

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-26.

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.

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	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 1/8 th 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		
2006/07	Infrastructure Integration – further integrated the provision of resources through the development of one comprehensive infrastructure plan detailed in separate components. Coordination of the plans was advanced through implementation of common project management methodology, standards and partnership agreements between Support Services and departments.		

Since 2004, there has been a progressive effort to ensure that infrastructure plans are comprehensive and integrated throughout Washtenaw County. To this end a number of individual programs: Information Technology, Facilities Management, Organizational Development, Budget and the Library Learning Resource Center (LLRC) were combined into one department; Support Services – Infrastructure and Planning. For 2008/09 the integration of infrastructure planning and provision continues. At the beginning of 2007 Support Services was realigned to facilitate this integration:

- An office of project management was established for both space and technology projects;
- The county’s vehicle operations were restructured with greater emphasis on fleet management;
- Administrative functions such as contract management were centralized; and
- All Support Services staff were involved in the development of the infrastructure plan.

Further, with the installation of Tririga, a fixed asset management system, Support Services now has the capacity to:

- Comprehensively track space, equipment, furniture and personnel
- Link and monitor expenditures by building
- Link all capital assets (building, equipment, technology, etc)
- View real time updates of maintenance and assets

This not only provides the information needed to make planning comprehensive but will also facilitate implementation of those plans and monitor the impact on on-going operations.

2008/09 Focus

For the 2008/09 planning cycle Support Services worked with County departments to develop five major areas of emphasis.

Enhance customer service to Washtenaw County employees – this is primarily in the form of self service. Support Services has developed a robust intranet to serve as a portal of service delivery as well as information dissemination. A number of planned projects will further expand these capabilities.

Provide a comprehensive solution to document management – with the transition from paper to electronic documents it is not enough to simply digitize documents. A thorough document management plan is being developed that will look at:

- Retention schedules,
- Storage policies, procedures and standards,
- Development of a central database for tracking,
- Incorporating physical storage into the County’s Space Plan,
- Strategic plan for Enterprise Content Management,
- Management of electronic records,
- Organizational development to transition culture and change practices.

Addressing the opportunities of diversity – this arises in primarily two specific areas. 1) Washtenaw County has become a diverse community where many different languages are spoken. This has an impact on how services are delivered and County departments have requested assistance in a variety of ways, such as language translation or signage in multiple languages. 2) An aging population affects not only the type of services and how they are delivered but also the make-up of the County’s workforce, what motivates that workforce and how to equip them to do their jobs.

Reduce the cost of doing business and expand the capacity of Support Services by establishing partnerships with other agencies – over the past few years, Support Services has been able to extend services to a number of other governmental units and not-for-profits because of excess capacity. This includes provision of websites, email, and professional development; allocation and maintenance of space and technology; as well as extending purchasing and maintenance agreements. Support Services no longer has the capacity to continue expanding service delivery without changing the way we operate. For 2008 and beyond we will be developing collaborative partnerships that will look at not just expanding capacity but also reducing the cost of doing business.

Resolve County’s Public Safety & Justice Space Needs - during 2006 the County engaged in a comprehensive space review and developed a 20 Year Space Plan as adopted by the Board of Commissioners in resolution 06-0246. That plan had two components. First, to address immediate space needs, and secondly, to provide a framework for updating the plan in conjunction with biennial planning process. The plan was successful in identifying specific plans for resolving immediate space needs, except for components of the Trial Court. A commitment was made to begin assessing the needs and updating the plan for location of the Family Court during 2008.

Washtenaw County Infrastructure Allocation Process

Since the inception of the Business Improvement Process, Washtenaw County has continually progressed in its approach to providing infrastructure in an integrated manner. The Business Improvement Process has encouraged county staff to continuously improve service delivery. This inevitably leads to requests for infrastructure enhancement projects. 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
- Organizational Development (Professional development and process reviews)

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 major infrastructure funds considered for organizational funding allocation during the 2008/09 process (with specifics provided throughout this section) include:

- Fund 1010 General Fund – Professional Development Grants (individual employees and departments)
- Fund 4010 1/8th Mill Building Maintenance – based on life cycle of facility components with a contingency for unplanned repair/replacement
- Fund 4020 Capital Projects – for significant building remodels outside the scope of debt service projects
- Fund 4050 Capital Equipment – Including Technology Plan funding a combination of maintenance to existing technology as well as enhancements or allocation of new technology, with a contingency for unplanned repair/replacement. Also includes appropriation for operating equipment replacement as needed.
- Fund 6320 Fleet – Acquisition, maintenance and disposal of vehicles funded through direct charges to each department in which a fleet is assigned.

GATHERING AND APPROVING REQUESTS FOR 2008/2009

Infrastructure Allocation Process Design

Despite the challenge of ever increasing needs and opportunities along with limited resources, Washtenaw County encouraged the organization to make requests for infrastructure improvements during the Planning Process. Support Services developed the process to systematically gather these requests from the organization, evaluate requests based on business merits, and select projects based on clear criteria.

Types of Request

The process was developed to be as comprehensive and coordinated as possible between types of infrastructure. The same request and review process was for all types of infrastructure as defined above. However, 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 also provides staff with parameters within which to make decisions.

Strategic requests are based on a change in the department or organizations business plan, based on changes in mandates and cannot be funded out of existing budget and staff allocations. These requests are to be handled through the Infrastructure Allocation Process within the biennial Planning Process. Only exceptions based on new funding, new changes in mandates or time sensitive opportunities will be considered off line from the biennial Planning Process. Operational requests, which deal with fixes or incremental improvements to existing infrastructure, are handled day to day as issues arise and are routed through the Support Services Help Desk.

Process

The process for selecting and recommending projects for the 2008/2009 Planning Process is outlined below:

- Business meetings were held with all departments to discuss potential projects, including previously requested projects, in May and June.
- All departments were invited to submit project requests online between June 1 and July 30.
- All requests were sorted by Community of Interest.
- Meetings were held with each community of interest to discuss the systems impact of each request and to get a sense of priority from the Community of Interest.
- Requests were reviewed for potential impact on processes, technology, training and space.
- A department review panel was assembled to review and score all requests based on a common score sheet (see next page), using a three stage process:
 - Meet to discuss process and score criteria.
 - Score each request individually.
 - Meet to review scores and come up with a consensus or average score for each project.
- Support Services staff reviewed each request and estimated effort (staff time) and cost for each project.
- Support Services staff reviewed established commitments to maintain existing infrastructure and customer service to determine capacity available for new projects
- Support Services leadership developed project recommendations based on review panel scores, alignment with Support Services goals, and available capacity.
- Administration reviewed Support Services recommendations based on above criteria and Board of Commissioners' priorities.
- Administration's recommendations were reviewed with each department to communicate status of recommendations.
- Complete project list – requested and approved – was posted on Employee Central.

