

## INTRODUCTION

While the policies that govern the implementation of the budget are detailed each year in the budget resolution, there are specific policies, guidelines and major issues that underlie the development of the budget itself. This section is designed to give the reader a more comprehensive understanding of the thought process behind the preparation of Washtenaw County's 2006/07 biennial budget.

- Budget Process Overview – Beginning on this page, a general overview of the budget is discussed, laying out the major stages, components and timeframe for the completion of the budget.
- Budget Principles – Given the challenging economic situation, principles were developed and followed throughout the budget process to help ensure the appropriate use of limited resources. These principles are outlined on page B-3.
- Business Improvement Process – The Business Improvement Process (BIP) has transformed Washtenaw County into an organization that focuses on accomplishments, improvements and measures. A discussion of how the BIP began and how it informs budget discussions begins on page B-3.
- The 2006/07 Planning Process – An overview on the county's approach to business and strategic planning and how it framed the 2006/07 budget development begins on page B-6. This section outlines the major issues and the strategic initiatives underway within the county to help move the organization towards its vision of Community Impact. There is also information on the major financial constraints that had to be dealt with in the 2006/07 Budget and how they impacted the final budget (page B-14 through B-17).

## BUDGET PROCESS OVERVIEW

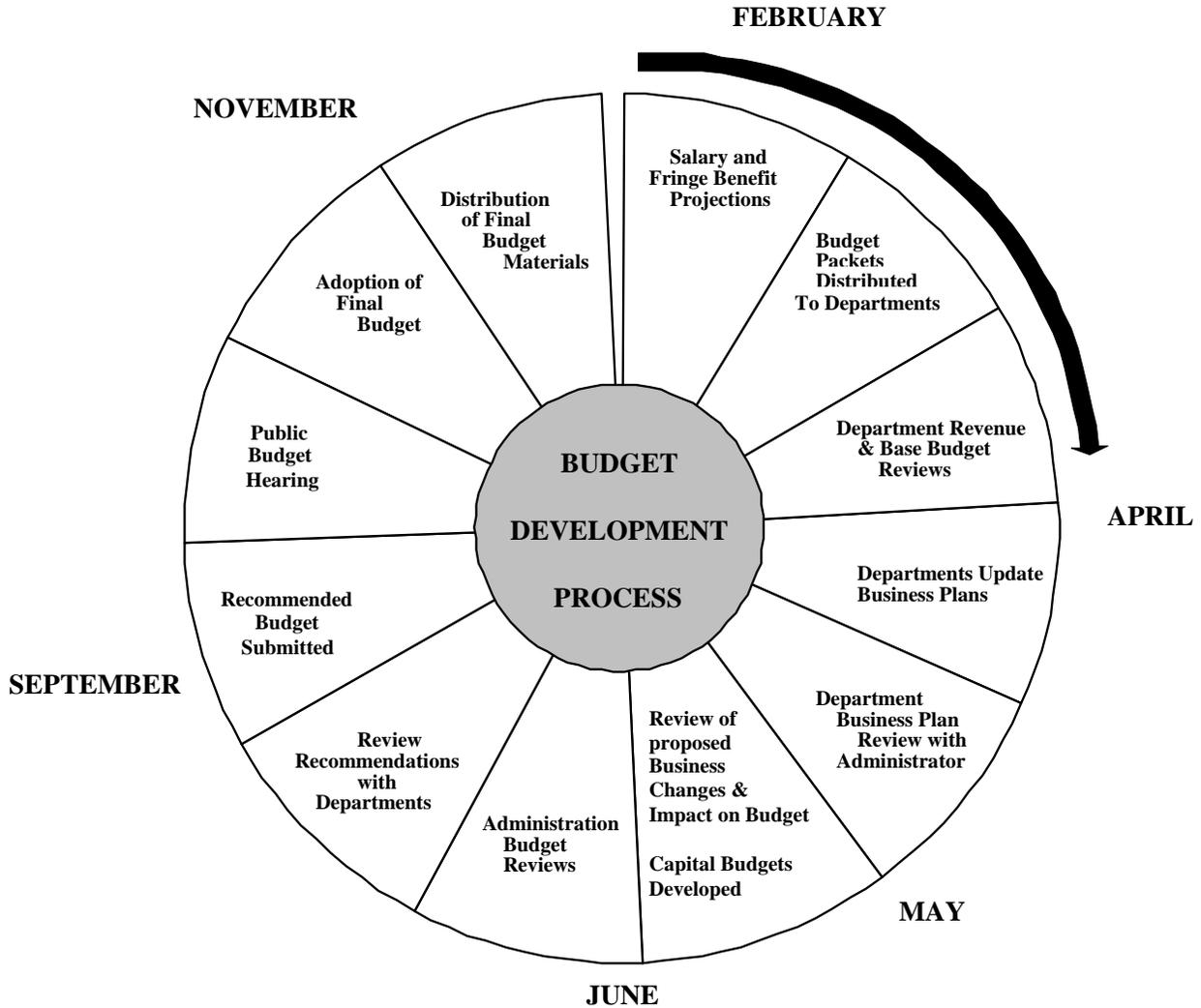
Washtenaw County's fiscal year begins January 1 and ends December 31. Preparation for the County's biennial budget encompasses a period of over ten months every two years, with the majority of work being completed during February and November. Many factors influence the direction of the budget, most notably the economy and outside funding levels, the priorities of the Board of Commissioners, and the vision of the Administrator. Each two year budget process is unique given the internal and external influences, but the basic budget process structure remains the same.

The budget process begins with a determination of revenue projections and base budget levels. Reviews are held with departments for a discussion on their current operations and resource needs. The base budget assumes we maintain the current operations into the future without major adjustments or enhancements. Personnel cost projections are calculated and indirect service costs for user departments are developed. The budget manual, forms and instructions are distributed so everyone understands the direction for the organization and what is expected of them throughout this process. Conversations then begin with internal county departments and outside agencies to determine any appropriate adjustments to the base budget levels that are needed to move the organization towards its priorities and to develop a balanced budget. The structure for these discussions varies significantly each cycle depending on the fiscal situation.

A recommended budget is then prepared and presented to the Ways & Means Committee of the Board of Commissioners, and a public hearing is held. Preliminary budget documents are printed, giving fiscal and narrative detail of departmental budget requests and modifications.

**BUDGET CALENDAR**

The following shows the general timeline for the standard budget process:



While this is the standard budget process calendar, the 2006/07 process timeframe and elements were condensed due to the Public Safety & Justice system conversations that took place as discussed later in this section. However, the basic framework remained intact.

**BUDGET ADJUSTMENTS**

After adoption of the budget by the Board of Commissioners, the budget resolution becomes a legal guideline for County fiscal operations. The Board adopts the budget both by fund and by fiscal activity within funds, and approves specific position modifications. The Board also sets out specific written policies/procedures/rules for a variety of operating activities such as budget adjustments, position modifications and limitations on certain line items. Adjustments to the budget can be made one of two ways: either through a Board resolution or an inter-departmental transfer. Generally, Board resolutions are necessary when a budget adjustment involves an increase or decrease in revenue or movement between county funds or organizations. The County Administrator is authorized to make adjustments in budgets not to exceed 10% of a total program or \$100,000, whichever is less, with the exception of Unearmarked Reserves.

## BUDGET DOCUMENTS

The Budget Office works to ensure that there is clear and open communication during the entire budget process. The following documents are prepared:

Budget Manual – Including an overview of the process; communication on the vision, priorities and goals of the Board and County Administrator; detailed procedures and sample forms. It is distributed at the beginning of the process so there are clear expectations set between the Budget Office and the rest of the organization.

Budget Summary – Includes information about current issues in and priorities of the county, charts and graphs, personnel information, the budget resolution and departmental summaries. Both preliminary and final copies are printed. This is also available online at <http://www.ewashtenaw.org/> for the general public to view.

## BUDGET REDUCTION PRINCIPLES

It became clear early in the development phase of the 2004/05 budget process that the external factors influencing the county fiscally were bleak. The world experienced the effects of September 11<sup>th</sup>, layoffs were occurring regularly throughout the job market and the State began using its reserves and operating with a deficit. In anticipation of a reductionary budget, cost reduction principles were developed. These principles were used heavily during the 2004/05 budget, and have remained as a guideline for conversation during the 2006/07 budget development as we continue to make difficult decisions on how to make the most effective use of limited resources. The principles include:

- Maintain core/mandated services
- Minimize community impact
- Attempt to find alternative funding for State or Federal cuts
- Identify and implement administrative efficiencies
- Distribute reductions across populations and providers
- Maintain commitment to infrastructure
- Support the County Guiding Principles.

## A NEED FOR TRANSFORMATION

The Business Improvement Process originated during the development of the 1996/97 Budget and grew out of the need for transformation in Washtenaw County government. Three major factors created the sense of urgency to make changes.

