INTRODUCTION

Washtenaw County's Capital Program is complex, dealing with capital construction, modification and acquisition at different levels through separate and specific approaches. Although there is overlap; fundamentally, the County breaks capital outlay into four classes:

1) Infrastructure (water and sewer)

2) Buildings (construction or acquisition)

3) Capital improvements (modification of existing facilities)

4) Capital equipment acquisitions

Each year the County Drain Commissioner and Department of Public Works oversee a number of water and sewer construction projects. These projects are initiated by local units of government or other agencies, and although the County issues the debt and retains ownership of the infrastructure, the local units are responsible for repairs, maintenance and debt repayment. For this reason these are considered "component units" (page J-1). This arrangement is discussed in greater detail under the Debt Service section beginning on page H-18.

Unless otherwise designated by the Board of Commissioners, building construction and acquisitions are carried out by the Washtenaw County Building Authority, a separate nonprofit corporation, with ownership being passed to the County upon retirement of all debt. These budgets are established for the duration of a project and are taken to the Board of Commissioners on a case by case basis. This is discussed in greater detail under the Debt Service section.

Washtenaw County has made great efforts towards ensuring proper infrastructure development and maintenance is achieved for county departments and Communities of Interest. 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 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 purposes of internal infrastructure allocation, 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. A history of this progression is provided on the next page.

	Technology	Space	Professional Development
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 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 1/8th mill allocation	
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 channel 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 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.

During the 2004/05 Budget Process, the County also developed an "Infrastructure Allocation" model to clearly establish the parameters for new infrastructure initiatives. An overview of this model begins this chapter as its principles are used to guide the decisions for the capital plan. The planned use of the 1/8th Mill Allocation is discussed in detail beginning on page H-11 and the Technology and Capital Equipment discussion begins on page H-15.

Washtenaw County
Infrastructure Allocation

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).

Governance is defined as:

- Ensuring the alignment of resources with business objectives (County-wide and Departmental)
- Ensuring that resources are used in the most effective and efficient manner
- Ensuring that decisions regarding resources are made at appropriate levels within the organization.

The following discussion will focus on the governing principles to be used when making decisions about our infrastructure allocation and the process for which these decisions are made. For 2006/07, the three main priorities for infrastructure allocation during this planning process were:

- Ensuring the stability of existing infrastructure
- Business Continuity
- Systems Integration

Infrastructure Allocation Governing Principles

The purpose of governance is to ensure the alignment of resources with business objectives, that resources are used in the most efficient and effective manner possible and that decision are made at appropriate levels within the organization. To that end the following principles will govern our decisions.

1. **Employee support & customer service:** Critical to the success of County initiatives are: keeping the workforce and public informed, creating an environment of trust, securing buy-in, and providing improved support to the workforce and service to citizens of Washtenaw County.

2. **County-wide and departmental needs**: Striking a balance in policy formulation, planning, and execution between County-wide needs and departmental requirements is the responsibility of all participants. When irresolvable conflicts arise, the needs of the County will prevail.

3. **Alignment:** Alignment of the Infrastructure Plans to the Business Plan is essential. All goals within a plan must:
   - demonstrate the advancement of business objectives
   - have appropriate performance measures
   - contain a communication plan to understand needs and communicate effectively

4. **Return on Investment:** The County intends to fund infrastructure projects with the highest long-term payoff and to minimize lifecycle costs. Priority will be given to projects that:
   - enhance customer service
   - provide Web-enabled applications
   - reduce the cost of doing business
   - promote collaboration
   - enhance the operations of multiple departments
   - advance business goals and objectives

5. **Maintenance:** Maintaining our existing infrastructure is crucial for business continuity and will be considered in developing action plans for all goals.

6. **Continuous Improvement:** Strategic planning is an iterative process; the County's infrastructure plans will be continuously updated.

7. **Employee Tools:** Tools are essential to efficient and effective customer service and to employee communication. Effective tools are matched appropriately to the employee's job functions and work environment.

8. **Process Review**: New infrastructure projects will not be funded until a formal review is done of the impacted processes. Processes will be reviewed for both effectiveness and efficiency.

9. **Research**: Keeping abreast of new developments and advances in providing tools for employees and service delivery is important and is a shared responsibility between Support Services and their customers.

Infrastructure Alignment Process

VISION

The vision is that for all areas of infrastructure there is a common framework for receiving, evaluating and responding to proposals. That framework would be clear and intuitive to our partners.

PROCESS ROLES

The roles in the process should be clearly defined both within Support Services and in communication with departments. Roles and responsibilities should be clear, consistent and intuitive across divisions.

Players	**Role**
Support Service Help Desk	Identify and clarify "operational" requests. Explain process.
Quarterly Business Meetings	Identify and clarify "strategic" requests. Explain process.
Support Services Departments	Assess need and specifications. Make recommendations (based on merit).
Budget Office	Factor costs, ROI and impact on budget. Make funding recommendations
Infrastructure Alignment Team	Advise Administration on priorities and evaluation criteria
Administration	Set priorities. Make final decision (balancing of competing priorities)
Departments	Prioritize their own requests

TYPES OF REQUEST

A distinction is made between requests that are "strategic" in nature and those that are "operational" or routine. This distinction will clarify how the request should be processed and the criteria for evaluation. It will also provide staff with parameters within which to make decisions.

	Operational	**Strategic**
Within Budget Process	Part of "Base Budget" discussions in budget process	Part of Administrator's discussions in budget process
Outside Budget Process	Routine in nature. Either scheduled or breakdown	Based on change in Business Plan
Players	Probably impact only one Support Services Dept	Probably impact more than one Support Services Dept
Decision / Criteria	Decision based on existing priorities / criteria	Requires analysis and prioritization
	Resolution fairly quickly with little deliberation	Requires deliberation
	Staff empowered to make decisions and resolve issues within parameters	Staff make recommendations. Decision based on multifaceted analysis and group discussion.

The following is a breakdown between the types of requests that are strategic and operational. These parameters will be reviewed periodically to ensure they result in the appropriate decisions being made at the appropriate level of the organization.