**Department Review Panel Score Card
2008/09 Planning Process Infrastructure Enhancement Requests**

Application #: _____

Name of Request: _____

Final Score:

Customer Need (Max 30 Points): _____

Internal Efficiencies (Max 30 Points): _____

Collaborations (Max 25 Points): _____

Maximize Resources (Max 15 Points): _____

Total Score (100 Points Possible): _____

The scores and recommendations of the Department Review Panel will be reviewed and considered by the Support Services Leadership Team. This information will be weighted along with other data sources such as direction from Strategic Steering Committees (Document Imaging, GIS, eGovernment, etc), project Total Cost of Ownership (TCO) calculations, alignment with Support Services goals, and the capacity within Support Services for enhancement projects during the 2008/09 fiscal years. Support Services will then make a recommendation to County Administration who will in turn provide the final recommendation to the Board of Commissioners in the Administrator’s Recommended Budget.

While the opinions and scores of the review panel are not the final decision, this information is critical to ensuring the county makes the best use of limited resources to maximize the impact on the organization and community. Due to the breadth of requests being considered, we want to ensure consistency and objectivity as much as possible in this review. As a result, we ask that you review your final score in the following framework:

_____ 90 – 100 Points This is an exemplary request with no significant questions remaining that if funded will result in the desired outcomes of community impact, collaborations, internal efficiencies and maximizing county resources. Ideally this request would be funded.

_____ 75 – 89 Points This is a very good request with few major questions remaining that if funded should result in at least three of the desired outcomes of community impact, collaborations, internal efficiencies and maximizing county resources significantly being accomplished. This request is a good candidate for funding.

_____ 60 – 74 Points This is a request with some merit that will in part result in some of the desired outcomes of community impact, collaborations, internal efficiencies and maximizing county resources. More information may be needed to fully understand the impact of this request which could result in a higher score upon further review.

_____ 0 – 59 Points This request does not adequately address the desired outcomes of community impact, collaborations, internal efficiencies and maximizing county resources. More information may be needed to fully understand the impact of this request.

Customer Need / Community Impact

Max Score 30 Points:

Major Considerations:	Yes	No
Does this initiative demonstrate a customer service enhancement for a significant portion of the community?		
Does this request align with Community of Interest goals or a change in a departmental business plan to better meet customer needs?		
Will this initiative increase available information/data for better policy/program decisions that will be used to better meet customer needs?		

Internal Efficiency

Max Score 30 Points:

Major Considerations:	Yes	No
Does the request demonstrate that it will reduce the cost of doing business through an anticipated savings in FTE or operating costs?		
Does the request demonstrate that it will reduce the cost of doing business through saved staff time or operating costs that can be redirected towards other initiatives?		
Will this initiative provide the necessary tools to employees for them to more efficiently carry out operations?		

Collaborations

Max Score 25 Points:

Major Considerations:	Yes	No
Does this request demonstrate collaboration between county departments (further systems integration)?		
Will this initiative further systems integration between county departments?		
Will this initiative develop partnerships between “Public & Private”, “Public & Non-profit”, or “Public & Private & Non-Profit” resulting in a community wide increased efficiency or effectiveness?		

Maximizing County Resources

Max Score 15 Points:

Major Considerations:	Yes	No
Does this request demonstrate that county dollars will be leveraged by resulting in new outside funding being awarded to the county?		
Does this request demonstrate feasibility and commitment of all parties needed to fully implement the project?		
Does this request adequately address any concerns about sustainability?		

REQUESTS AND RECOMMENDATIONS

Department	Request Description	Business Justification	Recommendation
14-A District Court	Video recording equipment	Old recording equipment is on its last legs and needs to be replaced; cannot risk having recording equipment break down as court proceedings must be recorded	Yes - If agree scope can be changed to audio instead of video; can be resolved in 2007
14-A District Court	Security upgrades at 14A-3 (Chelsea)	Internal security cameras allow clerks to monitor what happens at the building, also need barrier at clerks station as well as new lock-up	Yes - For SAMS system and holding cell
Clerk / ROD	Sending elections results by modem		Yes
Trial Court	Jury Management System		Yes
Trial Court	Enact replacement		Yes
Trial Court	Refurbish courtroom 4, include JAVS upgrade		Yes
Trial Court - Community Corrections	Defendant General Information Form	Reduces redundancy in which information is written by hand, and later entered into computer system	Yes
14-A District Court	Online Enhancements to allow web payments	More effective use of staff time; citizens can pay/ schedule hearings without calling or visiting court	Yes
Children's Services	Increased capacity for security cameras and door control	System does not have capacity for additional cameras and other needed enhancements	Yes - Touch screens and cameras; Probable for door controls depending on cost estimates
Clerk / ROD	Master List of Elected Officials	The creation of this database will serve to increase the accuracy and efficiency with which we serve our customers both within the structure of Washtenaw County government and for the external customer.	Yes
CSTS / WCHO	Health Information Record	Enhance customer service-Provide citizens access to their health information, whenever and where ever it is needed	Yes - IT can allow information sharing between departments; Need policy discussion and legal review on information sharing; Do more long-term strategy exploration during 2008/09
Drains	Drains Integration Phase II - Spatial Enable work order management data		Yes

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Department	Request Description	Business Justification	Recommendation
Drains	Flood Emergency Equipment	Provide employees needed equipment to do job safely while providing for the health, safety and welfare of county citizens and environment.	Yes - If obtain outside funding
Drains	Vactor Machine	Provide better surface water quality and environmental protection and will be better able to respond to emergency flooding situations.	Yes - If confirm 100% reimbursable
Drains	Front End Loading Tractor	Provide cost effective drain maintenance and emergency collaboration	Yes - If confirm 100% reimbursable
Equalization	Software to route fieldwork	Use time and resources more effectively	Yes
Finance	Imaging for Contracts		Yes - Beginning in 2007
Finance	Retiree Access to EZ for online W2s and 1099Rs	Enhance customer service and reduce the cost of doing business	Yes - If policy allowing retirees access to eCentral
Finance	Online W2s and 1099Rs		Yes - Can be resolved in 2007
MSU Extension	Digital Document storage for Home Buyer Education Program		Yes
P&E	Update WSC Public Site		Yes - Need to confirm scope
P&E	Large Format Scanner		Yes - If able to redistribute existing scanner currently in Equalization once completed with project
P&E	Website for Washtenaw County's Community Success Project		Yes
Prosecuting Attorney	Document Imaging or Storage Space	has become a safety issue for employees who search for files amid large stacks of boxes	Yes - For CRP program with 66% reimbursement; Possibly other areas if within Support Services capacity
Public Defender	Eight laptop computers & wiring for 8 student lawyer stations	Reduce the costs of doing business while providing top quality legal representation along with preventive and restorative services.	Yes - With understanding that existing desktops will be replaced with new laptops
Public Health	Medical Examiner Upgrade - Technology, GF Appropriation	Assure the delivery of essential public health services such as autopsies	Yes - New laptops can be handled as an operational request; all other components of request are non infrastructure
Support Services Infrastructure & Planning	Project Management Portfolio Management Software		Yes
Trial Ct - Community Corrections	Security Enhancements	Provide additional security due to a changing clientel base (now includes violent and assaultive offenders)	Yes - Need to confirm scope

