



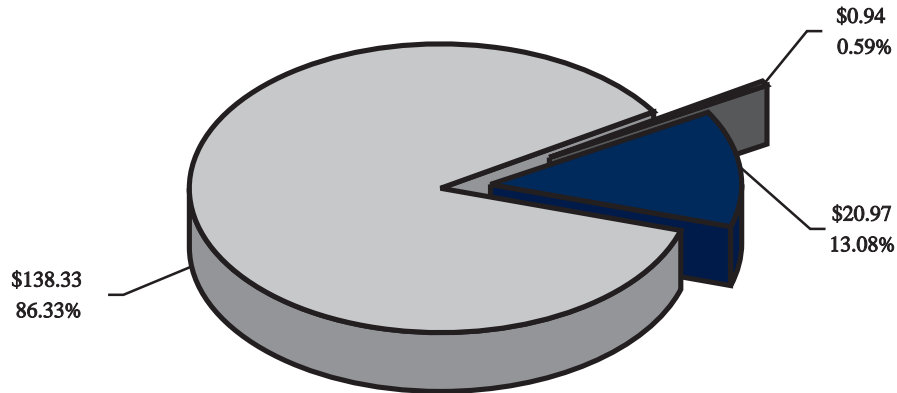
The Department of Management and Budget's Assessment and Equalization Division is responsible for inspecting, measuring, appraising and auditing commercial, industrial and personal property for assessment and equalization purposes. The old Model T Factory in Highland Park is one such property.

# WAYNE COUNTY DEPARTMENT OF MANAGEMENT AND BUDGET

## EXPENDITURE ANALYSIS

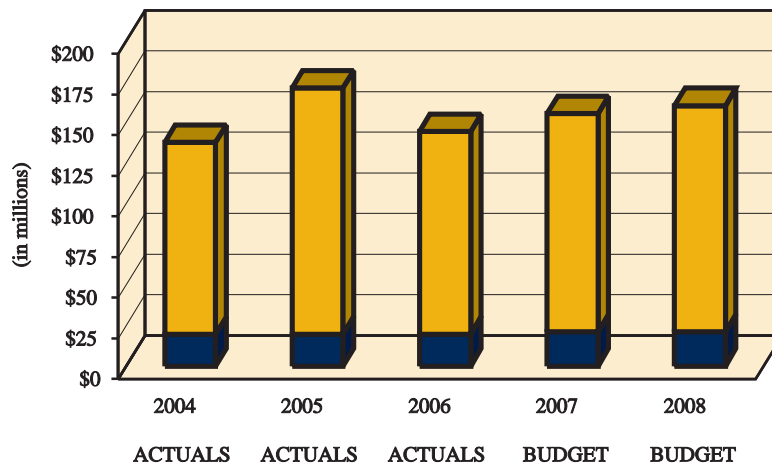
FISCAL YEAR 2007-2008

\$160.24 (in millions)



## FIVE-YEAR EXPENDITURE TREND ANALYSIS

FISCAL YEARS 2003-2004 THROUGH 2007-2008





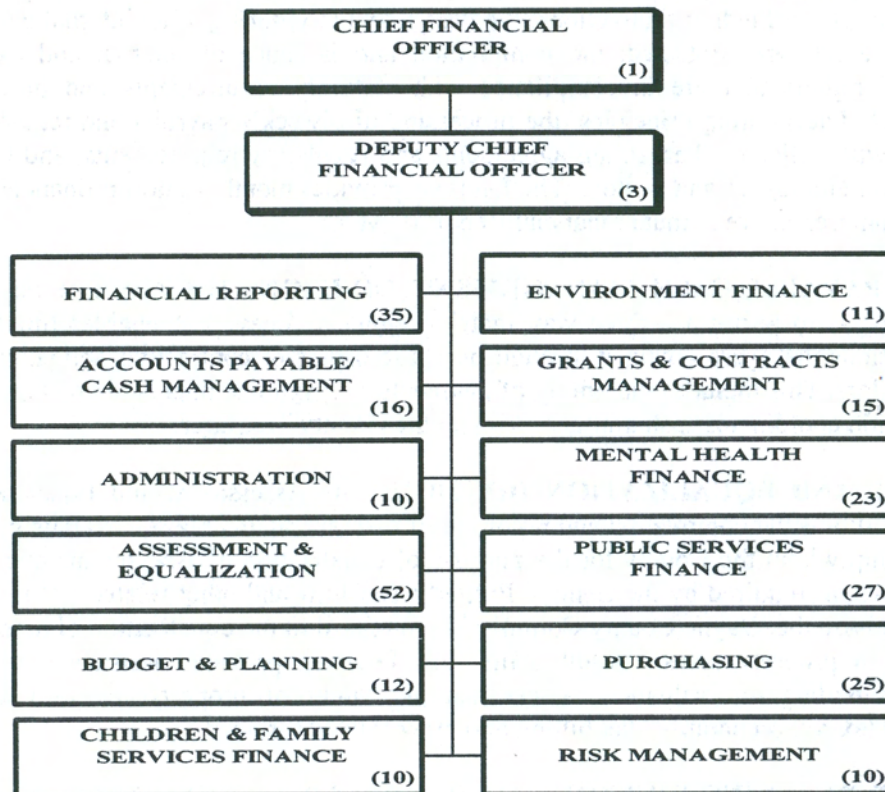
## WAYNE COUNTY DEPARTMENT OF MANAGEMENT AND BUDGET