1. **Lack of confidence in government:** Although it is sometimes anecdotal in nature, it is well known at most levels of government that citizens want better, more accessible service and they want it at a lower cost.
2. **State and federal cutbacks:** An issue for many local governments. Through “devolution” an increasing number of programs that were previously state and federally run have been handed down to local government. While local governments may be better suited to provide these programs because they are closer to people being served, the dollars rarely follow the mandates.
3. **Organizational culture of Washtenaw County:** The workforce felt stifled by the entrenched bureaucracy and lack of meaningful work. The county was operating in a financial “crisis mode” because few reserves had been set aside to meet unanticipated financial situations. By operating in this manner, the county leadership spent their time and energy dealing with the next crisis rather than on long-term planning and “creating the future.”

When translating those three factors into financial terms, the situation was bleak:

- In fiscal year 1993 the County was confronting a \$1,000,000 shortfall
- A property tax freeze was enacted in 1993
- With the 1994/95 Budget process, there were projected shortfalls of \$1,000,000+ in each year, and 20 General Fund supported positions were eliminated.

In preparing the 1996/97 Budget, the County leadership took a longer-range perspective and developed a budget that was balanced for a five-year time frame. A new voter referendum (Proposal A) enacted in 1995 was expected to greatly limit property tax growth. Initial projections indicated a \$3,000,000 shortfall in the year 2000 and \$7,800,000 cumulative shortfall for the five year period. To meet the commitment to balance the budget, 19 General Fund supported positions were eliminated in the 1996/97 Budget, with 20 more eliminated in the 1998/99 Budget.

The County could not go on eliminating positions and operating at status quo. It became increasingly apparent that the County needed to transform the way it conducted business in order to remain a viable organization into the 21st century. The Business Improvement Process was created to transform the way the County does business.

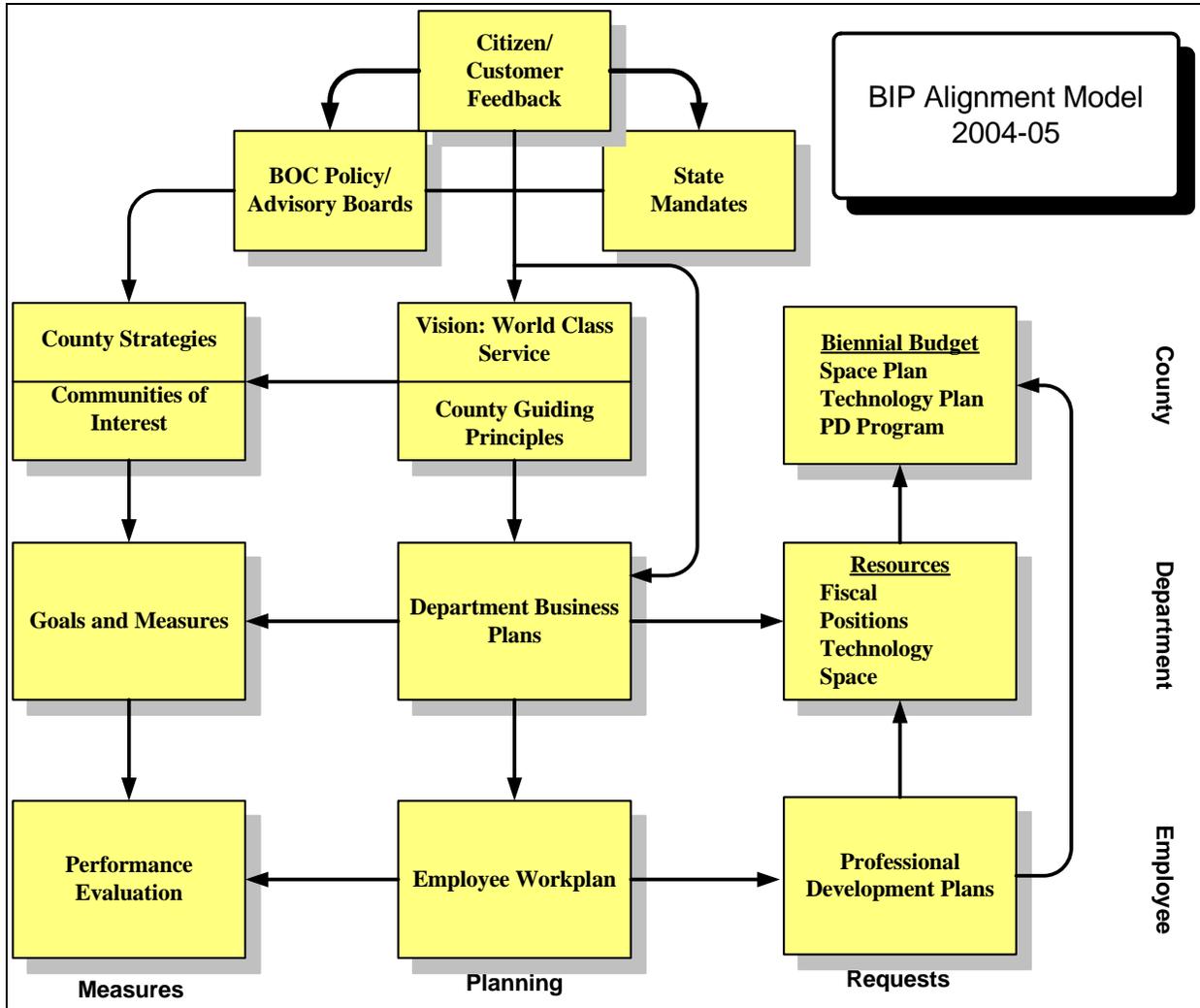
## **OVERVIEW OF THE BUSINESS IMPROVEMENT PROCESS**

The purpose of the Business Improvement Process is to ensure the maximum level of efficiency and effectiveness in the provision of services to Washtenaw County residents. This is accomplished through the comprehensive alignment of resource allocation, collaborative program efforts, efficient processes, and a well-trained, well-equipped and motivated workforce.

The goals of the Business Improvement Process are to:

- Develop a budget process that ensures resource allocation based on outcomes
- Ensure county-wide alignment through the use of business plans with performance measures
- Equip the workforce by providing resources, training, direction and employee involvement
- Develop measures that support the County Guiding Principles
- Focus on customer satisfaction
- Become a learning organization that focuses on using data to drive decisions.

To accomplish these goals, to better serve customers, and to improve internal operations, the county established an alignment model. This alignment model includes all aspects of the business improvement process and ensures that any new improvement projects are supported by the direction given by the Board of Commissioners, the State of Michigan, and direct interaction with the citizens of Washtenaw County. This alignment model also helps to show how individual efforts at the employee level will advance the goals and operations at the department level and how departmental goals support organization-wide initiatives.



**Diagram A – Washtenaw County Alignment Model**

This is the model used in the development of the 2006/07 budget. The Planning Process walked the organization through these steps by breaking it down into the following stages:

- I. Identify What We Need to Do – this first stage represents the top three boxes of the alignment model by evaluating the needs of our customers, the mandates imposed on us by other governmental entities and the priorities/direction from the County Board of Commissioners;
- II. Set a Future of What We Want to Achieve – the County Administrator sets a vision to challenge the organization to think about how we can operate differently and to realize the potential we all have to make a difference to our customers and to the community;
- III. Define How to Reach Our Desired Future – a desired state and action steps for how to move towards that future were set at multiple levels throughout the organization, ensuring that there was alignment at each level so the common vision was being advanced;
- IV. Define Business Operations and Assign Resources Needed to be Successful – each department updated their business plan to reflect their current operations and the need for resources including space, technology, professional development and operational dollars was assessed;
- V. Assemble Recommended Budget and Present to Board for Review, Revision and Adoption.

The concept that distinguishes Washtenaw County’s alignment model from others is the departmental business plan, which serves as the cornerstone of the alignment model and the budget process. Departments must engage their customers, improve the provision of state mandates, and implement Board policies prior to discussions about resources. These business plans include all of our operations and detail what is being accomplished for the customer as a result of our operations. Administration advises the Board to invest more heavily in those departments that articulate and measure this customer impact and have proven success in the past. Without this alignment, community resources would not meet their highest value and Washtenaw County would revisit the difficult times faced in the early 1990’s.

## **THE 2006/07 INTEGRATED PLANNING PROCESS**

### **I. IDENTIFYING WHAT WE NEED TO DO**

#### **GATHERING CUSTOMER FEEDBACK**

During the past decade, Washtenaw County has transformed the way it conducts business to focus on customers. This is evident in the county’s adoption of the philosophy of the balanced scorecard approach. Details on the balanced scorecard can be found on page B-10 of this section. The basic premise is that there are multiple tiers of cause and effect relationships that lead to our desired outcomes. When used in the private sector, making a profit is generally the desired result. In its role as a public service provider, it is quality customer service that is the driving force for Washtenaw County. The following major initiatives to enhance customer service have recently been undertaken: customer needs assessment through Communities of Interest, customer engagement, local unit outreach, and internal employee surveys.