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Department	Request Description	Business Justification	Recommendation
Trial Ct - Community Corrections	Drug Testing Software		Yes
Trial Ct - Probate Court	Tripping hazard in probate court	Courtroom safety; improved customer service; needed because courtroom must be reconfigured for certain trials	Yes - Can be resolved in 2007
WCHO	Convert all staff desktops with docking stations	Increase staff efficiency through use of mobile technology and 24/7 access to information systems	Yes - If agree to pay all costs above planned PC replacement
WCHO	JDE Integration with Encompass for Contract Processing	Reduce rework particularly in the area of contracts processing	Yes
Children's Services	Increased capacity of Programming Logic Controller	System does not have capacity to allow the facility to meet state requirements by doing bed checks every 7.5 minutes	Yes
Clerk / ROD	Redesign of lower level Deeds		Yes - If funding from ROD Automation Fund
CSTS	Software to route fieldwork and AVL technology	Cost-effective use of fleet to address clients' transportation needs; Vehicle tracking to improve employee safety; Reduce mileage costs via better route coordination/transportation scheduling	Yes - Software to route fieldwork; Do not have budget capacity for AVL
CSTS	Online Learning Program Transcripts in PDEZ	Decrease costs associated with mandatory employee training	Yes
Equalization	Technology Enhancements	Improved technology will increase our accuracy as we perform mandated functions required by the constitution and state laws and allow us to complete work to meet state deadlines.	Yes - Need to confirm scope
Finance	Online Changes to 457 Compensation Plans	Enhance customer service and reduce the cost of doing business	Yes
P&E	HistWeb Enhancements		Yes
Public Health	HIP Searchable database	Improved data sharing across the community	Yes
Road Commission	View R.O.W		Yes
All County	JDE Upgrade		No - Not immediate need, planned budget of \$400K for other JDE enhancements in 08/09
Community Development	Document Imaging	Increase space in office and will enable documents to found more quicker	No - Developing document management strategic plan to determine next phase of projects; possible funding in 2009
P&E	GIS - Well and Septic Maps	Improve customer service by reducing the need to have customers come into the office to find out where there septic system and well is located.	No

Department	Request Description	Business Justification	Recommendation
Support Services Infrastructure & Planning	Desktop Search		No – Support Services will conduct more research into options
Support Services Infrastructure & Planning	WebEx		No - If Support Services has capacity will do a pilot to determine usability
Clerk / ROD	File Labelling System for Court Services w/ Bar Codes		No – Should be done with larger imaging initiative for CJCC
CSTS	Automated Online Sign-in/Signout process at Ellsworth	Streamline and automate current process	No
Public Health	GIS - Active Living Matrix		No
Clerk / ROD	Reconstruction of Vital Records Vault/work space		No - Wait until know more about mandate
MSU Extension	Renovation of space	CSS staff relocation and need to be able to share confidential information	No – working on alternative solutions
P&E	Mobile printers	Implement mobile workforce plan and improve efficiencies of operations	No
P&E	Tidemark enhancements		No
P&E	Document Management System for Tidemark Work	Provide real time, immediate access to all information on an activity to improve customer service and allow more efficient permit, inspection and complaint processing and communication.	No
P&E	Improvements for Interactive Voice Response System		No

Department Requests – Summary of Recommendations

Departments submitted over 100 requests between June and July for consideration in the development of the 2008/09 Capital Budget. Many of these were identified as operational issues or initiatives that could be handled within our current year capacity. A total of 55 projects were considered with all but 14 being planned for implementation. All of this is possible within existing infrastructure budget allocations. Many of these projects are able to be done with no new cost to the county and rather through an allocation of staff time. This is possible due to the previous focus on maintaining existing infrastructure, a focus on core systems and the hiring/training of skilled staff.

ORGANIZATIONAL DEVELOPMENT

The primary mission of the Organizational Development unit of Support Services is to enhance the capacity of the organization to meet the changing demands of providing services to Washtenaw County citizens. To fulfill that mission in 2008/2009 Organizational Development will provide development strategies that address the needs of the leadership level of the organization through provision of a leadership academy and quarterly group meetings, opportunities that address the diverse and unique needs of employees and foster positive changes to the culture that result in a more productive workplace.

Leadership Development The Leadership Academy continues to provide supervisors and managers the skills needed to manage change and provide the leadership that creates community impact. In this two-year cycle a new series of courses will be required to maintain high quality leadership and management skills. The focus will be on strong quality management skills, connection to meaningful public service and systematic sharing of knowledge and information with partners and customers in order to share and foster best practices across the organization.

Enhance Customer Service to Washtenaw County Employees One goal for Support Services is to improve communication and customer service to citizens by taking advantage of the trend of access to services and information through the web, especially self service. To support this goal Organizational Development will provide learning opportunities specifically geared toward increasing the employees' ability to provide enhanced communication, usable information and services through Washtenaw County's websites. A companion track of learning opportunities will focus on communication through print media and in speaking as a representative of Washtenaw County.

Addressing the Opportunities of Diversity As the organization changes our programs need to adapt to the changes in development trends. Our audience make-up has changed to include wider ranges of age, backgrounds and expectations. To address these changes we are focusing on the diverse needs of the employees by increasing opportunities for self service, individual customization and rapid response training through more on-line and in-house authored courses. In addition, employees need to have the tools available to serve a customer base with many different primary languages. The diversity of the County has caused challenges in providing its services. In 2008/09 professional development will address the increasing demand for learning various languages including sign language.

Provide a Comprehensive Solution to Document Management One role of Organizational Development is to monitor the organization's culture development and foster changes to the work environment which lead to a positive, supportive and productive culture. These changes often take place when the work requires a change to technology or methodology. In 2008/09 there is a need for a shift in the culture concerning how we produce, share and store documents. Historically, services provided by the local government have produced many accompanying paper and electronic documents. Over time this has necessitated archiving and storing many documents for later reference. Washtenaw County is ready with the technology and knowledge to utilize document management techniques that would reduce the necessity to produce many of these paper documents; and to efficiently and safely store the electronic documents for future use. However, these changes also require a shift in the mindset and behaviors of the employees in order to use these systems effectively.

Reduce the cost of doing business and expand the capacity of the Community of Interest by establishing partnerships with other agencies. Organizational Development provides coordination and support to leaders and teams engaged in collaboration opportunities across the organization. This involvement engages employees and leaders in opportunities to create a different way of addressing their customers' needs. The connections made to other programs and departments paves the way for continuous improvement in processes and service. We support the formation of collaborations and partnerships through research analysis, consulting in project management and facilitating opportunities.

In addition to supporting specific goals for 2008/09, the professional development program continues to provide development of core competencies for employees; responding to the need for employees to continually improve upon their existing skills. Employee and organizational development is vital to reaching the goals of an organization capable of providing world-class service to its customers and contributing to world class communities. Washtenaw County's goal, as a learning organization, is to have employees that are inspired to design their own futures, based on what they learn from customers and partners, and to decide how to close the gap between the present and the future.

TECHNOLOGY AND CAPITAL EQUIPMENT

In the 21st century, technology is playing 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, Geographic Information Systems and Document Management.

