insurance funds to provide financial resources that can be used to meet contingency requirements.
- X. Capital assets shall be accounted for in accordance with generally accepted accounting principles and shall include:
 - All acquisitions of machinery, equipment, furniture, vehicles, and other similar items having a useful life of more than one year and a unit cost of \$5,000 or more (as recommended by the Government Financial Officers Association).
 - All acquisitions of and improvements to real property (land and buildings).
 - All acquisitions or construction of infrastructure assets (roads, bridges, drainage systems, water and sewer systems, etc.) where the County will maintain title of the assets, as required by GASB #34.

II. SPECIFIC POLICIES AND DIRECTIVES OF THE COUNTY BOARD OF COMMISSIONERS REGARDING THE BUDGET

A. Budget Transfers

1. Departments are authorized to make expenditures and adjustments, according to established procedures, as identified within categories and less than \$10,000 without additional review or approval by the Board of Commissioners or the County Administrator, unless specifically restricted. If the transfer is greater than \$10,000 or is between categories, Administrator approval is needed.
2. The Board of Commissioners authorizes the County Administrator to sign contracts, providing such contracts have been authorized as part of the budget process or by other County Policy and Procedure. The Board of Commissioners shall exclude from the claims process those payments made on contracts approved by the Board of Commissioners and signed by the Chair of the Board of Commissioners, or the County Administrator, or the Purchasing Manager, in accordance with the Procurement Policy.

Notwithstanding the above, for any proposed contract for goods, services, new construction or renovation that exceeds one hundred thousand (\$100,000) dollars, the County Administrator shall give the individual members of the Board of Commissioners seven (7) business days notice in writing of the proposed contract. If no objections are presented to Administration during this seven (7) business day period, the County Administrator may sign the contract. If any Commissioner objects to the contract, it shall be formally presented to the Board of Commissioners at the next Ways & Means Committee meeting for approval.

Furthermore, for any proposed contract for professional services that exceeds twenty-five thousand (\$25,000) dollars, the County Administrator shall give the individual members of the Board of Commissioners seven (7) business days notice in writing of the proposed contract. If no objections are presented to Administration during this seven (7) business day period, the County Administrator may sign the contract. If any Commissioner objects to the contract, it shall be formally presented to the Board of Commissioners at the next Ways & Means Committee meeting for approval.

3. The Washtenaw County Board of Commissioners authorizes the County Administrator to approve hiring of all budgeted temporary employees and temporary assistance from employment agencies in those departments experiencing difficulties due to staff on unpaid leave or vacant positions, and to approve transfers within Personnel line-items as necessary for hiring of said temporary employees.
4. The County Administrator shall be authorized to approve and execute adjustments in budgets in an amount not to exceed 10% or up to \$100,000, whichever is less, with the exception of Unearmarked Reserve and the Board of Commissioners budget.
5. The County Administrator shall be authorized to approve and execute adjustments in grant applications and awards in an amount not to exceed 10% of the total grant program or up to \$100,000 with the exception of Unearmarked Reserve. Any increase in County appropriation shall require the approval of the Board.

The addition of permanent positions in any grant must be approved by the Board. Changes in the distribution of costs for and fund designation of the corresponding position titles between grants may be approved by the County Administrator, after approval by the granting agency. The County Administrator is authorized to extend duly approved grants provided there is no change in the financial provisions or other terms to a maximum of 12 months.

6. Department activity shall be monitored at the category level rather than the line item level. Budget transfers will be required only at the category level.
7. The Budget Office computes salaries and fringes for all County departments, applying an attrition factor based upon each department's actual experience over the past five years. The Sheriff's Office is budgeted at 100% attrition with the understanding that salary savings will cover overtime expenditures as result of back filling for vacant positions.

B. Positions Authorized and Personnel Matters

1. The Board of Commissioners approves and adopts for 2012/2013 the approved County position modifications in accordance with the schedule in the Budget Resolution, which amends the 2011 schedule.
2. The County Administrator is authorized to review Hold Vacant positions for necessity of operation. Vacancies occurring during the 2012 fiscal year will be reviewed in accordance with the administrative review procedures.
3. The Board of Commissioners instructs the Human Resources Department and the Finance Department to ensure that no person will be paid as a permanent employee for any County department or agency unless there is an approved position as shown in the budget as adopted, subject to amendments which may be made after the budget adoption by the Board of Commissioners.
4. The County Administrator is authorized to approve instep hiring of personnel up to midpoint of pay grade when experience and salary requirements of the candidate and market conditions warrant.
5. The County Administrator is authorized to amend job descriptions and job titles, as well as education and experience requirements.
6. The Board of Commissioners authorizes the County Administrator to administer fee revenue generating positions in accordance with the County policy.
7. The Board of Commissioners extends the provisions of the Plan for Administrative Review of all vacancies. The County Administrator may split full-time positions and combine part- time positions as needs may dictate.
8. The Board of Commissioners directs the County Administrator to review all positions placed on Hold Vacant status prior to January 1, 2011 and if appropriate, eliminate all those that are not deemed critical nor mandated by state and federal laws.
9. The Board of Commissioners instructs the Human Resources Department to ensure that any person who is a retired employee shall not be paid as an employee, contracted or otherwise, unless authorized by a specific Board of Commissioners project or the County Administrator.