#### *Customer Needs – Communities of Interest*

The 2006/07 planning process was framed around the concept of Communities of Interest. One of the chief components of this planning process is to take a very comprehensive and systematic look at our common customers and the services that we provide throughout the County. Success with this requires active and established partnerships with other local units of government, the not-for-profit sector, as well as for-profit enterprises that share common customers. These efforts help to shape service delivery within the organization and to strategically re-think and nurture Washtenaw County’s relationships externally. The following Communities of Interest include several departments internally as well as external partners. For the purpose of the planning process, the question for Washtenaw County was how to best improve County government to achieve community impact externally. So while the term “Community of Interest” includes community partners, for the purpose of this document, the term refers primarily to the departments within Washtenaw County who share similar customers and/ or similar processes. The following eight Communities of Interest have been established.

- Public Safety & Justice
- Emergency Preparedness & Response
- Planning & Environment
- Health
- Children’s Well-being
- Housing & Homelessness
- Civic Infrastructure
- Support Services.

The Communities of Interest should not be thought of as discrete enterprises, as they overlap in many cases. Nor should they be thought of as collectively exhaustive. Many departments have a significant customer base that is mandated in many cases but does not fit neatly in one of the above categories. These customers are just as important to the Board of Commissioners. However, Communities of Interest serve as a useful framework to strategically re-think how County government operates.

Each of the Communities of Interest has established meetings to discuss how customer needs could be improved. In most instances, external partners also participate in these forums and may share accountability for advancing the goals established as a result of the discussions. The outcome of these discussions may also frame future

conversations internal to county staff to determine how to begin working as a system to enhance service while reducing costs.

*Customer Engagement*

One goal of the Business Improvement Process is to focus on customer satisfaction. Toward this end, Washtenaw County has committed to have all departments involve customers in identifying ways in which services can be improved upon. To assist departments in this effort, and with the assistance from Eastern Michigan University's Institute for Community and Regional Development, County Administration sponsored the development of a *Customer Service Toolkit*. This toolkit is designed to help department heads and program managers select the best techniques for securing customer feedback for their programs and services. Washtenaw County provides a diverse range of services to varied customers so there is not a unified approach to involving customers in the evaluation of our processes. What may be appropriate for one department may not be appropriate for another, so a variety of customizable tools have been developed by county employees. Examples included in the toolkit are customer surveys, interviews, focus groups, comment cards, advisory committees, and secret shoppers. Each department rose to the challenge and those who relied on quantitative data gathering techniques will have satisfaction measures and targets reflected in their business plans.

*Local Unit Outreach*

All citizens of Washtenaw County are also citizens of the various townships, cities and villages that are contained within the county. In many cases, these citizens may not be aware of whether certain public services are offered by the county or by one of these other local units of government. The goal of the Local Unit Outreach project is to partner with these local units to enhance the quality of life of county residents. This is done by sharing County infrastructure with Local Units (LU) of government in Washtenaw County so Cities, Villages, and Townships have free access to the Internet, an informational website that is consistent with other LU sites in Washtenaw County, email accounts specifically branded for the LU, and access to Washtenaw County's Professional Development program.

The primary focus of the Local Unit Outreach team is on educating the locally elected officials and their staff, assuring they receive world class service when interacting with the County. This is achieved by working with the Local Units to develop, maintain, and expand an informational website that serves the business needs of the LU and the information needs of their constituents.

*Internal Employee Surveys*

Many county functions are centralized for the purpose of providing efficient, high quality services to employees of Washtenaw County Government. Toward that end, a survey of Support Services was conducted in 2002 to gauge whether employees are satisfied with centralized services including facilities, technology, payroll and professional development. The questionnaire was again distributed in 2003 and 2005. The responses were analyzed and served as the basis for restructuring the way in which Support Services are delivered. Those departments who participated in this survey will have employee satisfaction measures and targets included in their business plans.

A second survey that has been used to help shape how Washtenaw County is structured and how services are provided has been our Organizational Capability Survey (OCS). This survey, which is conducted every other year, is distributed to all employees. Nearly 100 questions are asked of employees. These questions fall into general categories including customer service, communication, teamwork, and supervision.

The internal surveys have also served the purpose of demonstrating to employees the importance and value of asking others for feedback. When employees are asked to help shape the future of Washtenaw County, departments are more likely to ask their customers to help shape their individual operations. Although the answers we receive from customers may not always be complimentary, customer engagement has proven to be the most effective way of identifying how operations can be changed to enhance customer service. It is also very consistent with the underlying principles of a democratic society.

## STATE MANDATES

Like all counties in Michigan, Washtenaw County's primary responsibility is to provide services to its citizens – many of which are mandated by the State and Federal levels of government. Over 70 percent of county functions are mandated through a variety of State statutes and case laws. Changes in State policies and legislation can have significant impacts on county operations. Included in these mandated services are the elected offices of Clerk/Register of Deeds, Drain Commissioner, Prosecuting Attorney, Sheriff and Treasurer. All Court functions are also mandated and managed as a separate branch of government determined by popular election of judges. Various state statutes also mandate several human service and environmental functions, including mental health services, communicable disease control, restaurant inspection and others.

But while the State mandates what services are provided, they normally do not mandate the way in which those services are provided. So the above elected officials and department heads usually have discretion over the processes that enable the provision of mandated services. Washtenaw County has been in the fortunate position of having several elected officials recognized as leaders in their field.

One state mandate that has resulted in many discussions among the Board of Commissioners over the past two years has been the Jail Overcrowding Act, which mandates that a County jail cannot have more inmates than its rated capacity. Washtenaw County's jail has a rated capacity of 332 and has not kept pace with the population increase of the County. The practical result of this act is that when the jail is overcrowded, judges and other public safety officials are forced to release inmates from jail prior to the completion of their sentencing dates. Strategies to correct this were identified and the costs to finance those strategies were referred to the voters in a ballot issue in February 2005. This issue was soundly defeated and the Board decided to fund a scaled-back version of the ballot issue through general operations.

### *Changes in State Government*

State government has experienced significant revenue shortfalls for the past four years. In efforts to control the State budget, the revenue that has traditionally been received by counties in Michigan in the form of revenue sharing has been reduced and the commitment to certain human service programs, including those provided through our departments of Public Health and Community Support and Treatment Services, has also been reduced.

As a means to save State funding, new legislation (Public Act 357 of 2004) was passed providing the State a funding mechanism to serve as a substitute to county revenue sharing payments. This substitute funding mechanism involves a gradual shift of county property tax millage from a winter tax levy to a summer tax levy and additionally, requires the establishment of a restricted fund to be known as the Revenue Sharing Reserve Fund. The county governments then use the Revenue Sharing Reserve Fund to withdraw annual revenue sharing payments. It is estimated that the Reserve Funds will provide county governments enough funding to save the State approximately 10 years of revenue sharing payments. It is uncertain whether the State will reinstate county revenue sharing payments after the time that the Reserve Fund is depleted.

Washtenaw County anticipates that the financial constraints at the State level will continue for the foreseeable future. Our ability to adapt to state mandates and cutbacks will in large part dictate our ability to be successful. Constitutionally set term limits of statewide executive and legislative positions ensure that there will continue to be changes in the statewide offices, making shifting priorities likely.

## BOARD OF COMMISSIONERS

Members of the County Board of Commissioners are elected every two years and represent members of a district. The eleven commissioners collectively represent the interests of Washtenaw County's 340,000 citizens. Board members are elected to establish policies for the county, oversee the appropriate provision of mandated services, and represent the needs and concerns of their districts.

Washtenaw County also has a variety of advisory boards and commissions that are either established by statute or are created by the Board of Commissioners to handle specific areas of expertise or are established by other elected officials or departments to advise on policy and customer service. In total, there are over 70 such boards, commissions, committees, and advisory councils that meet to either advise the Board on policies, advise

departments on service delivery, or otherwise manage operations and resource allocation. A comprehensive list of these boards and commissions can be found on our website, [www.eWashtenaw.org](http://www.eWashtenaw.org).

One of the Board’s mandated responsibilities is to adopt a balanced budget every year and its development is time consuming and detailed – a major commitment for the Board and the Administrator’s staff. Since 1994, Washtenaw County has produced a biennial budget that includes funding decisions and priorities for a two-year period. The benefits of this are that it encourages a long-range approach to funding decisions and it allows for greater focus in implementing Board priorities in off-cycle years. A balanced budget is proposed in the off-budget years as well, but this is usually a less intensive undertaking.

## II. SETTING A FUTURE OF WHAT WE WANT TO ACHIEVE

### COUNTY VISION AND GUIDING PRINCIPLES

Among the most important functions for the Board of Commissioners is to provide leadership and direction to Washtenaw County’s 1300+ employees. The Board sets the future by identifying what the County will achieve and establish the priorities of the community. The County Administrator then takes this direction back to the organization and works to build it into the culture of the organization. This leadership is captured in the county’s vision and guiding principles. The county vision states that:

**Washtenaw County will be a world-class service provider.**

This vision for Washtenaw County was established in 1998 as a challenge for what excellent public service could be. A part of this vision is driven by a need to shape our organization around our customers. That vision is a picture of any citizen walking into any County building for any reason and getting excellent service while increasing our capacity to provide services to our customers through the Internet and other modern tools.