POSITIONS

Operational	**Strategic**
Reclassifications	Reorganizations
	Creation / Elimination
	Vacancies (opportune time)
	Grant funded positions

TECHNOLOGY

Operational	**Strategic**
Implementation of projects identified in the biennial Technology Plan	Creation of biennial Technology Plan
Maintenance and replacement of existing equipment	New projects requests not included in Tech Plan
	Modifications to Tech Plan projects
Hardware or software not included in Technology Plan (<$10,000)	Hardware or software not included in Technology Plan (>$10,000)
Scheduled upgrades of existing applications covered by a maintenance agreement with the vendor	Upgrades of existing applications not covered by a maintenance agreement with the vendor or otherwise budgeted

SPACE & EQUIPMENT

Operational	**Strategic**
Replacement of existing capital equipment	New space plan projects
Items on the Capital Maintenance schedule (20 year)	Modifications to space plan projects
Requests for routine maintenance (repairs)	Purchase of “new” capital equipment
	Revision of Capital Maintenance schedule (20 year)

SUBMITTING REQUESTS

New requests should only occur during biennial Planning Process unless there is a change within the department's business plan that would be initiated by one of the following conditions:

- Opportune time
- Funding changes (including grants)
- Mandate changes
- Extraordinary conditions
- New management / new direction

All requests need to be submitted via a Infrastructure Proposal form. This form is available to the organization on the internal website (eCentral). The form asks for key information so a business review can be done and an assessment of the proposal can be made. It includes the following questions as a means to gather this information.

- **What is the general concept of the request?**

- **What element in your business plan prompts this request?**
  Business plans guide the day-to-day and strategic operations of county departments. It is important to understand how requests for change support the goals outlined in an organization's business plan.

- **What is the expected outcome of this enhancement?**
  How will this benefit the organization and community in terms of enhancing customer service, further integrating your Community of Interest, creating process efficiencies or other cost savings?

- **What collaboration is necessary for this to occur?**
  Very few projects are done in a vacuum. Whose cooperation and collaboration is critical to the success of this project? For instance, will this affect other county departments or external agencies?

- **What measurements would demonstrate the attainment of the expected outcome?**
  If a project is accepted and implemented, the sponsor requesting the project will be expected to ensure that the measurable outcomes are tracked and obtained.

- **What is the requested date, schedule or interval for measurement?**
  Is there a window of opportunity or external factors that would influence the timing of this project?

- **What is the expected return on investment? Over what time period?**

- **What is the expected impact on existing infrastructure/operating budgets?**
  Based on your current analysis of the idea, how will this impact your departmental need for technology, personnel, space/buildings, professional development and/or operating expenses?

  Technology (new or enhanced)?
  Personnel (positions: numbers, classifications, etc...)?
  Space/Buildings (rearrangements, remodeling, etc...)?
  Employee Development?
  Capital Equipment?
  Operating Expenses?

REVIEWING REQUESTS

Requests are first reviewed to understand the business impact and alignment with the organizational vision and goals. The proposal is then viewed from a feasibility perspective. Is the infrastructure available? What are the various infrastructure options for reaching the desired outcome? What will the impact be of implementing the request? A thorough calculation of the initial costs and a five year total cost of ownership is completed for each feasible option. Finally, a comprehensive review must be done to prioritize the request with other proposed initiatives and ensure funding is available. All of this must be done in partnership with the departmental staff who submitted the request.

WASHTENAW COUNTY SPACE PLAN

BACKGROUND

In 1997 and 1998 the Board of Commissioners adopted significant revisions to the Washtenaw County Space Plan. These actions authorized a series of projects implemented in 1999 and 2000. Completion of these projects, described in previous reports and memoranda, will meet many of the space needs of Washtenaw County government for the next 25 – 30 years. As the statement above reveals, however, these projects will not meet all possible needs. As a result, the Space Plan is considered a "living document" that provides guidance to Washtenaw County's infrastructure needs while remaining flexible enough to respond to the evolving needs of a changing workforce.

As a means of starting the discussion of future space needs, a brief summary of the projects recently authorized by the Board of Commissioners is in order. A recap of the two major phases of the prior budget cycle's space plan follows:

Phase 1:

1. Construction of a new building in downtown Ann Arbor for the County Clerk/Register of Deeds, County Treasurer, Equalization Department and Prosecuting Attorney.
2. Development of a new building on Zeeb Road for the county's environmental services. In addition, this facility will supply office space for an associated, though independent agency, the Ann Arbor/Ypsilanti Urban Areas Transportation Study (UATS).
3. Remodeling of the County Annex for the Public Defender, Infrastructure & Planning and other activities.
4. Remodeling of the space vacated within the County Courthouse by the departure of the County Clerk/Register of Deeds, Public Defender and Prosecuting Attorney.
5. Expand the incarceration capacity of the Washtenaw County Corrections Facility (WCCF) through the construction of an 84 Bed Minimum Security Expansion.
6. Development of a facility(s) to meet the needs of the homeless in Washtenaw County.

Phase 2:

1. Develop a new Juvenile Detention/Day Treatment Facility.
2. Address the long-term infrastructure needs of the Washtenaw County Trial Court.
3. Address the critical infrastructure needs at the Washtenaw County Corrections Facility.

The status of the Phase 1 & 2 projects listed above is as follows:

200 N. Main Building (downtown Ann Arbor):	Completed
Western County Service Center (Zeeb Road Building)	Completed
Annex Remodeling	Completed
Minimum Security Expansion at WCCF	Completed
Delonis Center (Shelter)	Completed
Juvenile Detention/Day Treatment Facility	Completed
Head Start Facility	Completed
Courthouse Remodeling	Completed
Infrastructure Improvements at WCCF	Pending
Infrastructure Improvement for Washtenaw County Trial Court	Pending

COUNTY SPACE NEEDS: 2006 – 2014

The above projects answer many of the County's most immediate space needs. Our building infrastructure is well-positioned to support the business needs of Washtenaw County through the coming decade. Our investment in new facilities has positioned us so well, in fact, that we no longer need to consider expansion as the primary component of the Space Plan. Instead, we are afforded the power to focus on the improvement of existing facilities through the 1/8th mill allocation, coupled with the judicious consolidation of workspace as an overall strategy.

One initiative that will assist in providing the framework in which to achieve these reductions is the implementation of County-wide standards for resources such as space, fixed assets, technology, and fleet vehicles. Implementing standards in alignment with best practices developed by peer organizations and professional associations provides an excellent opportunity for Support Services to:

- Clarify expectations around resource allocation;
- Streamline procedures for providing those resources;
- Reinforce dual accountability between departments and Support Services; and
- Introduce transparency to the decision-making process.