10. The Board of Commissioners directs that all position reclassifications be approved through the Budget Process except as merited by emergencies or significant changes.
11. The Board of Commissioners authorizes the County Administrator to reclassify vacant positions downward without Board approval when found necessary in the realignment of departmental operations.
12. The Board of Commissioners authorizes the County Administrator to move positions between funding sources if there is no net impact on the General Fund.
13. All positions authorized and personnel matters acted on by the County Administrator in Section II b shall be reported to the Board of Commissioners in a quarterly Staff Update Report by the Administrator.
14. The Board of Commissioners authorizes the County Administrator to red circle an employee's salaries above the pay range for up to 6 months, After that period, the department head must submit a Position Description Questionnaire to Human Resources for review and approval by the Board of Commissioners. ***If assignment extends past six months the County Administrator will provide a report of employees on extended assignment to the Chairs.***
15. ***The Board of Commissioners authorizes the elimination of the non-union pay for performance program, which had a 0 - 8% pay scale range. A new pay scale with 4% steps spread across the current established pay range for each grade will be developed to address current and future pay compression issues. This new pay scale will be used in lieu of the previous pay for performance.***

The Board of Commissioners authorizes the County Administrator to determine annually, effective January 1st of each year if step increases of the non-union pay scale are compounding, remain flat or suspension is needed based on budgetary matters.

C. Other Specific Policies

1. All departments, boards and commissions shall utilize the services of Finance/Purchasing Division in accordance with established procurement policy and procedures. The County shall accept no liability for any goods or services procured in violation of such policy or procedure. All Consultant services, service contracts, and other contractual services shall be accompanied by a valid purchase order from Purchasing.
2. ~~The Board of Commissioners adopted an extension to the Police Services Road Patrol contracts for 2010 by resolution #08-0234 with a contract price increase of 2% per deputy from the 2009 rate, as well as an extension for fiscal year 2011 by resolution #09-0114 with a contract price increase of 4% per deputy from the 2010 rate.~~ The Board of Commissioners through resolution 06-0047 adopted a revised methodology for Police Services. The ~~2010/11~~ **2012/13** budget is established in accordance with ~~these~~ **this** resolution based on an assumed # of 81 deputy contracts.

The Board of Commissioners adopted the recommendation from the Police Services Steering Committee (PSSC) for the police services 2012-15 cost/price metrics as the agreed calculation for the total price of a police service unit (PSU). On December 1, 2010, the Board of Commissioners by resolution #10-0221 adopted the

recommendation from the PSSC and adopted Scenario 3 as the agreed upon calculation for the total cost of a PSU. Scenario 3 defined the 2011 cost per deputy at \$168,584 with an additional \$7,524 per deputy in overhead costs with a 2011 established contract price of \$150,594. On July 6, 2011, the Board of Commissioners by resolution #11-0112 adopted the price of a PSU for 2012 at \$150,594 level with 2011 price, with yearly 1% increase for subsequent years through 2015. The 2013 price will be \$152,100, 2014 price will be \$153,621 and 2015 price will be \$155,157. The Sheriff's Office, County Administration and the PSSC will further focus on the process and metrics related to the PSSC charge, the appropriate length of new contracts, adding or reducing PSUs and changes in contract costs. The Board of Commissioners authorizes the Administrator to implement budget or personnel modifications if the contract levels change throughout the contract period. The Administrator shall report any major modifications to the Chair of the Board of Commissioners.

In addition, the Board authorizes the Administrator to contract with Ypsilanti Township for the use of Community Services Officers (CSO) and Community Work Program Supervisors as needed.