Since 1998, this vision has evolved into a vision that goes beyond our capacity to provide services in a courteous way and being prompt and efficient in our transactions with the public, to a vision that inspires each employee to identify opportunities to change the way we do business to positively impact the community. It is a shift in a vision representing “World Class Service” to a belief that the county can create a “World Class Community”. This is a vision that understands the complexity of the issues facing our customers. And this is a vision that seeks solutions and finds them in this diverse and resource-rich community and seeks to impact the overall quality of life for all county citizens. Departments have been challenged to adjust their visions to express how they will impact quality of life for county residents.

The County Guiding Principles were extracted from this vision and provide the framework for the day-to-day operations of the County. All program outcomes in the departmental business plans must contribute to one or more of the following Guiding Principles.

### County Guiding Principles

1. **Ensure long term fiscal stability for the County.**
2. **Reduce the cost of conducting the County's business.**
3. **Enhance customer service.**
4. **Provide the necessary knowledge, skills and resources to County employees to carry out these principles.**
5. **Ensure adequate provision of mandated services.**
6. **Focus on the root causes of problems that affect the quality of life of County citizens by aggressively pursuing prevention strategies.**
7. **Provide leadership on intragovernmental, intergovernmental and intersectoral cooperation and collaboration aimed at improving services to County citizens.**

Diagram B (following) illustrates how the Guiding Principles and the vision have been adapted into a balanced scorecard approach, as shown in the context of four key business perspectives. The customer perspective on the top tier reminds us the only reason we are in business is to serve the citizens of Washtenaw County and everything we

do should enhance the service we provide our customers. The middle tier identifies our operations, or what we do on a day-to-day basis in order to provide customer service as well as ensure fiscal stability. The foundation of the vision, as pictured in the diagram, is to ensure the long term fiscal stability of the County and to equip employees with the necessary knowledge, skills and resources to do their jobs well.

The Guiding Principles are placed in a format consistent with the Balanced Scorecard model, developed by Robert S. Kaplan of Harvard University. This format helps identify cause and effect relationships. The arrows on the diagram represent the cause and effect relationships that exist between all of the business perspectives and, therefore, the Guiding Principles and vision. Having employees who are properly equipped leads to more efficient operations and, in turn, facilitates the County's ability to provide world-class service to our customers.

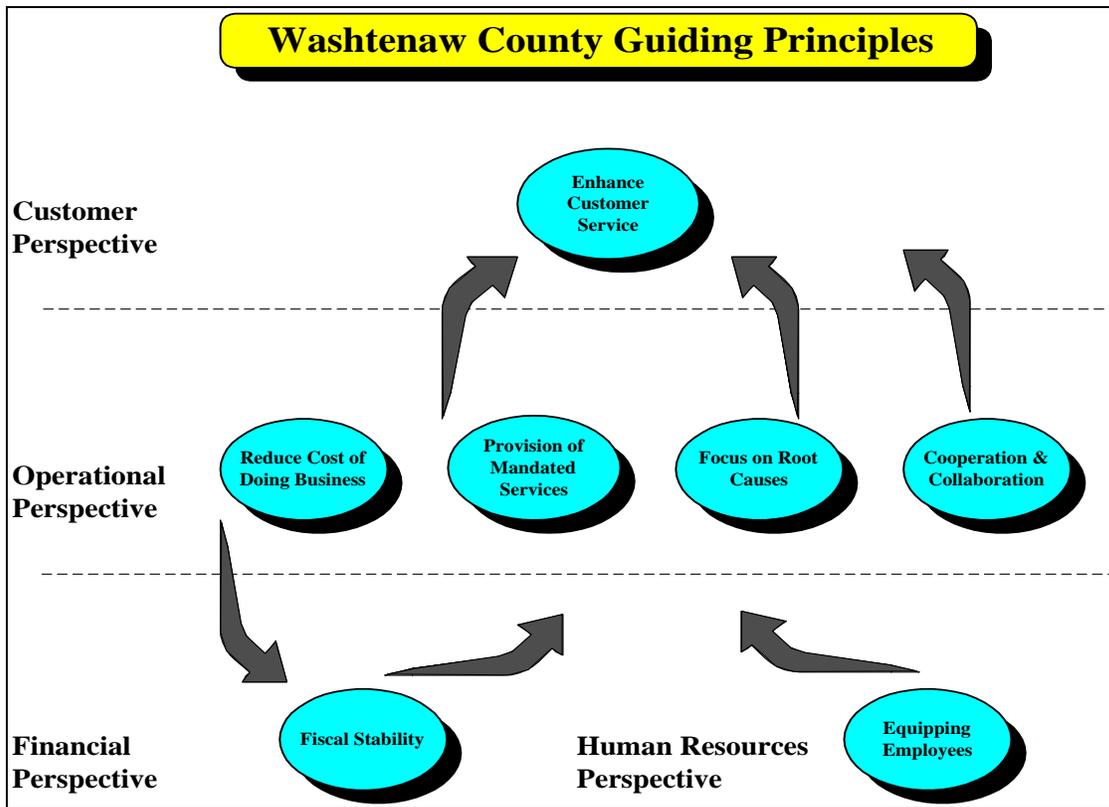


Diagram B - County Guiding Principles in the context of the Balanced Scorecard

### III. DEFINING HOW TO REACH OUR DESIRED FUTURE

Strategic planning occurs at two levels at Washtenaw County – the Community of Interest level and at the department level. Each department participates in at least one of the Communities of Interest and several departments participate in more than one. The discussions at this level tend to be directed around systems – common customers, common services, common processes – and identifying efforts to improve those systems. These discussions are crucial to realize true community impact. In addition, departments have business plans that document their own improvement efforts. These business plans are designed to compliment the community impact plans when feasible but there are many services for which a system discussion could be inappropriate yet documenting and improving those services are still important for the overall wellness of County government.

#### COMMUNITY OF INTEREST “COMMUNITY IMPACT PLANS”

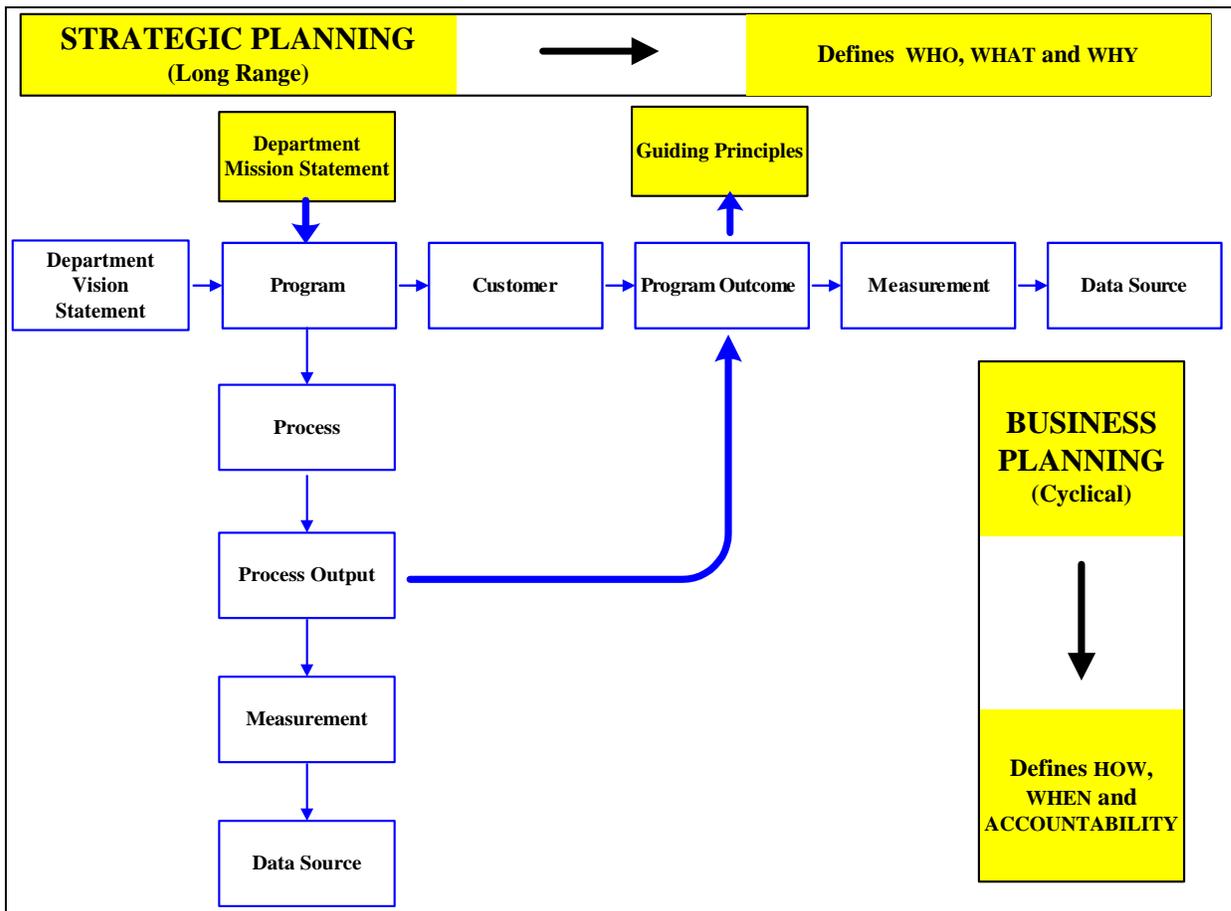
Each Community of Interest was challenged with developing community needs assessments, develop long term goals and identify accountability for the implementation of those goals. Through the initial discussions, it became

apparent that each community of interest is unique – each with its own unique organizational strengths and challenges; some were in their infancy while others had been established for some time. It also became apparent that most departments had already participated through one forum or another in the development of strategic plans that involved several collaborative bodies. Some of these forums had been established by the Board while others were consortiums or standing work groups in which a Washtenaw department was a member. Washtenaw County leadership decided that the 2006-07 Planning Process should adapt itself around the planning that was already occurring, rather than develop a new strategic planning process that would likely yield similar results. As such, the plans that have already been established emerged into the “Community Impact Plans” that are provided in the Communities of Interest section of the book.