These elements further combine to serve the stated goal of equal application of policy. In so doing, we will not only create a more cohesive organization, but also reduce the cost of doing business. In addition to these standards, the policies that govern our operations are being presented to the Board of Commissioners for update to reflect the Board's current objectives and our internal operating practices. These updated policies as well as direction from the Board will determine the next steps relating to the pending space needs for the county.

The most pressing space need for Washtenaw County is relating to the Washtenaw County Corrections Facility and 14A District Court. This need has existed for many years with short-term solutions being implemented. It has reached a critical point as the jail is continuously operating above capacity. The need for space improvement at the Washtenaw County Corrections Facility is well documented. In 1998, Washtenaw County engaged the services of Harley Ellington Design to prepare a Master Plan for the Washtenaw County Corrections Facility. The Master Plan document outlined a strategy for expansion and improvement of the existing facility to meet future needs. Again in 2000, a study was conducted by a consultant, HLM Design, which addressed the needs for improvement. In both instances, the cost of the proposed project was considerable. In November 1998 and November 2000 potential projects were presented to the Washtenaw County electorate in the form of millage referendums. In both instances, the referendums were defeated. As a result, the projects were not implemented and the space issues continued. In 2003, the County Administrator formed a review committee to develop a strategic recommendation to address these needs. This in part lead to the establishment of the Criminal Justice Collaborative Council (CJCC) that is comprised of many elected and appointed figures within the Public Safety & Justice Community of Interest, as well as local agency and citizen representation. In 2004, final recommendations were taken to the Board of Commissioners that included a systematic and long-term solution to the jail overcrowding problem. Once again, a millage referendum was taken to the county electorate in February 2005, and was again defeated.

In light of this most recent defeat, the county Board of Commissioners have decided to take the majority of 2006 to conduct a thorough review of all of the county's space needs, availability, and options to meet the short-term and long-term space needs of the organization. This will include identifying available funding sources to ensure the county is making the best decisions within its limited resources. A schedule of the Board's review plan is provided below.

Information sessions with BOC	March - April
Report out on needs assessment for PS&J	May 4
Establish Space Plan goals and engagement strategy with BOC	May 18
Update county-wide Space Plan	June - Aug
Report out on recommended county-wide Space Plan	Sept 7
Review & discussion of recommended county-wide Space Plan	Sept - Oct
Funding recommendations	Nov
Approve funding	Dec

1/8TH MILL ALLOCATION – PLANNING & BUDGETING

PURPOSE

An effective organization must carefully plan for and manage the use of its physical assets. The buildings, which comprise an organization's physical inventory, must meet the operating needs of that organization. As an organization devoted to serving the public, Washtenaw County's facilities serve as the support structure for County departments as they in turn provide service to the public. The process of capital planning and budgeting ensures that Washtenaw County facilities are developed and maintained in a manner that meets the needs of the County's citizens. The process recognizes that governments operate within specific fiscal constraints and resources are not available to accomplish every objective immediately. Through the planning process, capital needs are reviewed and prioritized. The result is a schedule of improvements and maintenance designed to match needs with available resources.

BACKGROUND

Capital improvement projects involve large expenditures of funds and generate a product, or facility, with a life of multiple years. Examples of capital improvement projects include:

- Enlarging an existing facility
- Remodeling or reconstruction of an existing facility
- Repair or replacement of building equipment (HVAC, plumbing, etc.)
- Repair or reconstruction of a major support system (parking lot, sidewalk, etc.)

Within Washtenaw County, the 1/8th mill allocation focuses on existing facilities. Development of new County facilities is a function of the County Space Plan, as discussed earlier. The primary activities contained in the 1/8th mill allocation are remodeling and modification of existing facilities. In addition, improvements to existing facilities such as replacement of roof systems, carpeting and other interior finishes are also included in this process.

The Facilities Management group of Support Services Infrastructure & Planning is responsible for leading the 1/8th mill allocation planning and budgeting process. Development and implementation of the plan is a collaborative effort involving Finance, Budget, Information Technology and Administration staff. Through review and analysis of existing facilities and identified space needs, capital improvement projects are developed. The projects address necessary upgrades of County facilities with respect to the condition of the building and its systems, safety, building code compliance (including the Americans with Disabilities Act), reduction of liability and energy management.

Projects are divided into two basic categories. The first are "development" projects, responding to specific, identified needs. These include programmatic needs identified by a department that require significant change to an existing facility in order to meet a service delivery requirement. Such a need is accomplished through renovation or expansion of an existing structure. The second category is "maintenance", involving necessary ongoing activities designed to ensure that existing facilities are kept in a sound, reliable condition. This includes repair and maintenance of major building systems, carpet replacement, painting and roof maintenance.

PROCESS

Performance of the Capital Improvement Process involves a number of efforts:

1. **Annual review of the existing physical inventory of facilities**. Utilizing both departmental staff and appropriate consultants, a review is performed of existing facilities to determine maintenance and improvement needs. Staff incorporate established preventive maintenance schedules into this review effort, along with industry standards for equipment replacement, life expectancy for specific equipment and knowledge of current performance levels.

2. **Response to departmental requests**. In response to departmental requests for remodeling or modification of their space through the Infrastructure Request process outlined above, the Facilities Management leadership team develops plans to meet identified space needs. The plans are developed in concert with the requesting department, utilizing their input to shape the product. When necessary, appropriate consultants are utilized to

support this effort. This often involves the use of mechanical engineers, or other specialized consultants that provide specific expertise or background. Input is sought from all staff within Facilities Management, particularly the line staff and Skilled Trades. These employees' hands-on experience and knowledge of County facilities is a valuable element in the development of building renovation plans.

3. **Ongoing examination of projects and priorities**. Throughout the year, Facilities Management encounters requests for building changes and improvements, as well as unanticipated maintenance needs. Staff review the requests and maintenance needs and determine their relative priority in relation to projects already established or in development. If necessary, project schedules may be renegotiated to reflect the urgency or priority of need. It should be noted that while it is necessary to acknowledge that emergencies can arise, it is the intent of the planning process to minimize their occurrence.