3. The Board of Commissioners *by resolution #11-0094 authorized a one year contract with Experis to perform internal auditing services with the possibility of an extension. The Board of Commissioners* directs that ~~an annual internal audit schedule be developed by the County Administrator~~ *to monitor the work to be performed during as for 2012. The internal audit work would begin with a review of the entity-wide controls in place and to assess the "tone at the top", since this is often the foundation for all other components of internal control. This would then be followed by the performance of a risk assessment of County departments to identify the areas of highest risk so that these would be reviewed first. A multi-year internal audit schedule would be developed so departments would be reviewed on a rotating schedule over a multi-year time frame, as determined by the availability of monies to fund this work.* The Board of Commissioners directs all affected County staff to cooperate with the audit process and supply information and staff time as requested. All audit reports shall be submitted to the Board of Commissioners.
4. The Board of Commissioners authorizes the County Administrator to approve expenditures up to the Self Insured Retention (SIR) maintained through the County insurance policies for all claims and/or lawsuits against the County and/or County elected officials, officers and employees acting in their official capacity. These claims include, but are not limited to: employment-related lawsuits, damages to County vehicles, theft, libel, slander and any other uninsured liability not presently covered by an existing insurance policy. The County Administrator shall report expenditures to the Chair of the board of Commissioners prior to settlements.
5. The Board of Commissioners authorizes the County Administrator to modify these policies where necessary to carry out the lump sum budget agreement between the Board and the County-funded Courts concerning budget and operational matters, as stated in the Memorandum of Understanding ~~approved on January 21, 2004 in resolution 04-0016~~ *reaffirmed on February 16, 2011 in resolution 11-0039.*
6. The Board of Commissioners shall appropriate \$100,000 to cover litigation matters involving the County as Plaintiff, to be overseen by the County Administrator.

7. The Board of Commissioners directs that henceforth each County agency include Indirect Costs, as determined by the most recent Cost Allocation Plan, prepared by Maximus, Inc., in applications for Federal and State grants; further that where Indirect Costs are not in approved grant budgets, each agency shall explain the reason for not including them in the Resolution approving the grant. The amount of Indirect Costs shall be shown in the grant budget as zero or greater.
8. The Board of Commissioners reaffirms its Capital Reserve Fund policy in accordance with Resolution 99-0100 and authorizes the following transfers of funds into the Capital Reserve Fund: As of the end of each year, all reserves in excess of \$4,000,000 accumulated in the Delinquent Tax Revolving Funds/Reserve. All debt service will be paid out of the Capital Reserve Fund.
9. The Board of Commissioners continues the authority granted in 1988, that any permanent policies or resolutions included in the approved Washtenaw County Policies and Procedures Manual no longer need to be included in the Annual Budget Resolution.
10. The Board of Commissioners rescinds any prior action not in conformity with the above-stated general policies and specific policies.
11. The Board of Commissioners continues their support of a five year County-wide Technology Plan. The County Administrator will present an update on the progress of the Plan semiannually or as often as needed. ~~At those times the Board will approve new positions and single new expenditures in excess of \$250,000.~~
12. The Board shall plan future budgets to meet the goal of a Reserve for Subsequent Years representing **at least** 8.0% of General Fund expenditures, net of indirect costs.
13. The Board of Commissioners authorizes the County Administrator to continue the necessary contracts for outside litigation and requires that the Administrator reports contracts \$25,-000 and under to the Board of Commissioners quarterly.
14. All grant submissions to the Board of Commissioners shall clearly indicate the minimum required match. The summary shall separately specify any proposed match in excess of the minimum required.
15. The Board of Commissioners authorizes the County Administrator to execute contracts and release funds to the outside agencies in conformity with the appropriations as attached to this resolution and the County's contract policies and procedures. These contracts shall be prepared, monitored and evaluated **by the identified County oversight departments. In addition, the Office of Community and Economic Development in alignment with resolution #09-0116 and 09-0134- #11-009 will prepare, monitor and evaluate the human services and children's well being coordinated funding allocation.**
16. The Parks and Recreation Commission's fund balance will be available to the Parks and Recreation Commission at any time upon resolution by the Parks and Recreation Commission authorizing such expenditures.
17. The Board of Commissioners approves departmental service fee increases in the 2012/13 Budget based on the Michigan, Detroit Area All Consumer Price Index (CPI) as previously authorized in resolution 03-0209.