2008/2009 TECHNOLOGY CAPITAL PLAN

The focus of the Technology Capital Plan is to:

- Maintain current infrastructure (example: Application Upgrades)
- Provide necessary tools and technologies to County employees (example: PC & Server Replacement, New Software, etc.)
- Provide technological infrastructure to achieve the 2008-2009 Support Services goals
 - Enhance customer service to County employees, primarily through self-service
 - Provide a comprehensive solution to document management
 - Addressing the opportunities of diversity
 - Reduce the cost of doing business and expand the capacity of the Community of Interest by establishing partnerships with other agencies
 - Resolve County's Public Safety & Justice Space Needs

The Capital Plan below outlines the strategic direction for each focus area mentioned above.

Emerging Trends

The Support Services Leadership conducted Emerging Trends presentations in the 2nd quarter of 2007 in alignment with the 2008/09 Planning Process. The staff and management educate and engage the Leadership and other staff about emerging trends in applications for their field of study, focusing on why each topic is interesting, relevant and of interest (or not) to the future of infrastructure at Washtenaw County. These presentations included:

- Information Technology Infrastructure Library (ITIL)
- Business Continuity/Emergency Management
- Desktop Search
- Web 2.0 (Blogs, RSS Feed, Wikis)
- Geographic Information System (GIS)
- Global Positioning Systems (GPS), and MashUps
- Mobile Web Applications
- Mobile Applications (Tidemark, GIS, Mobile Devices etc)
- Fixed Mobile Convergence
- Point to Point Wireless Communication
- Online Authoring for Training
- Video over the Internet/Virtual Meetings
- Microsoft Vista & Windows Server 2008 (VMWare)
- Data (Information) Integration in Washtenaw County
- Enterprise Reporting
- Enterprise Content Management & Service Oriented Architecture

These Emerging Trends presentations and related discussions resulted in several initiatives for 2008-2009, some of which are described below.

Maintaining Existing Infrastructure

- **PC Replacement Plan:** Replace PCs every 3-4 years for a total of 400 computers (200 desktops and 200 laptops) being replaced annually to sustain current technical infrastructure. This ensures employees have the tools they need to do their jobs effectively. Our strategy of Core Technologies has enabled us to maintain a low ratio of 4 PC Technicians supporting over 1700 PCs. There is a growing trend towards equipping employees with laptops rather than desktops to allow flexibility in work location.

- **Server Replacement:** Replace servers every 3-4 years to achieve 99.9% network uptime to ensure critical systems remain operational. For 2008/09, a total of 24 servers will be replaced. Beginning in 2006, efficiency was increased by introducing virtual server technology, which replaced 13 physical servers. There are currently 16 virtualized servers in operation. To further increase efficiency and capacity, IT will virtualize 12 servers and purchase additional Storage Area Network disk space during 2008/09. By 2009, IT will have 40% of the server infrastructure virtualized. Cost reductions of up to 30% per server have been realized by implementing a virtualized strategy. Not all servers are candidates of virtualization; by the end of 2009 we will have virtualized all possible servers.
- **Mobile Technology Initiative:** Outfit workers where appropriate with laptops and wireless internet access to increase productivity, enhance customer service, and improve operational effectiveness. Over the past few years, county departments including CSTS, Public Health, Sheriff's Office, and Planning & Environment have been equipped with mobile technology. Equipment replacements for this existing infrastructure will be carried out through the PC Replacement Plan. The business need for an expansion of mobile workers will be considered with a shift in PC replacement from a desktop to laptop where deemed appropriate and within capacity.
- **Core Technologies Strategy:** Support Services continues to support a large demand despite small amounts of staff time by implementing core technologies. Projects for a continued focus on limiting technology components include:
 - Create a printer vs. copier strategy as a means to limit the number and variety of equipment being used for printing, copying and scanning documents;
 - Upgrade all computers to (and train employees in) Window Vista to stay current with support; and
 - Implement a video conferencing pilot program to determine if need within Washtenaw County that may allow more efficient communications and eliminate travel time.
- **Network Monitoring Software:** Monitoring software will allow IT to actively gather statistics and observe traffic demands while ensuring network reliability and cost effectiveness. This technology will assist with decision making on requests for new high-bandwidth technologies, as well as better reporting of key performance indicators. Identified areas of deficiency can be targeted for repair or upgrade resulting in a more directed and effective use of future expenditures.

Strategic Direction for Technology during 2008/09

- **Systems Integration -** Systems Integration continues to be a goal for 2008-2009 and is one that will always be a top priority for our infrastructure allocation. Washtenaw County eliminates or reduces many inefficiencies by implementing systems wide approach to technology. The key focus areas for 2008/09 include the Health Information Record initiative as well as initiatives identified within the Public Safety & Justice Criminal Justice Collaborative Council (CJCC).
- **Document Management:** Washtenaw County purchased OnBase, an Enterprise Content/Document Management system in 2005 in recognition of the growing demand to electronically manage documents. A strategic plan is currently under development to identify how to most efficiently provide this technology to County Departments. Through OnBase, the County can manage all electronic documents - including their creation, capture, storage, security, revision control, retrieval, distribution, preservation and destruction of documents and content. It is expected that the County will see productivity gains, improved customer service, reduced costs, easier access and sharing, and space savings.
- **JD Edwards (Washtenaw County's ERP system):** Over the past 2 years, significant strides have been made in using JD Edwards to help solve real business issues. The strategic plan for the next 2 years identifies the following issues as key to further success with JD Edwards.
 - Review and document business area processes around JD Edwards. This will ensure that we are using JD Edwards to its full capacity and that we have captured our processes in a sharable format.
 - Improve our relationship and communication to our internal customers