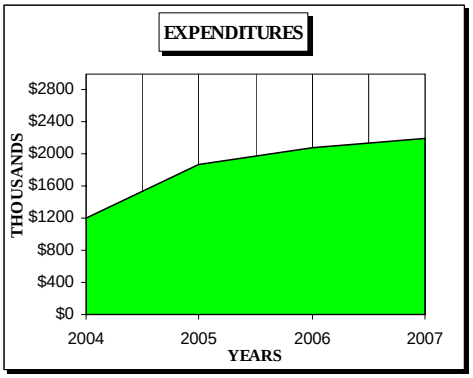
The result of this planning process is a **Preventative Maintenance Schedule.** This schedule illustrates the County's plan for repair, maintenance or replacement projects within County Facilities. It addresses such major systems as HVAC systems, roof systems, parking lots, carpet, etc. The first two years of this plan identifies specific projects that will be implemented within the budget allocation. It provides information on the type of project, estimated cost and the proposed timeframe for implementation. Management of the Capital Maintenance Plan is the responsibility of Facilities Management, in collaboration with the rest of Support Services, and County Administration.

The cost estimates for these projects are prepared through the review of current construction costs, historical construction cost data and the professional experience and judgment of the staff. Funds for the projects are provided by the biennial budget resolution of the County Board of Commissioners which allocates 1/8 Mill for capital improvements from the General Fund.

The 2006/07 adopted budget for the 1/8th mill allocation is provided below. The reduced expenditure in 2004 is due to projects not being completed prior to year end. These projects were continued in 2005 through a use of fund balance. The budgeted amount in Capital Outlay reflects the Board of Commissioners priority of 1/8th mill being allocated to the ongoing maintenance of our infrastructure.

1/8th Mill Allocation

EXPENDITURES	2004 ACTUALS	2005 ADOPTED BUDGET	2006 ADOPTED BUDGET	2007 ADOPTED BUDGET
Personal Services	$ -	$ -	$ -	$ -
Supplies	$ 1,037	$ -	$ -	$ -
Other Services	$ -	$ -	$ -	$ -
Internal Svs. Charges	$ -	$ -	$ -	$ -
Capital Outlay	$ 1,198,822	$ 1,567,962	$ 1,789,826	$ 1,897,216
Contingencies / Transfers Out	$ -	$ 300,000	$ 300,000	$ 300,000
Total	$ 1,199,859	$ 1,867,962	$ 2,089,826	$ 2,197,216



2006 1/8TH MILL ALLOCATION DETAIL

Capital Asset/Component	Expected Life	Used Life	2006 Budget	Impact on Operating Budget
Building Upkeep			**1,289,826**	
110 N. Fourth Rooftop HVAC	15	15+	30,000	Prevent emergency status - could result in increased staff time, higher replacement costs and building closure (loss of staff productivity) in failure situation.
110 N. Fourth Security Upgrades	N/A	N/A	10,000	Ensures safety of county staff and citizens. Ensures failure of equipment doesn't exist - could result in increased staff time and higher replacement costs.
200 N. Main Security Upgrades	N/A	N/A	20,000	Ensures safety of county staff and citizens. Ensures failure of equipment doesn't exist - could result in increased staff time and higher replacement costs.
2155 Hogback Security Upgrades	N/A	N/A	15,000	Ensures safety of county staff and citizens. Ensures failure of equipment doesn't exist - could result in increased staff time and higher replacement costs.
Administration Bldg Security Upgrades	N/A	N/A	30,000	Ensures safety of county staff and citizens. Ensures failure of equipment doesn't exist - could result in increased staff time and higher replacement costs.
Chelsea Courthouse Ventilation System	15	15+	40,000	Prevent emergency status - could result in increased staff time, higher replacement costs and building closure (loss of staff productivity) in failure situation.
Chelsea Courthouse Security Upgrades	N/A	N/A	40,000	Ensures safety of county staff and citizens. Ensures failure of equipment doesn't exist - could result in increased staff time and higher replacement costs.
Delonis Center Paint	2	1.5	25,000	None. Enhance building appearance.
Delonis Center Security Upgrades	N/A	N/A	15,000	Ensures safety of county staff and citizens. Ensures failure of equipment doesn't exist - could result in increased staff time and higher replacement costs.
Downtown Courthouse HVAC			115,000	Prevent emergency status - could result in increased staff time, higher replacement costs and building closure (loss of staff productivity) in failure situation.
Downtown Courthouse Ventilation Lower Parking Lot	N/A	N/A	75,000	Reduced liability.
ECGC Restroom Renovation	15	15+	60,000	None. Enhance customer service and building value.
ECGC Security Upgrades	N/A	N/A	50,000	Ensures safety of county staff and citizens. Ensures failure of equipment doesn't exist - could result in increased staff time and higher replacement costs.
FIA Carpet	10	10+	80,000	None. Enhance building appearance.
Head Start Security	N/A	N/A	17,000	Ensures safety of county staff and citizens. Ensures failure of equipment doesn't exist - could result in increased staff time and higher replacement costs.
Juvenile Detention Paint	5	2	5,000	None. Enhance building appearance.
Juvenile Detention Utility Vision	N/A	N/A	16,500	Potential for higher utility costs.
Platt Road Carpet	10	10+	15,000	None. Enhance building appearance.
Platt Road Entrance Canopy	25	25+	45,000	None. Enhance building appearance.
Platt Road Security Upgrades	N/A	N/A	20,000	Ensures safety of county staff and citizens. Ensures failure of equipment doesn't exist - could result in increased staff time and higher replacement costs.
Zeeb Road Utility Vision	N/A	N/A	16,500	Potential for higher utility costs.
Security - Various	15	15+	25,000	Ensures safety of county staff and citizens. Ensures failure of equipment doesn't exist - could result in increased staff time and higher replacement costs.
Chevron - building updgrades for energy savings	N/A	N/A	430,000	Bond Payment - Guaranteed operating cost savings in Facilities Operations & Maintenance for utilities. Ability to expand building upgrades in short-term.
Contingencies	N/A	N/A	94,826	Prevents negative impact on operating budget and fiscal instability.
Business Continuity			**$ -**	Personnel costs included in Facilities Operations & Maintenance; no expected impact on other projects or operating budget due to allocation of staff time.
Expand plan for quicker business return following emergency situations			Staff Time	
Systems Integration			**$ 500,000**	
Health Community of Interest (Towner facility)				Project details TBD. Will result in increased capacity of existing staff as process efficiencies will be gained.
Planning & Environment Community of Interest (Zeeb Road facility)				Project details TBD. Will result in increased capacity of existing staff as process efficiencies will be gained.
Total			**$ 1,789,826**	