18. The Board of Commissioners authorizes the County Administrator to approve fee adjustments for the GIS initiative as recommended by the GIS Steering Committee.
- ~~19. The Board of Commissioners approves the fee schedule adjustments for the Planning & Environment department Environmental Health and Building Inspection as attached.~~
20. The Board of Commissioners authorizes the review of the methodology for determining the necessary staffing levels and authorized overtime expenditures for the Clerk/Register of Deeds Office as determined and agreed to by Support Services and the Clerk/Register of Deeds. This methodology provides the link between expenditures and volume of documents processed by the Register of Deeds staff. Due to the cyclical nature of the document flow, Support Services will review the need for budget adjustments based on changing document volume on at least a semi-annual basis.
21. The Board of Commissioners, upon approval of any Public Works bond resolution authorizing the issuance of bonds for an approved Public Works project, authorizes the establishment of budgets for the project related debt service and construction funds for the duration of the project, up to the amount authorized in the bond resolution.
22. The Board of Commissioners recognizes that reductions in state funding and economic trends will have an impact on the fiscal operations of Washtenaw County Government in 2012 and beyond. The Board directs the County Administrator to report back quarterly on the projected impact on the 2012/13 Budget and recommend appropriate action. The Board further directs the County Administrator to continue to assess the long-term implications of the current economic trends on the County's operations during 2012 and recommend appropriate action, if needed, in the 2031 Budget Amendment.
23. The Board of Commissioners directs the County Administrator to continue the hiring freeze process to allow for a review of any vacancies that arise during the 2012/13 fiscal years for a determination of the need to fill these positions for the continued success of the organization.
24. The Board of Commissioners directs the County Administrator to report to them quarterly on the status of the budget during the 2012 and 2013 fiscal years.
25. The Board of Commissioners directs that all Ways & Means agenda items with policy or operational changes that assume a budget increase must also include a proposed funding source for consideration if such action is approved.
26. The Board of Commissioners continues the commitment to non-General Fund departments to increase general fund appropriations to subsidize the annual across the board salary adjustment as outlined in union contracts as well as the impact of fringe rate increases only if needed by the department to ensure programs continue at previous levels **for the 2010 fiscal year**. If the department is able to sustain programs at previous levels without the addition of this funding, the increased general fund appropriation is to be returned to the general fund. **County policy established during 2011 that there will be no automatic General Fund appropriation increases granted for personnel cost increases for the 2012/2013 County appropriations except where required. Where applicable General Fund appropriations will be decreased based on any savings gained from labor negotiations.**
27. The Board of Commissioners, with agreement by the Courts, commits to cover budget overages in any Public Safety & Justice line items deemed to be statutory in nature

including Jury Fees, Attorney Fees, Attorney Fees Appeals, Witness Fees and Extraditions. Any surpluses in these line items are to be returned to the General Fund and are not available for increased spending in other program areas. In addition, the Board requests that any policy, operational or fee schedule change be communicated with the budget staff prior to being implemented as a means to accurately project the budget impact of such change.

28. The Board of Commissioners approves new revenues and cost reductions with the projection that the Building Services program will have a surplus without the need for any support by the County for fiscal years 2012 and 2013 with the understanding that any surplus at year end **in excess of \$51,000** will be transferred to the County to repay the past allocations as originally agreed. Additionally, efforts are to continue to work collaboratively with County employees to reduce program costs while maintaining our excellent quality of service and to collaborate with other County communities to more efficiently utilize resources. The County Administrator shall provide the Board quarterly updates on the fiscal and program status of Building Services to stay abreast of changing conditions and the estimated amount of County funding needed.
29. The Board of Commissioners shall establish the budget with plans for increasing, over time, non General Fund balances to an amount of **at least** 8% of total budget net of General Fund appropriation and indirect costs for all County departments outside of the GF, taking into consideration the impact of such reserves on outside funding.
30. The Board of Commissioners directs the County Administrator to continue monitoring and lobbying the State of Michigan for reinstatement of Revenue Sharing and retention of Liquor Tax funding. The budget is based on an assumption that the State will **not** reinstate Revenue Sharing once our revenue sharing reserve is depleted. However; the board directs the Administrator to review options during ~~2010/11~~ **2012/13** to understand the potential impact on County services if such funding is not available in the future.
31. ~~The 2010/11 budget includes a reserve for a community affordable housing initiative in the amount of \$250K-\$150K annually. The Board of Commissioners directs the County Administrator to bring forth a strategic plan for utilization of these funds prior to any expenses being incurred.~~
- ~~32. The Board of Commissioners approves the updated governing policies for Finance and Fleet as attached.~~
33. A review of all County capital plans will be incorporated into the biennial budget review including the status and needed actions for the 20 year space plan as adopted on November 15, 2006 in resolution 06-0246. **The space plan will be reviewed in alignment with the 2012/13 budget and program reductions, and a revised plan will be submitted for Board of Commissioner approval by year-end.**
34. The Board of Commissioners temporarily rescinds the County policy establishing the 1/8th mill allocation for building maintenance and moves to a flat appropriation as adopted in the budget to realize identified capital savings for fiscal years ~~2010-2012 and 2011-2013~~. The long-term sustainability of these modifications will be reviewed and a recommendation will be included in the ~~2012/13-2014/15~~ budget.
- ~~35. The 2010 and 2011 budgets include the original budget assumptions of \$1.2M in additional funding for jail expansion operating costs, in addition to the \$1.5M previous reserve for jail overcrowding. The Board of Commissioners directs the Administrator to~~