**DEPARTMENTAL BUSINESS AND ACTION PLANS**

The cornerstone of the County alignment model is the business plan. Each department has a business plan that includes the information in Diagram C shown below.

The County defines strategic planning at the service or program level on the top of the graph and flowing left to right. Strategic planning in our terms is long-range in nature, defines what each department is going to do in the next five years, and defines the purpose behind the services provided by that department. Strategic planning requires the identification of specific outcome(s), measure(s) and data source(s) for each of the customer outcomes.



**Diagram C - Washtenaw County Department Business Plan**

Business planning is on the lower half of the chart flowing vertically. It includes the processes and activities that are in place in order to accomplish the strategic plan, it is cyclical in nature by including things that get produced on a regular basis, and it defines the “how, when and accountability” of the work that gets done. Specifically, business

planning involves identifying the processes, outcomes, measures and data sources, timing and accountability for each program.

The County's business plans successfully:

- Integrate strategic planning with day-to-day operations
- Help us become more customer oriented: the first question at the program level is “who are your customers?”
- Help us become results-oriented
- Ensure alignment at three levels of the organization: process, program and policy
- Provide a powerful database to manage the organization

Each element of a department’s business plan answers questions about that department’s services. The departmental business plans that appear in the Departmental Summaries section are a brief synopsis of each department’s business plan. Due to the size of the information included in business plans, only an abridged version could be provided for most departments. But each department is challenged with answering a series of questions that correspond with the terminology included:

*Department Mission:* Why does our department exist?

*Department Vision:* What does world class service look like?

*Program:* What are the major services we provide?

*Customer:* Whom is this program designed to serve? Who else benefits from this program?

*Outcome:* What do we hope to accomplish for our customers?

*Outcome Measurement:* How can we measure whether the outcomes we desire are being reached?

*Outcome Target:* By what standard will we measure success?

*Process:* What key activities do we perform to achieve our program?

*Collaboration:* What other departments or outside agencies are essential to meeting our outcomes?

*Process Output:* What is the product or result of this process?

*Output Measurement:* How will we measure this production?

*Output Target:* How much of this output do we plan to produce?

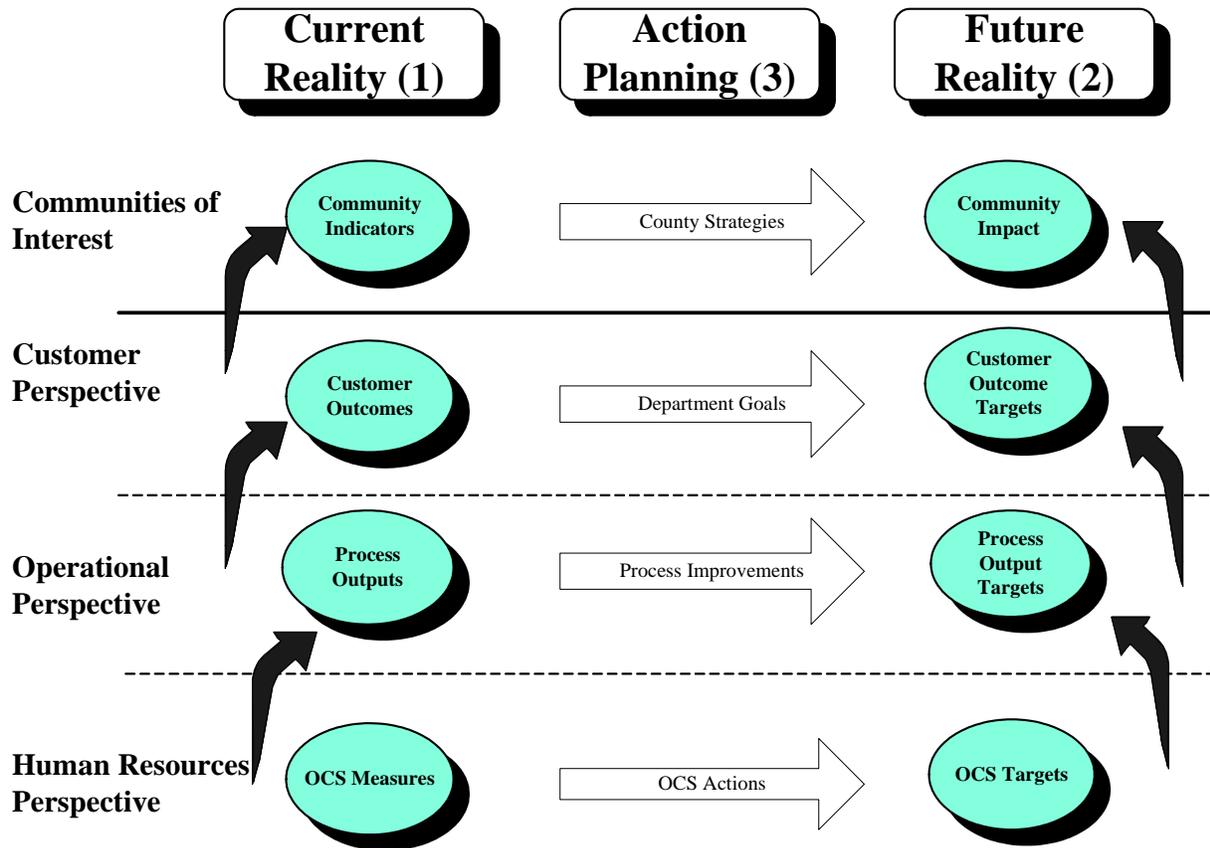
Customer outcomes, state mandates, and Board priorities are all reflected in departmental business plans. Together, these plans detail all operations within the County, estimates of what each department will produce in the foreseeable future, and how success will be measured. Departments are challenged to always keep their business plan up to date but administrative and Board review of business plans happens once every other year, as aligned with the planning cycle.

For departments, the planning cycle begins a full year prior to the Administrator presenting a recommended budget to the Board. All department heads participated in one or more of the Community of Interest discussions that began in September of 2002. As indicated above, the result of these discussions were recommended strategies that the Board adopted as areas of consideration. Departments were then challenged to identify ways in which they can take leadership in implementing the Board areas of consideration and change the way in which they operate in order to enhance public service.

The methodology that departments followed for updating their business plans was an integrated action planning process. This planning process is consistent with the Balanced Scorecard concept and with the Community of Interest discussions. In its simplest form, each department was asked to:

- 1) Assess your current reality
  - a. What impact are we having on the community?
  - b. What are you accomplishing for your customers?
  - c. How do your processes help you accomplish these outcomes?
  - d. What are your employees saying about customer service and operations?
  
- 2) Identify your future reality
  - a. What has our Community of Interest discussions identified as a vision for 2010?
  - b. What outcomes do you contribute to help impact the community?
  - c. How should we operate in order to realize these outcomes?
  - d. Do our employees have the skills to meet this changing environment?

- 3) Develop action plans to help us get there.
  - a. What strategies is the County undertaking to realize the Community of Interest vision?
  - b. What goals can the department take to help advance the vision?
  - c. What steps does the department need to take to improve operations?
  - d. What steps does the department need to take to improve staff skills and manage the transfer of knowledge?



**Diagram D – Integrated Action Planning Model**

The result of this integrated action planning process is a series of goals and action steps for each department – all of which are aligned with the overall direction of the County as established by the Board. These goals are outlined in the Departmental Summary section of the book. The next step is for management to assign accountability at the individual level to ensure that tasks get implemented. The employee workplan serves this function.

**EMPLOYEE WORKPLANS**

Washtenaw County has combined professional development planning with individual workplans to enhance the identification of development needs and to heighten the relationship between the employee and supervisor into a partnership for developing the knowledge and skills necessary to achieve the outcomes of the department. Employees in all departments will have the opportunity to create a new individual workplan annually that highlights key objectives of the job, focuses on the critical target measures and provides a basis for development of knowledge and skills for the year ahead.