2007 1/8TH MILL ALLOCATION DETAIL

Capital Asset/Component	Expected Life	Used Life	2007 Budget	Impact on Operating Budget
Ensure Stability of Existing Infrastructure			**$ 1,397,216**	
Administration Bldg Computer Room Infrastructure	15	15+	165,000	Prevent emergency status - could result in increased staff time, higher replacement costs and building closure (loss of staff productivity) in failure situation.
ECGC Fire Upgrades	N/A	N/A	112,000	Prevent emergency status - could result in increased staff time, higher replacement costs and building closure (loss of staff productivity) in failure situation.
ECGC Painting	5	5+	30,000	None. Enhance building appearance.
Juvenile Detention Concrete	25	25+	5,000	None. Enhance building value.
LLRC Fire Upgrades	N/A	N/A	57,754	Prevent emergency status - could result in increased staff time, higher replacement costs and building closure (loss of staff productivity) in failure situation.
LLRC Paint	5	1	7,000	None. Enhance building appearance.
Platt Road Mechanical	15	15+	150,000	Prevent emergency status - could result in increased staff time, higher replacement costs and building closure (loss of staff productivity) in failure situation.
Landscaping - Countywide	25	25+	38,000	None. Enhance building appearance and value of property.
Security - Various	15	15+	249,000	Ensures safety of county staff and citizens. Ensures failure of equipment doesn't exist - could result in increased staff time and higher replacement costs.
Signage - Countywide	25	25+	80,000	None. Enhance customer service and building appearance.
Chevron - Bond payment on County-wide improvements to reduce energy conservation	N/A	N/A	430,000	Bond Payment - Guaranteed operating cost savings in Facilities Operations & Maintenance for utilities. Ability to expand building upgrades in short-term.
Contingencies	N/A	N/A	73,462	Prevents negative impact on operating budget and fiscal instability.
Business Continuity			**$ -**	
Expand plan for quicker business return following emergency situations			Staff Time	Personnel costs included in Facilities Operations & Maintenance; no expected impact on other projects or operating budget due to allocation of staff time.
Systems Integration			**$ 500,000**	
Health Community of Interest (Towner facility)				Project details TBD. Will result in increased capacity of existing staff as process efficiencies will be gained.
Planning & Environment Community of Interest (Zeeb Road facility)				Project details TBD. Will result in increased capacity of existing staff as process efficiencies will be gained.
Total			**$ 1,897,216**	

TECHNOLOGY AND CAPITAL EQUIPMENT

As we move into the 21st century, technology will play an increasingly larger role in how citizens, visitors, businesses, and employees conduct business with the County. Thus, Washtenaw County has made it a goal to maintain and continually upgrade the current viable technological infrastructure and to be a leader in the emerging field of E-Government.

2006/2007 TECHNOLOGY CAPITAL PLAN

As stated previously, the three main priorities for this planning process were:

- Ensuring the stability of existing infrastructure
- Business Continuity
- Systems Integration

For technology, ensuring the stability of existing infrastructure means the technology plan provides funds for the necessary replacement of our network and server systems to guarantee the continued success of 99.999% network uptime, as well as implementation of our PC replacement program that provides a current desktop or laptop computer for each employee every 4-5 years, depending on utilization standards. It includes providing other desktop and communication tools needed by employees to carry out world class service. And it includes supporting the applications necessary for county businesses to operate with the technology they have been provided.

Business Continuity has become a major endeavor for Washtenaw County over the past several years, beginning with a lot of dialog and planning efforts to understand the county operations, mandates for continued service even in an emergency situation and the impact loss of service will have on our customers. For 2006/07, the technology plan includes an appropriation to our ERP system that is needed in part to ensure business continuity is attained in this area.

The final area of Systems Integration was identified as a goal in the 2004/05 Planning Process and is one that will always be a top priority for our infrastructure allocation. To ensure the county is most effectively using the citizen's tax dollars, the county must provide infrastructure from a systems perspective instead of a departmental perspective. Within most Communities of Interest, technology and data is handed off between departments. The county is undergoing efforts to ensure infrastructure is being applied to have this happen in the most efficient and effective way possible. The specific allocations for 2006/07 are unknown at this time, but will be allocated using the principles of the Infrastructure Allocation model and in those areas where the county feels the citizens will most greatly benefit either through enhanced customer service or through internal efficiencies that reduce the cost of doing business.

DESCRIPTION	2004	2005	2006	2007	TOTAL
Desktop Support	**$ 711,250**	**$ 711,250**	**$ 927,088**	**$ 946,088**	**$ 3,295,676**
Network Support	**$ 851,667**	**$ 962,667**	**$ 310,900**	**$ 261,200**	**$ 2,386,434**
Application Support	**$ 240,000**	**$ 150,000**	**$ 426,629**	**$ 399,629**	**$ 1,216,258**
Business Continuity	**$ -**	**$ -**	**$ 550,000**	**$ 550,000**	**$ 1,100,000**
Systems Integration					
Document Management/Imaging	$ 350,000	$ 350,000	TBD	TBD	$ 700,000
Workflow	$ 125,000	$ 125,000	TBD	TBD	$ 250,000
Data Warehouse	$ 25,000	$ 25,000	TBD	TBD	$ 50,000
GIS	$ 50,000	$ 50,000	TBD	TBD	$ 100,000
Integration Support	$ 241,829	$ 220,829	TBD	TBD	$ 462,658
Systems Integration Total	**$ 791,829**	**$ 770,829**	**$ 380,129**	**$ 437,829**	**$ 2,380,616**
Totals:	**$ 2,594,746**	**$ 2,594,746**	**$ 2,594,746**	**$ 2,594,746**	**$ 10,378,984**

FLEET SERVICES

The procurement, operation and maintenance of County owned vehicles is the responsibility of Facilities Management - Fleet Services Division and all transactions for the fleet will be accounted for in the Facilities Management Transportation Fund. The overall size of the County fleet is established by Board resolution. Accordingly, any addition to the fleet requires Board authorization.

A summary of the policy governing vehicle procurement and management is as follows:

A. Monthly lease fees shall be determined for departments or agencies utilizing a formula based upon the following factors:

   1. Initial purchase price plus any costs necessary to prepare the vehicle for use.

   2. The estimated life expectancy of the vehicle.

   3. An estimated salvage value.

   4. An interest rate deemed adequate by Central Administration to compensate for inflation and sufficiently replenish the fund.