- Focus on creating great relationships with great consultants
 - Improve our security around the JD Edwards software.
 - Continue to improve our reporting capabilities so that the right information can easily be presented to the right people in the proper format.
- **TRIRIGA:** The County's asset and work management tool will bolster Support Services as a leading edge organization in infrastructure provision by:
 - Providing reports to answer questions about both work and assets in Washtenaw County
 - Better track Capital assets and provide assistance in Risk Management assessments
 - Effectively manage and automate "On-boarding" and "Off-boarding" employees
 - Make available for mobile workforce
 - Allow customers to review their requests and enter tickets directly into system
 - **GIS:** The County's Geographic Information System has seen significant growth over the past 2 years. Some examples include the addition of 35 new desktop GIS users, adding technical capacity by implementing four new host servers and integrating City of Ann Arbor, Ypsilanti Township and Scio Township GIS data into the county GIS and websites. For 2008/09, the GIS strategic plan focuses on enhancing service by developing enterprise applications for routing and GIS layer editing as well as increasing system integration through integration with OnBase document management system and the Drain's Office work order system. The GIS program will continue to build local, regional and State partnerships during 2008/09 through a SE Michigan Regional Aerial Imagery Collection, further integration with the City of Ann Arbor GIS, integrating MapWashtenaw with the County Road Commission data, and continuing to support parcel maintenance efforts in Ypsilanti and Scio Townships.
 - **E-Government Vision:** The vision of e-Government at Washtenaw County is to provide enhanced government services anytime, anywhere through web-based technologies. Between 2007 and 2010, the strategic plan focuses on several key areas including Customer Experience, Knowledge Management, Business Continuity, and Technology Infrastructure. The aim is to provide a broad range of services and access to information in the most useful and usable ways possible. In order to continue innovations in eGovernment, Washtenaw County's basic technology infrastructure must continue to evolve. This evolution includes setting up or expanding infrastructure to allow: information access through multiple devices, e-filing of government documents, further integration between web-based GIS and web-based information, and increased use of network capacity and bandwidth. The County's commitment to knowledge management must be continued, creating new and improved structures to enable finding and sharing of critical information. Throughout these innovations, the County will remain focused on business continuity through technology, ensuring that these services are kept running or restored after an external event interrupts normal operations.
 - **Regional Collaboration:** Washtenaw County will further regional partnerships in 2008-09, as is reflected in the Support Services goals stated earlier in the section. In the past, when Support Services had excess capacity, such partnerships resulted in the creation of 400 email accounts and hosting of 18 websites for local units with a vision of one portal for county citizens. Such excess capacity no longer exists; hence any future expansion will have to be through innovation and creative partnerships. The largest projects currently in discussion include implementing a County-owned fiber network that will save the County long-term costs and finding a new facility for the data center. The data center is in need of a new facility, and currently the County is investigating options with local partners. Due to the increased demand on network bandwidth and the high costs of network connectivity, implementing a regional collaboration will provide maximum value and cost savings in the build of County-wide fiber network. Another example of partnership is the migration to the state's new Court system which will replace eNact, the unsupported existing legacy System that the Washtenaw County Courts currently use. The spirit of cooperation and collaboration is very crucial given the current economic situation. Further work and specific direction on these new partnerships will be established in the next year.

Technology & Capital Equipment Summary

In order to be good stewards of public resources, the technology provided to County employees is technology that is established, proven and economical rather than cutting edge. All decisions for technology are made upon careful consideration and investigation/analysis of return on investment. Washtenaw County citizens will most greatly benefit through enhanced customer service and through internal efficiencies that reduce the cost of doing business.

The following table summarizes the Technology Plan expenditures.

Description	2006 Budget	2007 Budget	2008 Budget	2009 Budget
Desktop Support & General IT	\$ 927,088	\$ 946,088	\$ 1,101,000	\$ 1,035,000
Network & Telecom Support	\$ 310,900	\$ 261,200	\$ 445,000	\$ 618,200
Application Support	\$ 426,629	\$ 399,629	\$ 160,000	\$ 330,000
Business Continuity	\$ 550,000	\$ 550,000	-	-
Systems Integration				
JDE	-	-	\$ 260,000	\$ 135,000
Tririga	-	-	\$ 93,500	\$ 45,000
GIS	-	-	\$ 66,000	\$ 80,000
Dept. Requests/Document Management	-	-	\$ 362,100	\$ 302,400
Systems Integration Total	\$ 380,129	\$ 437,829	\$ 781,600	\$ 562,400
Contingency	-	-	\$ 93,646	\$ 35,646
Totals	\$ 2,594,746	\$ 2,594,746	\$ 2,581,246	\$ 2,581,246

FLEET SERVICES

The procurement, operation and maintenance of County owned vehicles are the responsibility of Support Services Infrastructure & Planning Operations – Fleet Division. All transactions for the fleet will be accounted for in the Fleet internal service fund. The overall size of the County fleet is established by Board resolution in accordance with the biennial Planning Process.

The county undertook a complete business review of the operations and billing areas of our fleet management in 2006 and 2007. Most of the study took place in 2006 and are being implemented throughout 2007 and into the 2008/09 fiscal years. It was found in the study that we needed to make a conscientious change from simply operating a garage, as we have done for the past many years, to professionally and strategically managing the fleet. Pursuant to changing the way we do business, a Fleet Manager position was converted out of the former Garage Supervisor, and an experienced Fleet Manager was hired in early 2007.

As part of the 2008/09 budget resolution, it is requested that the Board of Commissioners adopt updated Fleet Policies. Previous policies have not been updated in over 20 years and need to be done in accordance with the recommendations of the review process and the future direction of our fleet management. 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 developed by the Fleet Manager as well as the full life cycle cost of owning the vehicle.
- B. The County Administrator shall develop the rules of the Fleet and notify the Board of any changes.
- C. Requests for equipment shall be made by the department head or designee during the biennial planning process.
- D. Distance boundaries are included for assigned take home vehicles.

A listing of vehicles scheduled for purchase in 2008 and 2009 are listed on page following this one. The listing is derived from the County's revolving schedule and indicates the number of replacement vehicles that each department will be receiving during this budget period.

WASHTENAW COUNTY MICHIGAN

Department Name	2008 Vehicles			2009 Vehicles			
	Total # of Vehicles	Replacement for	Unit Cost	Total Cost	Replacement for	Unit Cost	Total Cost
SHERIFF POLICE SERVICES	94	18	\$ 22,015	\$ 396,278	16	\$ 22,739	\$ 363,831
CSTS	38	11	\$ 18,641	\$ 205,053	12	\$ 20,497	\$ 245,959
FACILITIES MANAGEMENT	30	3	\$ 21,285	\$ 63,855	4	\$ 20,630	\$ 82,521
SHERIFF CORRECTIONS	17	2	\$ 18,080	\$ 36,159	5	\$ 22,474	\$ 112,368
PARKS & RECREATION	11	2	\$ 24,159	\$ 48,319	2	\$ 19,071	\$ 38,143
DRAIN COMMISSIONER	10	0	\$ -	\$ -	2	\$ 22,507	\$ 45,015
ENVIRONMENTAL HEALTH	10	1	\$ 29,803	\$ 29,803	1	\$ 13,007	\$ 13,007
BUILDING INSPECTION	5	3	\$ 29,803	\$ 89,409	0	\$ -	\$ -
TRIAL COURT - JUVENILE CENTER	4	1	\$ 21,381	\$ 21,381	1	\$ 19,971	\$ 19,971
JUVENILE DAY PROGRAM	4	2	\$ 24,425	\$ 48,851	0	\$ -	\$ -
ADMINISTRATION	3	0	\$ -	\$ -	0	\$ -	\$ -
FLEET SERVICE	3	1	\$ 19,389	\$ 19,389	1	\$ 19,971	\$ 19,971
PROSECUTING ATTORNEY	3	1	\$ 18,825	\$ 18,825	0	\$ -	\$ -
SHERIFF MARINE SAFETY	3	2	\$ 23,065	\$ 46,130	1	\$ 28,891	\$ 28,891
EMERGENCY MANAGEMENT	2	1	\$ 29,803	\$ 29,803	0	\$ -	\$ -
SHERIFF ANIMAL CONTROL	2	1	\$ 18,516	\$ 18,516	0	\$ -	\$ -
14-A DISTRICT COURT	1	1	\$ 17,000	\$ 17,000	0	\$ -	\$ -
CHILDREN'S SERVICES	1	0	\$ -	\$ -	0	\$ -	\$ -
COMMUNITY DEVELOPMENT	1	0	\$ -	\$ -	0	\$ -	\$ -
ETCS	1	0	\$ -	\$ -	0	\$ -	\$ -
TREASURER	1	0	\$ -	\$ -	0	\$ -	\$ -
WCHO	1	0	\$ -	\$ -	0	\$ -	\$ -
PLANNING AND ENVIRONMENT	1	0	\$ -	\$ -	0	\$ -	\$ -
VETERAN SERVICES	1	0	\$ -	\$ -	0	\$ -	\$ -
SOIL EROSION	1	0	\$ -	\$ -	0	\$ -	\$ -
Totals	248	50	\$ 336,191	\$ 1,088,771	45	\$ 209,758	\$ 969,675

1/8TH MILL ALLOCATION – BUILDING REPAIR & MAINTENANCE

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.