At the beginning of each year, supervisors meet with their employees to discuss their department’s business plan. The two come to agreement about how the employee will contribute to the success of the department’s outcomes

and outputs and these objectives are developed for the operation section. In addition to the department's operations, there are major projects and goals that the department wishes to accomplish over the course of the following year. Finally, the accomplishment of some objectives may require professional development in order to be successful. These requests feed into the development of the countywide professional development program.

The workplan process is designed to foster an ongoing dialogue about work activities, priorities and desired results. This is a dialogue between the employee and his or her supervisor – the key relationship of every organization.

#### IV. ASSIGNING RESOURCES TO BUSINESS OPERATIONS

##### *Base Budget*

The departmental business plan serves as the basis for budget discussions. The first stage of assigning resources is a base budget discussion at which departments meet with staff from the budget office to determine what level of funding is needed to maintain current operations. At the same time, current operations are reviewed to determine alignment with goals and action plans.

The base budget hearings are approached as a partnership between the service departments and the Administrator's office. Each department meets with representatives from Support Service departments to review the department's business plan, project the needs and costs associated with those operations, and recommend improvements in service delivery. The product of these meetings is a joint memo from the service department and Support Services to the administrator that details the base budget agreement.

The base budget hearings are more comprehensive than just a conversation around positions and dollars needed to fund current operations. The hearings included an assessment of hardware, software, capital and space. A result of this comprehensive approach is to ensure that allocated resources are fully utilized or to determine if they could be replaced by lower cost, higher value tools. By conducting this assessment, the partnership of the base budget hearings helps to reduce the cost of doing business.

In addition to base budget conversations, the organization was responding to many internal and external variables that limited the county's financial outlook. These constraints impacted the County's ability to fund requests for enhancements or increases in resource allocations. Several factors have made the overall cost of doing business higher than the past.

##### **Major Influences on the Fiscal Environment of the County**

- ❑ ***Public Safety & Justice Initiative*** – Perhaps the largest impact on the 2006/07 budget development process was the Public Safety & Justice Initiative. This initiative began during 2004 with the establishment of the Criminal Justice Collaborative Council (CJCC) and the development of a comprehensive strategic plan for ending jail overcrowding and enhancing the Public Safety & Justice system. This plan was developed through many months of conversation at all levels of the organization. Staff from many parts of the organization came together, including the Sheriff's Office, Courts, Mental Health and Support Services. The impact on the 2006/07 budget really hit in February 2005 with the defeat of the proposed millage to fund the initiative. Over the next several months, the county staff, Administrator, and Board of Commissioners determined how to proceed. A revised plan was developed that was a much scaled down version of the original that focused on short-term more immediate needs of the system. This resulted in the need for \$1.5 million in 2006, \$4.5 million in 2007 and an annual cost of \$5.5 million beginning in 2008.
- ❑ ***Police Services Methodology Review*** – The conversation about the appropriate way in which to offer county police services has been ongoing for many years. In 2000, the Board of Commissioners adopted a new methodology for contracting police services. According to this policy, area townships and cities can contract with the Sheriff to provide police services and the Board will subsidize these contracts at a rate of .5 mills. The costs associated with providing these services have been much higher than anticipated, resulting in a higher subsidization rate than originally planned and budgeted. As police services is not a mandated service and this continues to be large commitment of county dollars, the Board of Commissioners began conversations once again as to the future of county contract policing. The commitment is to move the county to an "Incremental Cost Model" whereby entities may contract with the

county for an individual service as opposed to the current “Police Service Unit” concept where an entity contracts for a unit and receives all associated services. This new approach is being established and will be implemented in 2008/09. However, for 2006/07, the county was going to transition to this new approach by altering the contracting methodology and allow the contracting entities to determine when overtime was necessary. The cost of such overtime would then be the responsibility of the contracting entity. This would save the county an estimated \$1 million a year in either increased revenue or a reduction in overtime costs. The local entities requested that the Board of Commissioners instead move to this new methodology in 2007 to allow them time to secure funding. The Board agreed, resulting in a \$1 million impact to the 2006 budget.

- ❑ **Labor Contracts** – Nearly 80% of employees at Washtenaw County are represented by one of fourteen bargaining units. Beginning in 2001, County management and union leadership entered into a partnership for securing long term labor contracts. Using an interest based bargaining methodology, contracts were settled for five years beginning in 2003. This was considered a major success from both parties as it offered fiscal stability to the county by being able to project personnel costs, and also for the unions as the long-term contract provided guaranteed benefits in turbulent times. Both parties agreed to higher wages for employees, with annual increases of 3%.
- ❑ **Fringe Benefits** (health insurance, pension rates, and liability insurance) – Many of the costs associated with labor are driven by market forces. Health insurance rates have dramatically outpaced inflation for many years and currently account for about 20% of overall personnel costs. The rates have continued to climb at an increasing rate, and are projected by some to double within the next five years. At the same time, the economy entered into a recession and stock markets experienced significant declines. Since many of the County’s pension funds are invested in equities, the decline in this market had a serious impact on our ability to fund retiree obligations. For 2006, pension costs increased by more than \$1.2 million. This is expected to continue unless the stock market and economy rebound, or as long as the county remains in the existing retirement plans. Finally, as a result of the past major national events, liability insurance rates have skyrocketed and are extremely unpredictable at this time. Each of these factors resulted in increased fringe benefit costs that are expected to continue in the foreseeable future.
- ❑ **State Funded Programs** – Over the past several years, programmatic funding levels for Health related services at the local level have either been reduced or held flat. This was true again for the 2005-06 State fiscal year, and it is expected for this trend to continue for the foreseeable future. Based on the Board of Commissioners’ strong commitment to maintaining these services, the decision was made to share the burden by covering negotiated salary and fringe benefit increases through increased General Fund appropriation. This commitment resulted in an annual increase in appropriations of approximately \$1.2 million in 2006 and is projected to be approximately \$1.4 million in 2007.
- ❑ **One-Time Savings in 2005** – The county’s 2005 budget included a structural deficit of approximately \$1.4 million. As the county had already reduced over 132 FTE from the organization during the past several years, a one-time cost saving measure was identified. The county altered the timing of the appropriations to the Health departments who operate on the State fiscal year of October to September. In essence, the county deferred the first quarter appropriation of the 2005-2006 fiscal year and instead planned to give the total appropriation during the county’s 2006 fiscal year. This saved the county one full quarter of the annual appropriation during the county’s 2005 fiscal year without harming the Health budgets. While this was a great savings to the 2005 fiscal year, it did not offer a solution for the structural deficit for 2006/07 when full annual appropriations must be restored.
- ❑ **Jail Overcrowding Costs** – The jail has been operating in an overcrowding environment for the past several years. This greatly influences the costs of jail operations. First, the county boards out these additional inmates when possible and must pay a per diem to the facility receiving the county inmates. In addition, the higher number of inmates requires more staff supervision, more food and supplies, and more medical services. In addition, due to a variety of factors, the characteristics of jail inmates has become such that there is an increased need for medical and psychological treatment. At the same time, costs for these services have increased. It is estimated that overcrowding and medical cost increases cost the county an additional \$1 million annually and will continue unless the system is improved.