B. Lease payments shall not exceed the useful life of the vehicle.

C. Requests for equipment shall be made by the department head or designee during the budget process.

D. If the vehicle is purchased using money from sources other than the Fleet Management Fund, no monthly vehicle lease will be charged.

E. The lease payments received by Fleet Services will be deposited in a separate organization within the Fleet Services Fund. The monies in the Fund will be rolled forward each year for the purchase of replacement and new vehicles. This fund will be reviewed by the Finance Department and adjustments to the balance will be applied to vehicle operational costs, as directed by the Administrator.

The county is undergoing a review of these policies to ensure they result in the proper allocation and billing of our fleet management. New Board of Commissioner policies will be adopted during 2006, although many of the same principles and operating practices will remain. A listing of vehicles scheduled for purchase in 2006 and 2007 are included on page H-17. The listing is the County's revolving schedule and includes both replacement and new vehicle purchases.

2006/2007 VEHICLE PURCHASES

DEPARTMENT	DESCRIPTION	# OF UNITS	UNIT COST	TOTAL COST	EST. LIFE
2006 Purchases					
Administration	Sedan	2	$24,613	$49,226	3 Yrs.
Building Inspection	Pickup Truck	3	$24,599	$73,798	4 Yrs.
CSTS	Sedan	2	$22,827	$45,654	4 Yrs.
CSTS	15 Passenger Van	2	$25,188	$50,377	4 Yrs.
Drain Commission	Pickup Truck	1	$27,099	$27,099	4 Yrs.
Environmental Health	Pickup Truck	4	$22,073	$88,292	4 Yrs.
Facilities Management	Sedan	4	$24,288	$97,150	4 Yrs.
Fleet Services	Mini Van	1	$27,300	$27,300	4 Yrs.
Parks and Recreation	Pickup Truck	1	$28,183	$28,183	4 Yrs.
Prosecuting Attorney	Sedan	1	$22,827	$22,827	4 Yrs.
Sheriff Animal Control	Pickup Truck	1	$24,599	$24,599	3 Yrs.
Sheriff Jail Services	15 Passenger Van	1	$26,688	$26,688	3 Yrs.
Sheriff Police Services	Pickup Truck	1	$22,497	$22,497	3 Yrs.
Sheriff Police Services	Sedan	5	$22,827	$114,135	3 Yrs.
Sheriff Police Services	Patrol Car	18	$23,684	$426,308	3 Yrs.
Trial Court Juvenile Center	Sedan	1	$23,684	$23,684	4 Yrs.
	2006 TOTALS:	**48**		**$1,147,819**	
2007 Purchases					
Administration	Sedan	2	$25,785	$54,149	3 Yrs.
Building Inspection	Pickup Truck	3	$25,771	$77,312	4 Yrs.
CSTS	Mini Van	1	$28,600	$28,600	4 Yrs.
CSTS	Sedan	2	$23,914	$47,828	4 Yrs.
CSTS	15 Passenger Van	2	$26,388	$52,776	4 Yrs.
Drain Commission	Pickup Truck	1	$28,390	$28,390	4 Yrs.
Environmental Health	Pickup Truck	2	$23,124	$46,248	4 Yrs.
Facilities Management	Sedan	2	$25,444	$50,888	4 Yrs.
Fleet Services	Mini Van	1	$28,600	$28,600	4 Yrs.
Juvenile Day Program	15 Passenger Van	1	$26,388	$26,388	4 Yrs.
Parks and Recreation	Pickup Truck	1	$29,525	$29,525	4 Yrs.
Prosecuting Attorney	Sedan	1	$23,914	$23,914	4 Yrs.
Sheriff Jail Services	15 Passenger Van	4	$27,959	$111,835	4 Yrs.
Sheriff Police Services	Pickup Truck	1	$23,569	$23,569	4 Yrs.
Sheriff Police Services	Sedan	5	$23,914	$119,570	4 Yrs.
Sheriff Police Services	Patrol Car	18	$24,812	$446,609	4 Yrs.
Soil Erosion	Pickup Truck	2	$23,124	$46,248	4 Yrs.
Trial Court Juvenile Center	Sedan	1	$24,812	$24,812	4 Yrs.
	2007 TOTALS:	**50**		**$1,267,261**	

DEBT SERVICE

The issuance of debt is controlled by various State of Michigan Statutes, which limit amounts and times for capital and other projects of the County. Depending on the applicable legislation, repayment is provided from a number of sources. In some cases the repayment comes from separate funds but with the general faith and credit of the County as additional security, while in other situations debt service is a direct charge to the General Fund of the County.

The six County agencies having statutory authority to issue bonds include:

1) The County as a whole for a General Obligation bond requiring voter approval of a specific bond issue;
2) The County Treasurer for cash flow borrowing;
3) The County Building Authority for capital improvement and expansion projects;
4) The County Drain Commissioner for drainage projects;
5) The County Board of Public Works for sewer, water or solid waste type projects; and
6) The County Road Commission when the Michigan Transportation Fund is involved.

Prior to 1979, State law permitted counties to levy extra property tax millage to retire debt on construction projects within limits, without a vote of the people. The State Headlee Constitutional Amendment now requires new issuances to be paid from within operating millage unless there is a specific vote of the people approving it. Therefore, the County now has a combination of debt retirement from outside the operating millage (pre-Headlee projects) and from within operating millage (post Headlee projects).

The County has entered into lease agreements with the Washtenaw County Building Authority, a separate nonprofit corporation, established under Act 31, P.A. Michigan 1948, for the use and improvement of various County buildings and facilities. By agreement, the leases are scheduled to terminate when sufficient rentals have been paid to the Building Authority to retire the related bond issues. At termination of the leases, titles to the leased properties will be passed to the County. Since the Building Authority is part of the governmental unit's entity for financial reporting purposes, the debt and assets of the Building Authority are reported as part of County funds.

The County has entered into lease agreements with various local units of government and agencies representing the amount of the bonds sold by the County to finance the construction of water and sewer systems for the local units of government and agencies. In compliance with Act 185, P.A. Michigan 1957, as amended, the County maintains ownership, and the local units of government and agencies operate, maintain, repair, insure and manage the systems.

Washtenaw County has established specific procedures that govern the issuance of debt, regardless of which agency initiates the process, which include but are not limited to the following:

A. Total County debt shall not exceed 10% of the County's equalized property value.
Computation of Legal Debt Margin is on page H-23.