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 that are contained in the 1/8th mill allocation are maintenance and improvements to existing facilities such as replacement of roof systems, carpeting and other interior finishes are also included in this process.

The Operations and Maintenance 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 have been developed over the last 2 years.

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. We also budget for the expansion of existing security systems, while also focusing on the installation of Closed Circuit Television Systems(CCTV) in key facilities. It is expected that the rollout of CCTV will continue over the next few budget cycles.

During the process of developing the replacement and maintenance schedules, it was documented that there is a large amount of maintenance that is now due on buildings that the 1/8 allocation will not be able to cover within one or even 2 budget cycles. Due to the nature of replacement costs on these projects, these have been added to the "deferred maintenance list" that is currently in excess of an estimated 4.3 million dollars of deferred maintenance. It should be noted, that additional deferred maintenance is held in abeyance pending large capital renovations or disposition that exceeds an estimated 10 million dollars.

Process

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

1. **Annual review of the existing physical inventory of facilities:** Utilizing 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. 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 Maintenance Technicians and Skilled Trades. These employees' hands-on experience and knowledge of County facilities is an invaluable 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 Operations and Maintenance in collaboration with the rest of Support Services, and County Administration.

There has been considerable effort throughout 2007 in shifting the Operations and Maintenance division from a reactionary organization to one who concentrates more on preventative maintenance. By completing all preventative maintenance work on time, we will reduce the number of equipment breakdowns and the need for emergency maintenance work. This will free both staff and funds for completing planned maintenance and project work. In addition, we will be able to provide more accurate life expectancy estimates of the county's equipment. There are 5 key strategies that we are using to make this effort successful:

1. Organizational processes support balanced preventative and demand maintenance
2. All maintenance work meets or exceeds quality standards
3. Tririga, our computer aided facilities management system, supports all FM functions
4. Continuously improve maintenance processes
5. Customers are encouraged to support maintenance initiatives

The cost estimates for planned 1/8 Mill 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 2008/09 proposed budget for the 1/8th mill allocation is provided below with allocations shown by building. The entire amount will be reflected in the Capital Outlay category which reflects the Board of Commissioners priority of 1/8th Mill being allocated to the ongoing maintenance of our infrastructure. The amount shown in All County includes the annual repayment of the Chevron bond payment for energy efficiencies.

2008/09 1/8th Mill by Building

Building Address	Building Name	2008 Proposed	2009 Proposed
101 E Huron	Ann Arbor Courthouse	60,000	95,000
110 N. Fourth	Annex	110,000	50,000
200 N. Main	200 N. Main	-	-
2140 Ellsworth	Ellsworth	255,000	200,000
2155 Hogback	Veteran Services / Warehouse	72,000	-
22 Center St. / FIA	DHS	100,000	178,000
220 N. Main	Administration	125,000	40,000
2201 Hogback	Jail	83,000	75,000
2260 Platt	Trial Court Juvenile Center	-	60,000
4100 Clark	Safehouse	15,500	60,000
4125 Washtenaw	Children's Services	5,500	-
4133 Washtenaw	14A1 District Court	-	-
4135 Washtenaw	LLRC	55,000	-
415 Michigan Ave	ECGC	30,000	65,000
555 Towner	Towner	85,000	-
705 Zeeb	Zeeb Rd	20,000	-
750 Towner	750 Towner	58,000	25,000
All County	N/A	710,000	735,000
Chelsea	Chelsea Courthouse	25,000	90,000
Delonis	Delonis Shelter	23,000	60,000
East Campus	N/A	20,000	20,000
Head Start	Head Start	3,000	-
Service Center	Service Center	53,500	60,000
West Campus	N/A	20,000	20,000
Contingency	N/A	97,090	263,486
	Total	2,025,590	2,096,486

2008 1/8TH MILL BY PROJECT

Priority	Building	Project description	2008
1	All County	Chevron Energy project payment	435,000
2	2140 Ellsworth	Install Automated Logic controls	165,000
2	22 Center St. / FIA	Replace HVAC Rooftop units	100,000
2	110 N. Fourth	Tuck-point caulk seal Exterior	80,000
1	2140 Ellsworth	Emergency Generator Infrastructure	75,000
2	2201 Hogback	Interior/Exterior Painting	75,000
1	All County	County Duress System	75,000
2	All County	Carpet Replacement	75,000
2	All County	Interior Painting	62,500
1	All County	Utility Vision Enhancement	50,000
3	220 N. Main	Tuck-point caulk seal Exterior	40,000
1	555 Towner	SAMS Security System CCTV	35,000
2	750 Towner	Resurface Parking Lot	35,000
2	110 N. Fourth	Repair service stairs	30,000
1	101 E Huron	Exterior stair and Railing Repair	25,000
3	101 E Huron	Restroom upgrades (partitions/lighting)	25,000
2	2155 Hogback	Resurface rear lot	25,000
2	2155 Hogback	Landscaping and exterior restoration	25,000
2	220 N. Main	Repair ceilings and clean ducts	25,000
3	220 N. Main	Window Restoration	25,000
2	4135 Washtenaw	replace window system	25,000
2	555 Towner	Landscape Improvements	25,000
2	555 Towner	Exterior Security Lighting	25,000
1	Chelsea	SAMS Security System	25,000
1	220 N. Main	SAMS Security System CCTV	20,000
3	4135 Washtenaw	Restroom upgrades (partitions/lighting)	20,000
3	705 Zeeb	Final Planned Landscape Improvements	20,000
1	East Campus	Sidewalk repair/replace	20,000
1	Service Center	Sidewalk repair/replace	20,000
1	West Campus	Sidewalk repair/replace	20,000
2	2140 Ellsworth	Landscaping to address West water retention	15,000
2	220 N. Main	Refurbish public space (Lighting, painting)	15,000
2	415 Michigan Ave	Repair/Seal/Stripe Overflow Parking Lot	15,000
3	750 Towner	Replace Roof and Gutters	15,000
2	Delonis	Paint	15,000
3	Service Center	Signage	15,000
2	All County	Signage	12,500
2	2155 Hogback	Replace dumpster pad	12,000
2	4100 Clark	Parking lot asphalt repair seal and strip	12,000
2	Service Center	Fix drive as needed	12,000
2	101 E Huron	Basement Floor Repair	10,000
2	4135 Washtenaw	Repair/Replace Ceiling Tiles	10,000
2	415 Michigan Ave	Exterior Lighting	10,000
2	2201 Hogback	Main Lot Drainage powervac	8,000
3	750 Towner	Exterior Security Lighting	8,000
2	Delonis	Service retention system	8,000
2	Service Center	Clean up tree line at HBSR	6,500
1	4125 Washtenaw	Fencing between pods, reattach in courtyards	5500
2	2155 Hogback	Exterior and interior directional signs	5,000
2	2155 Hogback	Seal and re-strip parking lot	5,000
2	415 Michigan Ave	Exterior and interior directional signs	5,000
2	4100 Clark	Dumpster pad for cardboard recycling	3,500
2	Head Start	Muck out detention pond	3,000