- **Operating Cost of Infrastructure** – Along with county employees, the infrastructure is the foundation of the organization and must be maintained in order to be successful in carrying out county services. The cost of infrastructure has many layers, including the addition of new infrastructure, the structural improvement of existing infrastructure, and the ongoing maintenance and operations of existing infrastructure. The county struggles with balancing the needs of all of these to respond to changing business demands and fiscal constraints. The 2006/07 budget assumes a level financial commitment to the structural improvement or enhancement of infrastructure. While more funds are desired and are needed, they are not available. However, the ongoing maintenance and operating costs must be provided for current business to continue. There are two primary areas that have impacted the 2006/07 budget. First, utility costs have exponentially increased over the past few years and increases are expected to continue at an even great rate even though the county has an aggressive energy savings program that has reduced overall power usage. The 2006 budget includes an increased budget in our Facilities Operations by over \$300,000 to bring the budget in line with such increases, with an annual growth rate incorporated for 2007. Second, most of the county's software applications along with some of its hardware come with an annual maintenance cost that must be paid to the vendor to keep the technology operational. This has resulted in a cost increase of approximately \$400,000. One of the largest maintenance contracts the county manages is that with Microsoft. This cost is approximately \$300,000 per year and in the past has been paid from the Technology Plan appropriation. To more accurately account for this contract with the other software maintenance contracts, these costs have been moved to the General Fund.
- **Increased Appropriations/New Initiatives** – Given the economic conditions, very few enhancements or new programs were added to the budget. Based on the Board of Commissioner focus areas, the following adjustments were approved in the 2006/07 Budget:
- a. **Day Break Program (Juvenile Substance Abuse)** – This program was established in 2004 in response to a desire by the Trial Court and the County to offer direct services for juveniles with substance abuse issues. It has proven to be very successful offering great assistance to juveniles in need and impacting the need for institutional placement. The budget includes an additional county appropriation of \$50,000 to the Child Care Fund for an expansion of this initiative.
  - b. **Trial Court** – The 2004/05 budget brought a new working relationship with the Trial Court. As they are a separate branch of government and the county provides the funding, they conducted a thorough review of their operations and submitted a budget proposal to County Administration. This proposal included many cost saving adjustments, but also many enhancements. The two most significant enhancements included a new position for technology support and the continued focus on Community Corrections as these services assist with jail overcrowding. In addition, Community Corrections was faced with a reduction or flat appropriation in State revenue. All of this combined resulted in the 2006/07 budget including a total appropriation increase of \$189,787 to the Trial Court operations. Of this, \$135,103 was directed to Community Corrections to continue advancing plans developed by the CJCC.
  - c. **Housing/Community Development** – In 2004, the county and the city joined together to create one Community Development Office focused on providing affordable housing to those citizens in need and moving towards the vision of ending homelessness in Washtenaw County. The majority of the funding for these efforts lies in federal and state revenue that come with many restrictions on how the funding can be utilized. The 2006/07 budget includes an appropriation to the Community Development Office of \$35,000 as a means to provide flexibility with operating costs. In addition, the budget includes an increased appropriation of \$50,000 to the Housing Contingency Fund that provides a flexible pool of dollars for affordable housing projects as they are identified.
  - d. **SPARK** – SPARK is a new community partnership initiated by the University of Michigan in 2005 as a means to utilize the vast research and talents located within the Washtenaw County community to accelerate the creation of technology companies and jobs in the region. It will focus on helping new companies with talent recruiting and retention, with making connections to venture capital and other services in need. The 2006/07 budget includes an appropriation to SPARK of \$50,000 annually.

- e. **Health Care** – The county’s commitment to provide access to health care to all citizens has been evident throughout the past several years with the creation of the Health Improvement Plan, Washtenaw Health Plan, the Washtenaw Community Health Organization, and focus of all of our Health departments. The 2006/07 budget includes an increased appropriation of \$50,000 for expanding the reach of health care services to indigent citizens. It is anticipated this additional funding will enable the expansion of services to 500 individuals in need.

All of these issues were incorporated into the county’s base budget for 2006/07 to determine the financial capacity of the organization and calculate how much of a gap existed between revenues and expenditures. The result was an annual shortfall of almost \$2 million.

### **Budget Balancing Recommendations for Board Consideration**

Changes in state funding, revenue growth restrictions, and unforeseen increases in overall operating costs have created an immediate need to modify the budget. Many cost reduction strategies have been implemented but the fiscal challenges will continue in 2006/07 and likely beyond for many years to come. The Administrator has recommended the following adjustments as a means to balance the budget:

1. **Stabilize the Organization** – The organization has responded amazingly to the reorganizations and position eliminations that have occurred over the past several years in response to the fiscal constraints and efforts to better meet the needs of our citizens. As a result, it is recommended that the organization be given time to re-stabilize through an evaluation of the changes that have taken place and of the gaps that still exist. As a result, there are no major position or budget reductions incorporated into the 2006/07 budget.
2. **Use of One-Time Property Tax Revenue Increase** – The county is realizing a larger than expected increase in Property Tax revenue due to the tax levy timing change the State implemented for Revenue Sharing. As the county moves from the December to July tax levy, the county will realize the tax growth one year early. A portion of the tax growth the county would have realized from between the December 2005 tax levy (2006 budget) to the December 2006 tax levy (2007 budget) will now be realized in the 2006 fiscal year as a portion of the tax levy is in July 2006 (2006 budget). This provides an increase in property tax revenue of \$3.3 million over what the county would have received in 2006 and an additional \$2.5 million in 2007.
3. **Divert Public Safety & Justice Capital Costs to Capital Reserves** – As previously mentioned, the Public Safety & Justice initiative comes at a cost of \$1.5 million in 2006 and \$4.5 million in 2007. These costs are a combination of capital construction and operating enhancements in response to serving more citizens. Since the Police Services methodology change did not result in the needed revenue for the first two years, and due to the other various budget constraints, the budget includes the capital costs being paid for out of the Capital Reserves for the first two years. This will remove approximately \$2.9 million from Capital Reserves. Beginning in 2008, the plan will be for these capital expenses to be paid for in the General Fund out of the additional revenue to be received from the Incremental Cost Model for contract policing. All of the operating costs for the Public Safety & Justice initiative are included in the county’s General Fund budget for 2006 and 2007.
4. **Use Non General Fund Departmental Fund Balances** – The final adjustment needed is the use of departmental fund balances that have accumulated over the past few years. The county makes over \$20 million in annual appropriations to non general fund programs. For the most part, these full appropriations are needed annually for services. However, on occasion, additional outside revenue is received or services do not cost as much as projected. The county has the option then of reducing the appropriation or of allowing this funding to go to fund balance. These fund balances are in addition to the General Fund fund balance which is retained at 8% of operating expenditures. Over \$2.8 million resides in such fund balances. The budget includes the use of \$1 million for 2006, including \$67,085 from Community Corrections, \$200,000 in Friend of the Court, \$300,000 in the Child Care Fund, \$330,320 from ETCS and \$185,000 from Solid Waste.

The real challenge will then be throughout 2006/07 in preparation of the 2008/09 budget. The structural deficit must be handled to ensure the long-term fiscal stability of the organization. The five year projections demonstrate a good financial outlook if the county implements an expenditure reduction of nearly \$3 million in 2008. This will be possible through some cost saving measures that must be researched and acted upon prior to the adoption of the 2008/09 budget, including but not limited to:

- Savings in salary, medical and pension costs through negotiated labor contracts
- Re-evaluating the commitment to the Human Services departments for personnel costs
- Determining if the policy to freeze/waive the Cost Allocation Plan for Human Services and county grants can continue

#### **THE STRATEGY FOR 2006 AND BEYOND**

The entire philosophy of the Business Improvement Process centers on continuous improvement. The organization has advanced significantly in its efforts to evaluate its operations, focus on who does what best, and identify its customers' needs. These same concepts will carry Washtenaw County through these tough economic times as they continue into the future. The primary focus will be continued systems integration within Communities of Interests coupled with internal cost saving measures.

**INFRASTRUCTURE**

In addition to departmental operations, each county business is dependent on the infrastructure of space, technology and professional development. Without a strong plan in each of these areas, the business will not be successful. Since the inception of the business improvement process, Washtenaw County has continually progressed in its approach to providing infrastructure in an integrated manner. As with all government agencies, Washtenaw County faces the challenge of ever increasing needs and opportunities with limited resources. It is essential that these resources be used in a wise manner to serve our citizens. The governance of our infrastructure is critical in ensuring that our delivery systems are efficient and effective and that our employees have what they need to provide world class service. For Washtenaw County:

**Infrastructure is defined as** the tools, skills and knowledge necessary for employees to work effectively and efficiently. This includes:

- Space
- Capital equipment
- Technology
- Professional development
- Processes (and their impact on positions).

Prior to the Business Improvement Process the provision of these resources was uncoordinated and hit-or-miss at best. Each planning cycle has seen an improvement in the manner in which our infrastructure is provided and maintained.

	<b>Technology</b>	<b>Space</b>	<b>Professional Development</b>
1996/97	PC replacement schedule – the beginnings of the County’s Technology Plan was a plan to provide every employee with a PC on a 3 year replacement schedule		Technology – the first priority for the new PD program was an emphasis on County employees becoming proficient in the use of available technology
1998/99	Mainframe to Client/Server – primary emphasis was to migrate County systems from mainframe applications to client/server applications both for usability and in preparation for Y2K	Space Plan Phase I – County began the first phase of coordinated space plan that would design and construct 5 new County facilities	
		Ergonomic Furniture – comprehensive plan to provide all employees with ergonomically correct furniture over a 3 year period	
2000/01	Server replacement schedule – with the expansion of County networks and applications a replacement schedule for the County’s 50+ servers and network hardware was developed	Capital reserve – the Board of Commissioners established a capital reserve policy and fund to be sustained by delinquent tax revenue. It would be the source of all capital expansion projects and associated debt service	
		Capital improvement schedule – development of a comprehensive 20 year schedule to ensure proper maintenance of all facilities. To be funded by a dedicated 1/8 <sup>th</sup> mill allocation	

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2002/03	Web enablement – Washtenaw County had built a world class infrastructure and was now positioned to take advantage of the opportunities afforded by the internet.		
2004/05	Systems integration – the planning focus for this cycle was expanding the concept of Communities of Interest and strengthening our internal capacity through systems integration. The strategic direction of all infrastructure resources was channeled toward systems integration		

For 2006/07 the provision of resources will be further integrated through the provision of one infrastructure plan that is detailed in separate components. There are three priorities for this planning cycle:

**Ensuring the stability of existing infrastructure** – with 5 new buildings, a world-class network and an ever more capable workforce there is a temptation to focus resources on expansion and new capabilities at the expense of maintaining what we already have. It is crucial that we establish priorities and procedures that ensure that the foundation that has been built remains solid and current with the times.