B. Bonds will be paid off within a period not to exceed the useful life of the project.

C. The Board of Commissioners shall promote projects which meet comprehensive plans and goals.

D. The Board of Commissioners shall review the feasibility of a local unit of government's request based on plans and goals and determine if the County's full faith and credit shall be approved to support County bonds and notes.

E. The County Administrator, or his/her designee, shall be responsible for the administration and implementation of County policies and procedures and shall work closely with those Boards, Authorities or Officials that have County responsibility in determining feasibility and in implementing such projects.

F. The County shall appoint a financial and bond counsel advisor and said consultant may assist the County Administrator in reviewing a government's bond requests. The services of the adviser shall only be used after it is determined that County staff cannot provide the information.

G. The County Administrator shall provide, in writing, information which will assist the County to determine if a project is reasonable and should or should not be supported to receive County full faith and credit. Such information shall relate to County policies and procedures and shall be provided to the Board of Commissioners and other authorizing Boards and authorities within sixty (60) days after its receipt. Comments from the County Administrator shall come from but are not limited to the following:

1. Input from the County Metropolitan Planning Commission as to whether the County's local land use policies are consistent or inconsistent with this proposed project.
2. Input from the County Board or authority having statutory authority over the project regarding the project's technical acceptability.
3. Input on how the financing of the project will affect financing projects of other local governments, County government or its agencies over the next five years.
4. Input on how the project compares to the County formula for fund bond allocations for individual units of government.
5. Input from a benefit analysis report for the project as it relates to the County's own funding allocation program.
6. Input through a credit analysis carried out by the County appointed financial and bond counsel advisor.

H. A local unit shall demonstrate its ability to retire County bonds as its schedule defines. If a feasibility study has been completed on a pay back schedule it should be included. The alternative methods of pay back include:

1. If by revenues, what kind?
2. If by taxes, would it be through extra taxes or within the existing tax levy?
3. If by general appropriations, are there guarantees that the appropriations will continue to be collected?
4. By special assessments.
5. By connection charges or other extended annual charge.
6. By any combination of the above.
7. And other statutorily collected and distributed revenues.

I. If growth in tax revenues as user fees is the approach to retiring bonds and notes, the local unit shall identify the projected rate of growth and how that rate was determined.

J. A local unit shall identify any reserve funds that will exist to assist the local government retiring the bonds or notes if the primary source of repayment is depleted.

K. In addition, to all other statutory requirements, any County agency issuing bonds or notes shall notify the Finance Department Head of pending issues, roles, funds, and bank accounts established and other relevant information to issuance so that the Finance Department may establish proper records and monitor the total County debt.

L. County cash flow borrowings initiated by the County Treasurer, as agent for the County, shall be restricted for the purpose of paying 100% of the delinquent real property taxes for the preceding year to the County and all units of government within the County.

M. Proceeds from long-term debt will not be used for current ongoing operations.

Source: Board of Commissioners Policy I-F3-1, Resolution 86-0252; County Procedure I-F3-4.

ANALYSIS OF DEBT & SOURCES OF FUNDING

County indebtedness consists of General Obligation Bonds and Notes, Special Assessment Bonds and Installment Notes.

General Obligation

General obligation bonds and notes include Waterworks Serial Bonds, Sanitary Sewer Improvement Serial Bonds, State Revolving Fund Act 185 Bonds, Michigan Department of Transportation Loan, Michigan Transportation Fund Bonds, Building Authority Bonds and Delinquent Tax Notes. As explained on page H-18, the County enters into lease agreements with various local units of government and agencies sufficient to cover indebtedness of bonds sold for the construction of water and sewer systems, roads and transportation improvements, building expansions and capital improvement projects. The County also has a financing arrangement for Delinquent Tax Notes whereby a bank will refinance delinquent tax notes monthly based on the FMC 7-day Commercial Paper rate, for an amount dependent upon delinquent tax collections. Delinquent property taxes receivable are pledged as collateral for repayment of the outstanding delinquent tax notes.

Special Assessment Bonds and Installment Notes

Special Assessment Bonds and Installment Notes include Drain Improvement Bonds and Notes and Road Commission Notes. The debt is repaid from special assessment levies against benefited property owners. The County has pledged its full faith and credit for payment of the Drain Improvement Notes and Bonds. The Road Commission Improvement Bonds are backed by the full faith and credit of the local units of government (townships).

Schedules

The Schedule of Bond Indebtedness and Notes Payable for 2006 is included on page H-21.

The Schedule of Debt Service Requirements for 2006 through 2024, including principal and interest payments, is reported on page H-22 for General Obligation Bonds and Notes, Special Assessment Bonds and Installment Notes Payable. The schedule reports a debt service requirement summary for the total reporting entity.

The Sources of Funding summary for debt retirement in 2006 is reported on page H-22. As explained on page H-18, the table shows the difference between operating millage and pre-Headlee millage sources of funding. Special assessment and project revenue comes from lease agreements, special assessment levies and some charge backs to districts or benefited property owners for services provided and time spent on specific projects. Interest and penalties revenue is comprised of interest earnings and collection fees.

The Computation of Legal Debt Margin on page H-23 shows the current debt of the County as a percentage of allowable debt (10% of the County's equalized value, see page H-18).

SCHEDULE OF BOND INDEBTEDNESS & NOTES PAYABLE
JANUARY 1, 2006

DESCRIPTION	INTEREST RATE	FISCAL YEAR OF FINAL MATURITY	PRINCIPAL OUTSTANDING 1/1/2006	FISCAL YEAR 2006 PRINCIPAL	FISCAL YEAR 2006 INTEREST	BALANCE OUTSTANDING 1/1/2007
GENERAL OBLIGATION						
Water/Sewer Serial Bonds	2.25% - 7.625 %	2022	$ 41,107,279	$ 3,655,000	$ 1,730,356	$ 37,452,279
Road Commission Bonds	2.0% - 7.0 %	2012	$ 5,600,000	$ 755,000	$ 200,150	$ 4,845,000
Building Authority Bonds	1.75% - 5.5 %	2023	$ 34,920,000	$ 2,875,000	$ 1,340,548	$ 32,045,000
Delinquent Tax Notes	5.175%	2006	$ 10,000,000	$ 10,000,000	$ 345,173	$ -
SUBTOTAL			**$ 91,627,279**	**$ 17,285,000**	**$ 3,616,227**	**$ 74,342,279**
SPECIAL ASSESSMENT						
Drain Improvement Bonds	3.25% - 6.8%	2015	$ 2,215,000	$ 405,000	$ 95,370	$ 1,810,000
Road Commission Bonds	4.7% - 7.0%	2005	$ -	$ -	$ -	$ -
SUBTOTAL			**$ 2,215,000**	**$ 405,000**	**$ 95,370**	**$ 1,810,000**
INSTALLMENT NOTES						
Drain Improvement Notes	2.82% - 5.96%	2012	$ 1,324,805	$ 677,095	$ 48,035	$ 1,324,805
SUBTOTAL			**$ 1,324,805**	**$ 677,095**	**$ 48,035**	**$ 1,324,805**
TOTAL INDEBTEDNESS			**$ 95,167,084**	**$ 18,367,095**	**$ 3,759,632**	**$ 77,477,084**