2009 1/8TH MILL BY PROJECT

Priority	Building	Project description	2009
1	All County	Chevron Energy project payment	435,000
2	2140 Ellsworth	Replace Roof and Gutters	200,000
2	22 Center St. / FIA	Replace HVAC Rooftop units	100,000
2	All County	Card Access infrastructure additions	100,000
2	Chelsea	Rezone and replace ductwork	90,000
1	22 Center St. / FIA	Carpet Replacement	78,000
2	2201 Hogback	Interior/Exterior Painting	75,000
2	All County	Carpet Replacement	75,000
2	415 Michigan Ave	Restore/Replace Building exterior	65,000
2	All County	Interior Painting	62,500
2	2260 Platt	O'Brien Boiler Change & Controls	60,000
2	4100 Clark	Sub-floor and finish for common area	60,000
1	Delonis	Elevator Upgrade Fire protection/Alarm	60,000
3	110 N. Fourth	Window Restoration	50,000
1	All County	Utility Vision Enhancement	50,000
3	220 N. Main	Repair and Seal Sky lights (boardroom)	40,000
1	101 E Huron	SAMS Security System CCTV	35,000
2	101 E Huron	Enclose exterior boiler room stairway	35,000
1	101 E Huron	Parking structure curb and lot work	25,000
2	750 Towner	Replace HVAC units	25,000
1	East Campus	Sidewalk repair/replace	20,000
1	Service Center	Sidewalk repair/replace	20,000
1	Service Center	SAMS Security System	20,000
3	Service Center	Review landscaping	20,000
1	West Campus	Sidewalk repair/replace	20,000
2	All County	Signage	12,500

WASHTENAW COUNTY SPACE PLAN

Throughout the summer of 2006, Washtenaw County undertook a space planning project at the direction of the Board of Commissioners. The outcome of this project was to identify the overall facility needs for the County over the course of the next twenty years. In addition, the Board requested that this process inform their decisions regarding immediate space needs for implementation during 2007 – 2010.

The Space Plan report dated November 1, 2006 and as reflected in resolution #06-0246 reflects the findings of several data gathering processes, including:

- Compilation of several facility planning projects;
- Facility needs assessment analyses;
- Public engagement with key stakeholder groups, including other local units of government, the for-profit sector and the not-for profit sector;
- Assessment of current County facilities and their value;
- Review of demographic and population information;
- Strategic planning by various departments within Washtenaw County.

The result of these efforts was a document that projected space needs for the future of Washtenaw County. This document will continue to be updated on a frequent basis, in conjunction with the County's biennial budget process, and will provide a framework for the planning elements undertaken in each budget cycle.

The new Space Plan builds upon the Board of Commissioners successful progress during the past decade of accomplishing new infrastructure projects to replace obsolete facilities or create new space for growing programs. Projects completed over the past decade include:

- 200 North Main
- Western County Service Center
- 110 N. Fourth Avenue
- 110 E. Huron Downtown Courthouse
- Delonis Center
- Head Start Facility
- Youth Center (Juvenile Detention and Intensive Outpatient Treatment Services)

Immediate Issues

The Space Plan report identified that the greatest needs of the County remained in the area of public safety and justice and county health programs, and included:

- Increasing the jail capacity and upgrading the infrastructure
- Replacing the 14A-1 District Court
- Constructing a new 14A-4 Saline District Court
- Eastern County Government Center – 14A-2 District Court space study
- Renovation of 555 Towner as a health campus
- Relocation of ETCS
- Preparing a plan of action for addressing the deficiencies in the Trial Court facilities
- Identifying the needs and defining a new location for the Juvenile Division of Family Court
- New County Data Center
- Fiber Optic Network

The report also confirmed that the efforts of the Board of Commissioners to organize services around Communities of Interest have been successful from an infrastructure perspective by locating similar services together where possible. The study also demonstrated that these efforts can be improved even further and there remain opportunities to realize increased operational efficiencies through facility location and design.

To date many items in the Space Plan are in progress. The County has begun design for the jail expansion project, the new 14A-1 District Court facility and the 14A-4 Saline District Court. It is anticipated that the Jail and 14A-1 District Court projects will be completed and operational in late 2009 and the 14A-4 Saline District Court will be completed at the end of 2008. The final four projects are in development and data gathering phase with recommendations to be brought back to the Board of Commissioners for action during the 2008/09 fiscal years.

Project	Status	Scheduled Completion
Jail Expansion and Infrastructure Upgrade	In Progress	2010
14A-1 District Court Replacement	In Progress	2010
14A-4 Saline District Court	In Progress	2008
Eastern County Government Center Study	Start Winter 2008	2008
555 Townner Health Campus	In Progress	2008
ETCS	Completed	
Trial Court Study	2008	2008
Juvenile Division of Family Court Study	2008	2009
Data Center	2008	2009
Fiber Optic Network	2008	2010

County Space Needs: 2008 – 2026

With the creation of these new projects the County’s building infrastructure will be well-positioned to support the business needs of Washtenaw County through the coming decade.

We will continue 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.

Two new initiatives that will assist in providing the framework in which to achieve a coordinated plan for the most efficient utilization of the county’s facilities

1. The implementation of County-wide standards for resources such as space and design standards
2. Initiating the creation of a county master plan for development and department location to provide the road map for future space plan implementation.

Implementing these standards and master plan 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;
- Create local unit collaboration opportunities;
- Reinforce dual accountability between departments and Support Services; and
- Introduce transparency to the decision-making process.

By applying these policies throughout Washtenaw County, we will create a more cohesive organization and also reduce the cost of doing business. The policies that govern our operations will periodically be presented to the Board of Commissioners as they are updated to reflect the Board’s current objectives and our internal operating practices. These updated policies as well as direction from the Board will continue to influence the next steps relating to the pending space needs of the county.

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 G-31.
- 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 G-26, 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 2008 is included on page G-29.

The Schedule of Debt Service Requirements for 2008 through 2027, including principal and interest payments, is reported on page G-30 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 2008 is reported on page G-30. As explained on page G-26, 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 G-31 shows the current debt of the County as a percentage of allowable debt (10% of the County's equalized value, see page G-26).