**Business Continuity** – the events of the last few years (9/11, the blackout of 2003) have driven home the message that we live in a fundamentally different world today. In addition, our reliance on technology makes it critical that those capabilities are not interrupted. The County has made great advances in making plans to ensure the critical business operations are not interrupted in the case of a disaster but there are many needs to still be addressed.

**Systems Integration** – the concept of systems integration is that by looking at core businesses and integrating structures and processes where possible we can reduce redundancies and expand the capacity of the system as a whole. The progress made in systems integration has been dramatic over the last two years with major initiatives in Support Services, Health and Planning & Environment. A primary purpose of the infrastructure is to support this transition from individual departments to integrated service delivery systems.

More information on the infrastructure allocation process, the 2006/07 allocations and the long-term plans can be found in the Capital Improvement section of this book.

## **OUTSIDE AGENCIES**

In addition to the operational and infrastructure budgets, the organization also allocates a set of funds to community organizations. Outside agencies are defined as those non-profit entities outside the County Government with which the County contracts for the provision of services. Various departments within the County also contract with non-profit organizations to provide or subsidize services; however, the particular services listed here are those which the Board of Commissioners chooses to fund directly with General Fund dollars to address their priorities. Contracts for provision of services are executed with each agency, and each agency's performance is overseen by a County department.

The outside agencies applying for funding are handled in three groups. The Human Services Oversight includes the application process for three Human Services priorities (Homelessness & Housing, Health and Children's Well-Being), and recommends small awards totaling approximately \$250,000 each year to meet the needs in these areas. The Board allocates an additional \$550,000 for larger awards specifically to meet needs in the area of Children's Well-Being. Agencies can submit proposals for either or both of these priority areas.

The third group of agencies falls under the oversight of several other County departments. Each oversight department reviews applications for agencies within its jurisdiction and makes funding recommendations to County Administration.

The application process for all three groups is integrated to align with the Business Improvement Process. Outside agencies were required to outline programs and expected service outcomes or products, define customer value and delineate measures that would demonstrate the attainment of expected outcomes.

A history of funding for each agency receiving funding is shown on the following tables. In addition to these agencies, many other agencies who applied for the limited funds available are not shown here.

**OUTSIDE AGENCIES – HUMAN SERVICES OVERSIGHT:**

AGENCY NAME	PROGRAM	2004 ACTUAL	2005 BUDGET	2006 ADOPTED	2007 ADOPTED
<b>HUMAN SERVICES OVERSIGHT</b>					
Avalon Housing	Enhanced Property Management	\$0	\$0	\$25,000	\$25,000
Avalon Housing	Homelessness Prevention and Housing	\$25,000	\$25,000	\$0	\$0
Catholic Social Services	Father Patrick Jackson House	\$18,950	\$19,000	\$19,000	\$19,000
Catholic Social Services	Grandparents as Parents	\$25,000	\$25,000	\$25,000	\$25,000
Community Dental Center - U of M	Dental Services for the Low Income	\$37,500	\$25,000	\$0	\$0
Food Gatherers	Food Provider	\$0	\$25,000	\$30,000	\$30,000
HelpSource	Healthy Young Moms	\$0	\$0	\$15,000	\$15,000
Home of New Vision	Transitional Housing	\$25,000	\$25,000	\$30,000	\$30,000
HOPE Medical Center	Low-Income Medical Services	\$20,000	\$20,000	\$25,000	\$25,000
Interfaith Hospitality Network	Shelter and Follow Up for Families Experiencing Homelessness	\$25,000	\$25,000	\$26,000	\$26,000
Neighborhood Senior Services	Medical Access Program	\$25,000	\$25,000	\$25,000	\$25,000
Northfield Human Services	People's Express Transportation	\$11,000	\$11,000	\$30,000	\$30,000
<b>SUBTOTAL:</b>		<b>\$212,450</b>	<b>\$225,000</b>	<b>\$250,000</b>	<b>\$250,000</b>

**OUTSIDE AGENCIES – CHILDREN’S WELL-BEING:**

AGENCY NAME	PROGRAM	2004 ACTUAL	2005 BUDGET	2006 ADOPTED	2007 ADOPTED
<b>CHILDREN'S WELL-BEING</b>					
Ann Arbor Center for Independent Living	Washtenaw Mentoring Partnership	\$0	\$0	\$50,000	\$50,000
Ann Arbor Teen Center/Neutral Zone	Youth Achievement Program	\$35,000	\$35,000	\$50,000	\$50,000
Ann Arbor YMCA	Youth Volunteer Corps	\$35,000	\$35,000	\$35,000	\$35,000
Catholic Social Services	Healthy Families Program	\$81,818	\$85,000	\$50,000	\$50,000
Catholic Social Services	Washtenaw Child Advocacy Center (WCAC)	\$0	\$0	\$25,000	\$25,000
Chelsea School District	Parents as Teachers Program	\$35,000	\$35,000	\$0	\$0
Child Care Network	Child Care Scholarships	\$100,000	\$100,000	\$90,000	\$90,000
EMU/Ypsilanti Youth Empowered to Act	Community Youth Mapping (CYM)	\$0	\$0	\$70,000	\$70,000
Family Learning Institute	Family Literacy	\$35,000	\$35,000	\$0	\$0
Interfaith Hospitality Network	Alpha House Children's Services	\$15,000	\$15,000	\$20,000	\$20,000
Ozone House	Youth Shelter and Family Support Project for Runaway & Homeless Youth	\$50,000	\$50,000	\$55,000	\$55,000
Parents as Teachers	First Steps - Parents as Teachers	\$0	\$0	\$35,000	\$35,000
Parents Together/City of Ypsilanti	S.U.R.E. at Parkridge Center	\$35,000	\$35,000	\$0	\$0
Perry Nursery School of Ann Arbor	Early learning and intervention services	\$0	\$0	\$20,000	\$20,000
Planned Parenthood	Comprehensive Prenatal Program	\$60,000	\$60,000	\$50,000	\$50,000
S.O.S. Community Services	Parents as Teachers Program	\$34,738	\$35,000	\$0	\$0
Washtenaw County MSU Extension	Peer to Peer Parenting	\$30,000	\$30,000	\$0	\$0
<b>SUBTOTAL:</b>		<b>\$546,556</b>	<b>\$550,000</b>	<b>\$550,000</b>	<b>\$550,000</b>

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**OUTSIDE AGENCIES:**

AGENCY NAME	2004 ACTUAL	2005 BUDGET	2006 REQUESTED	2006 ADOPTED	2007 ADOPTED
<b>Sheriff Oversight</b> Humane Society of Huron Valley	\$169,525	\$159,000	\$283,545	\$200,000	\$200,000
<b>Public Defender Oversight</b> Legal Services of South Central Michigan (LSSCM)	\$60,000	\$60,000	\$60,000	\$60,000	\$65,000
<b>Parks &amp; Recreation Oversight</b> Retired and Senior Volunteer Program (RSVP)	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
<b>Drain Commissioner Oversight</b> Huron River Watershed Council River Raisin Watershed Council SEMCOG - ( Water Quality ) Washtenaw County Conservation District	\$11,892 \$6,781 \$9,025 \$26,000	\$11,892 \$7,265 \$9,500 \$26,000	\$11,892 \$7,265 \$9,025 \$26,000	\$11,892 \$7,265 \$9,025 \$26,000	\$11,892 \$7,749 \$9,025 \$26,000
<b>Community Development Oversight</b> Fair Housing Center of Southeastern Michigan LSSCM - Michigan Tenant Counseling Program	\$35,050 \$0	\$35,050 \$0	\$35,050 \$15,000	\$35,050 \$15,000	\$35,050 \$15,000
<b>Administrator Oversight</b> Area Agency on Aging I-B Dispute Resolution Center NAAPID NEW Center SEMCOG ( Dues ) MI Small Business & Tech. Development Center Washtenaw Area Transportation Study Washtenaw County/EMU Legal Resource Center Washtenaw Development Council	\$19,750 \$25,000 \$10,000 \$10,000 \$114,267 \$10,000 \$20,000 \$0 \$100,000	\$19,750 \$25,000 \$10,000 \$10,000 \$145,500 \$10,000 \$20,000 \$0 \$100,000	\$21,732 \$25,000 \$10,000 \$10,000 \$130,000 \$10,000 \$20,000 \$5,000 \$100,000	\$21,732 \$25,000 \$10,000 \$10,000 \$130,000 \$10,000 \$20,000 \$5,000 \$100,000	\$22,320 \$25,000 \$10,000 \$10,000 \$140,000 \$10,000 \$20,000 \$5,000 \$100,000
<b>County MSU Extension Oversight</b> Project Grow	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
<b>SUBTOTAL:</b>	<b>\$ 642,290</b>	<b>\$ 663,957</b>	<b>\$ 794,509</b>	<b>\$ 710,964</b>	<b>\$ 727,036</b>