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continue conversations with the Sheriff and to bring forth a recommendation on FTE and budget modifications for Board of Commissioners review and adoption.

36. The Board of Commissioners approves the ~~2010/11~~ **2012/13** budget with the understanding that it includes assumptions for savings from pending labor discussions. The board authorizes the County Administrator to adjust the budget once the final impact of negotiations is known.
37. The Board of Commissioners approves the ~~2010/11~~ **2012/13** budget and authorizes the carry-forward of the planned 2012 fiscal year surplus to be used to balance the ~~2011~~ **2013** fiscal year budget.
38. *The Board of Commissioners authorizes the Haarer Bequest, as stipulated by the estate, to fund mental health programs. The 2012 and 2013 budget includes the use of \$165K per year of the Haarer Bequest, received in 2011, to fund the Community Support and Treatment Services Jail Services Program.*

Washtenaw County Outside Agency Allocations

Agency Name	2011 Budget Reaffirmation	2012 Recommended Allocation	2013 Recommended Allocation	Proposed (Savings) / Increase
Dues/Membership Category				
BOC Dues	\$ 10,399	\$ -	\$ -	\$ (10,399)
MAC Dues	20,315	26,230	26,230	5,915
Humane Society	500,000	250,000	250,000	(250,000)
Huron River Water Council	11,892	-	-	(11,892)
River Raisin Watershed	8,233	-	-	(8,233)
SEMCOG	125,000	-	-	(125,000)
SEMCOG Water Quality	10,000	-	-	(10,000)
Food Systems Economic Partners**	15,000	15,000	15,000	-
Soil Conservation	30,000	30,000	30,000	-
NEW Center	21,000	-	-	(21,000)
WATS (Washtenaw Area Transportation)	20,000	20,000	20,000	-
Area Agency On Aging	23,712	-	-	(23,712)
Total Dues/Membership	795,551	341,230	341,230	(454,321)
Human Services Category				
Domestic Violence Project Safe House	96,000	48,000	48,000	(48,000)
Eviction Prevention	40,000	20,000	20,000	(20,000)
Fair Housing	40,000	-	-	(40,000)
Sheltering Activities (Delonis Center)	160,000	25,000	25,000	(135,000)
United Way - 211	32,000	16,000	16,000	(16,000)
CWB/HS Coordinated Funding***	1,015,000	886,462	886,462	(128,538)
Small Business Development Center	8,000	-	-	(8,000)
DHS Child Abuse Prevention*	50,000	-	-	(50,000)
Success by Six	7,500	7,500	7,500	-
Legal Resource Center	4,000	4,000	4,000	-
Brown Chapel	10,000	-	-	(10,000)
Total Human Services	1,462,500	1,006,962	1,006,962	(455,538)
Special Initiative Category				
Eastern County Economic Development**	100,000	100,000	100,000	-
Eastern County Incubator**	50,000	50,000	50,000	-
SPARK**	200,000	230,000	230,000	30,000
Washtenaw Farm Council (4-H)**	15,000	15,000	15,000	-
Reserve For Housing***	200,000	-	-	(200,000)
Housing Contingency***	110,000	-	-	(110,000)
Total Special Initiative	675,000	395,000	395,000	(280,000)
Other Agencies-GF Category				
LAWNET	30,000	-	-	(30,000)
Barrier Busters	50,000	100,000	100,000	50,000
WATT (Washtenaw Area Teens for Tomorrow)	50,000	-	-	(50,000)
Ann Arbor Teen Center/Neutral Zone	20,000	-	-	(20,000)
Law Library	12,400	12,400	12,400	-
Total Other Agencies-GF	162,400	112,400	112,400	(50,000)
Total Outside Agencies	\$ 3,095,451	\$ 1,855,592	\$ 1,855,592	\$ (1,239,859)

* Funded through Child Care Fund

** Funded through Public Act 88 if adopted by the Board of Commissioners

*** Administered by the Office of Community & Economic Development