DEBT SERVICE REQUIREMENTS-ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS 2006-2024

FISCAL YEAR	GENERAL OBLIGATION BONDS AND NOTES		SPECIAL ASSESSMENT BONDS AND NOTES		NOTES PAYABLE		TOTAL DEBT REQUIREMENTS	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
2006	$ 17,285,000	$ 3,616,227	$ 405,000	$ 95,370	$ 677,095	$ 48,035	$ 18,367,095	$ 3,759,632
2007	$ 6,580,000	$ 3,030,242	$ 365,000	$ 77,267	$ 319,550	$ 28,671	$ 7,264,550	$ 3,136,180
2008	$ 6,210,000	$ 2,814,140	$ 330,000	$ 61,063	$ 118,260	$ 12,264	$ 6,658,260	$ 2,887,467
2009	$ 6,205,000	$ 2,592,467	$ 330,000	$ 45,728	$ 89,450	$ 7,358	$ 6,624,450	$ 2,645,553
2010	$ 6,220,000	$ 2,357,299	$ 280,000	$ 31,498	$ 67,950	$ 4,090	$ 6,567,950	$ 2,392,887
2011	$ 6,215,000	$ 2,123,522	$ 155,000	$ 21,237	$ 45,750	$ 1,508	$ 6,415,750	$ 2,146,267
2012	$ 6,515,000	$ 1,879,682	$ 100,000	$ 15,000	$ 6,750	$ 250	$ 6,621,750	$ 1,894,932
2013	$ 6,370,000	$ 1,619,327	$ 100,000	$ 10,000	$ -	$ -	$ 6,470,000	$ 1,629,327
2014	$ 4,185,000	$ 1,355,612	$ 75,000	$ 5,625	$ -	$ -	$ 4,260,000	$ 1,361,237
2015	$ 4,265,000	$ 1,161,323	$ 75,000	$ 1,875	$ -	$ -	$ 4,340,000	$ 1,163,198
2016	$ 3,745,000	$ 974,846	$ -	$ -	$ -	$ -	$ 3,745,000	$ 974,846
2017	$ 3,820,000	$ 797,488	$ -	$ -	$ -	$ -	$ 3,820,000	$ 797,488
2018	$ 3,600,000	$ 620,482	$ -	$ -	$ -	$ -	$ 3,600,000	$ 620,482
2019	$ 3,590,000	$ 444,091	$ -	$ -	$ -	$ -	$ 3,590,000	$ 444,091
2020	$ 2,222,279	$ 273,401	$ -	$ -	$ -	$ -	$ 2,222,279	$ 273,401
2021	$ 1,845,000	$ 180,306	$ -	$ -	$ -	$ -	$ 1,845,000	$ 180,306
2022	$ 1,840,000	$ 97,284	$ -	$ -	$ -	$ -	$ 1,840,000	$ 97,284
2023	$ 450,000	$ 40,613	$ -	$ -	$ -	$ -	$ 450,000	$ 40,613
2024	$ 465,000	$ 20,925	$ -	$ -	$ -	$ -	$ 465,000	$ 20,925
TOTAL	**$ 91,627,279**	**$ 25,999,275**	**$ 2,215,000**	**$ 364,663**	**$ 1,324,805**	**$ 102,176**	**$ 95,167,084**	**$ 26,466,114**

SOURCES OF FUNDING FOR 2006

DESCRIPTION	OPERATING MILLAGE	OTHER GOV. UNITS	SPECIAL ASSESSMENTS & PROJECT REVENUE	INTEREST EARNINGS AND PENALTIES	TOTAL
GENERAL OBLIGATION					
Water/Sewer Serial Bonds			$ 5,385,356		$ 5,385,356
Road Commission Bonds			$ 955,150		$ 955,150
Building Authority Bonds			$ 4,215,548		$ 4,215,548
Delinquent Tax Notes				$ 10,345,173	$ 10,345,173
SPECIAL ASSESSMENT					
Drain Improvement Bonds	$ 77,500	$ 77,500	$ 345,370		$ 500,370
Road Commission Bonds			$ -		$ -
INSTALLMENT NOTES					
Drain Improvement Notes			$ 725,130		$ 725,130
TOTALS BY SOURCE	**$ 77,500**	**$ 77,500**	**$ 11,626,554**	**$ 10,345,173**	**$ 22,126,727**

COMPUTATION OF LEGAL DEBT MARGIN
JANUARY 1, 2006

Debt issued for purpose of County functions only:		
General obligation tax notes	$ 10,000,000	
Building authority bonds	$ 35,615,000	
Notes payable	$ 272,657	
County share of drain bonds and notes	$ 316,612	
Subtotal		**$ 46,204,269**
Debt issued for benefit of local improvements:		
Drain bonds and notes	$ 3,223,193	
Public works - water & sewer	$ 41,107,279	
County Road Commission	$ 2,480,000	
Subtotal		**$ 46,810,472**
Total debt issued with County full faith and credit		**$ 93,014,741**
Washtenaw County debt limit:		
2005 Assessed Value - Real & Personal Property *	$ 17,534,623,609	
Constitutional debt limit	10%	
County debt limited	$ 1,753,462,361	
Outstanding debt	$ 93,014,741	
Remaining debt limit against which bonds may be issued		$ 1,660,447,620
Outstanding debt as a percentage of limit:		5.30%

*** Source:** County Equalization Department figures, exclusive of Industrial and Commercial Facility Tax, and prior to any Board of Review actions