**SCHEDULE OF BOND INDEBTEDNESS & NOTES PAYABLE
JANUARY 1, 2008**

DESCRIPTION	INTEREST RATE	FISCAL YEAR OF FINAL MATURITY	PRINCIPAL OUTSTANDING 1/1/2008	FISCAL YEAR 2008		BALANCE OUTSTANDING 1/1/2009
				PRINCIPAL	INTEREST	
GENERAL OBLIGATION						
Water/Sewer Serial Bonds	1.625% - 6.75 %	2022	\$ 35,409,138	\$ 2,765,000	\$ 1,419,377	\$ 32,644,138
Road Commission Bonds	2.0% - 7.0 %	2013	\$ 4,070,000	\$ 770,000	\$ 148,732	\$ 3,300,000
Building Authority Bonds	1.75% - 5.4 %	2027	\$ 73,870,000	\$ 5,050,000	\$ 2,776,484	\$ 68,820,000
Delinquent Tax Notes	6.820%	2008	\$ 18,000,000	\$ 18,000,000	\$ 887,555	\$ -
SUBTOTAL			\$ 131,349,138	\$ 26,585,000	\$ 5,232,148	\$ 104,764,138
SPECIAL ASSESSMENT						
Drain Improvement Bonds	3.25% - 6.5%	2026	\$ 5,079,212	\$ 535,000	\$ 172,122	\$ 4,544,212
Road Commission Bonds	N/A	N/A	\$ -	\$ -	\$ -	\$ -
SUBTOTAL			\$ 5,079,212	\$ 535,000	\$ 172,122	\$ 4,544,212
INSTALLMENT NOTES						
Drain Improvement Notes	2.59% - 5.96%	2014	\$ 2,186,460	\$ 574,510	\$ 72,021	\$ 1,611,950
SUBTOTAL			\$ 2,186,460	\$ 574,510	\$ 72,021	\$ 1,611,950
TOTAL INDEBTEDNESS			\$ 138,614,810	\$ 27,694,510	\$ 5,476,291	\$ 110,920,300

DEBT SERVICE REQUIREMENTS-ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS 2008-2027

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
2008	\$ 26,585,000	\$ 5,232,148	\$ 535,000	\$ 172,122	\$ 574,510	\$ 72,021	\$ 27,694,510	\$ 5,476,291
2009	\$ 8,965,000	\$ 4,049,763	\$ 545,000	\$ 150,894	\$ 250,700	\$ 33,004	\$ 9,760,700	\$ 4,233,661
2010	\$ 9,245,000	\$ 3,732,635	\$ 505,000	\$ 130,436	\$ 982,950	\$ 118,258	\$ 10,732,950	\$ 3,981,329
2011	\$ 9,510,000	\$ 3,406,323	\$ 380,000	\$ 113,436	\$ 150,750	\$ 15,287	\$ 10,040,750	\$ 3,535,046
2012	\$ 10,070,000	\$ 3,062,092	\$ 325,000	\$ 100,988	\$ 80,350	\$ 9,438	\$ 10,475,350	\$ 3,172,518
2013	\$ 10,185,000	\$ 2,688,984	\$ 330,000	\$ 89,283	\$ 73,600	\$ 6,109	\$ 10,588,600	\$ 2,784,376
2014	\$ 8,335,000	\$ 2,304,554	\$ 310,000	\$ 78,011	\$ 73,600	\$ 3,054	\$ 8,718,600	\$ 2,385,619
2015	\$ 8,705,000	\$ 1,977,700	\$ 315,000	\$ 67,082	-	-	\$ 9,020,000	\$ 2,044,782
2016	\$ 8,400,000	\$ 1,640,008	\$ 245,000	\$ 57,825	-	-	\$ 8,645,000	\$ 1,697,833
2017	\$ 4,855,000	\$ 1,305,303	\$ 195,000	\$ 51,633	-	-	\$ 5,050,000	\$ 1,356,936
2018	\$ 4,526,859	\$ 1,114,770	\$ 195,000	\$ 45,828	-	-	\$ 4,721,859	\$ 1,160,598
2019	\$ 4,345,000	\$ 926,861	\$ 205,000	\$ 40,168	-	-	\$ 4,550,000	\$ 967,029
2020	\$ 3,397,279	\$ 731,681	\$ 205,000	\$ 34,273	-	-	\$ 3,602,279	\$ 765,954
2021	\$ 3,045,000	\$ 590,118	\$ 210,000	\$ 28,217	-	-	\$ 3,255,000	\$ 618,335
2022	\$ 3,090,000	\$ 457,596	\$ 184,212	\$ 22,003	-	-	\$ 3,274,212	\$ 479,599
2023	\$ 1,775,000	\$ 349,363	\$ 95,000	\$ 16,159	-	-	\$ 1,870,000	\$ 365,522
2024	\$ 1,840,000	\$ 273,363	\$ 100,000	\$ 11,625	-	-	\$ 1,940,000	\$ 284,988
2025	\$ 1,425,000	\$ 194,000	\$ 100,000	\$ 6,975				
2026	\$ 1,500,000	\$ 133,438	\$ 100,000	\$ 2,325				
2027	\$ 1,550,000	\$ 67,812						
TOTAL	\$ 131,349,138	\$ 34,238,512	\$ 5,079,212	\$ 1,219,283	\$ 2,186,460	\$ 257,171	\$ 133,939,810	\$ 35,310,416

SOURCES OF FUNDING FOR 2008

DESCRIPTION	OPERATING MILLAGE	OTHER GOV. UNITS	SPECIAL ASSESSMENTS & PROJECT REVENUE	INTEREST EARNINGS AND PENALTIES	TOTAL
GENERAL OBLIGATION					
Water/Sewer Serial Bonds			\$ 4,184,377		\$ 4,184,377
Road Commission Bonds			\$ 918,732		\$ 918,732
Building Authority Bonds			\$ 7,826,484		\$ 7,826,484
Delinquent Tax Notes				\$ 18,887,555	\$ 18,887,555
SPECIAL ASSESSMENT					
Drain Improvement Bonds	\$ 77,500	\$ 77,500	\$ 552,122		\$ 707,122
Road Commission Bonds			\$ -		\$ -
INSTALLMENT NOTES					
Drain Improvement Notes			\$ 646,531		\$ 646,531
TOTALS BY SOURCE	\$ 77,500	\$ 77,500	\$ 14,128,246	\$ 18,887,555	\$ 33,170,801

**COMPUTATION OF LEGAL DEBT MARGIN
JANUARY 1, 2008**

Debt issued for purpose of County functions only:	
General obligation tax notes	\$ 18,000,000
Building authority bonds	\$ 73,870,000
Notes payable	\$ 233,707
County share of drain bonds and notes	\$ 692,563
Subtotal	\$ 92,796,270
Debt issued for benefit of local improvements:	
Drain bonds and notes	\$ 6,573,109
Public works - water & sewer	\$ 35,409,138
County Road Commission	\$ 1,690,000
Subtotal	\$ 43,672,247
Total debt issued with County full faith and credit	\$ 136,468,517
Washtenaw County debt limit:	
2007 Assessed Value - Real & Personal Property *	\$ 15,510,438,244
Constitutional debt limit	10%
County debt limited	\$ 1,551,043,824
Outstanding debt	\$ 136,468,517
Remaining debt limit against which bonds may be issued	\$ 1,414,575,307
Outstanding debt as a percentage of limit:	8.80%

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