**Carla E. Sledge, Chief Financial Officer**  
**(313) 224-0420**

**600 Randolph**  
**Detroit, Michigan 48226**

### MISSION:

The mission of the Department of Management and Budget is to provide financial services, information and asset protection to elected policymakers, county departments, program administrators and the public, so they can have the information they need to make decisions and achieve their desired results.



**TOTAL NUMBER OF POSITIONS: 250**





## **MAJOR ACTIVITIES AND DESCRIPTIONS:**

**ADMINISTRATION:** The Administration Division establishes, maintains and executes county fiscal policies and procedures, oversees departmental personnel and labor issues. Provides oversight of county debt activity including issuance and coordination, financial advisor and bond counsel contract management, and administrative assistance to other debt issuing departments and agencies as needed. Coordination, preparation, monitoring, analysis, and reporting of each division's budget and financial status. Liaison with the County Commission, Commission's Fiscal Analysts, and the Legislative Auditor General regarding budgetary and financial issues and fiscal operating policies relating to the County. Also, this Division manages the County mailroom.

**FINANCIAL REPORTING:** The Financial Reporting Division performs the accounting, financial reporting, payroll, and employee parking functions for the County. These functions specifically include the processing of general ledger transactions; the design and monitoring of an internal control structure to ensure County assets are protected; the compilation and issuance of internal and external financial statements and reports that are in compliance with statutory requirements and in conformity with generally accepted accounting principles; the processing of biweekly payrolls and required withholdings in accordance with collective bargaining agreements and regulatory requirements; and the evaluation of parking needs for employees and visitors. The Division provides monthly interim financial statements and the year-end Comprehensive Annual Financial Report (CAFR).

**ACCOUNTS PAYABLE/CASH MANAGEMENT DIVISION:** The Accounts Payable Division's primary function is to perform a three way match payment process that enables timely payments for verified obligations that were obtained through purchase orders or contractual obligations of goods and services to vendors. This includes the timing of payments to maximize interest earned or discounts taken. Also, the Division coordinates cash transactions with the County Treasurer.

**ASSESSMENT AND EQUALIZATION DIVISION:** The Assessment and Equalization Division's major responsibility is the compilation and reporting of assessment and tax related data pertaining to each city and township within the County for the purpose of equalization of assessments and the analysis of property tax rates, as required by the General Property Tax Law and other related statutes. The Division also serves to advise the Wayne County Commission in regard to the equalization of assessments and the apportionment of property taxes. Additionally, this Division provides assistance to Wayne County communities regarding the valuation, assessment and audit of property, as well as assistance in assessment and tax roll preparation, tax billing and other related services.

**BUDGET AND PLANNING DIVISION:** The Budget and Planning Division's primary responsibility is to prepare a comprehensive budget for the County and for recommendation to the County Executive. The Division monitors departmental spending in accordance with allotment schedules, ensures that appropriations are not exceeded, and enforces the budget policies of the County.

**CHILDREN AND FAMILY SERVICES FINANCE DIVISION:** The Children and Family Services Finance Division is an M&B satellite office located within the Department of Children and Family Services. Services provided on site include: accounting, accounts receivable billings and collections, purchasing support, budget development and oversight, assistance with accounts payable and preparation of financial statements.





**DEPARTMENT OF ENVIRONMENT FINANCE DIVISION:** This Division is an M&B satellite office located within the Department of Environment's administrative offices. Services provided on site include: accounting, accounts receivable billings and collections, budget oversight, assistance with accounts payable, including debt and grant-related construction activity, and the preparation of the sewers' and drains' funds financial statements.

**GRANTS AND CONTRACTS MANAGEMENT DIVISION:** The Grants and Contracts Management Division oversees the County's pre- and post-award administration of all grants, collaborative agreements and contracts; monitors compliance with all federal and state grantor regulations and requirements; maintains historical files on grants and contracts, creates specialized internal and external reports, assists with the County's administration of its cost allocation plans, and coordinates the Federal Single Audit. In addition, this Division manages the accounts receivable function which processes billings and collections and accounting for cash receipts in conjunction with the Treasurer's Office.

**MENTAL HEALTH AGENCY FINANCE DIVISION:** The Mental Health Finance Division is an M&B satellite office located within the Mental Health Agency of the Department of Health and Human Services. Services provided on site include: accounting, processing of service provider contracts and payments, purchasing support, budget oversight, assistance with accounts payable and preparation of financial statements.

**DEPARTMENT OF PUBLIC SERVICES FINANCE DIVISION:** The Public Services Finance Division is an M&B satellite office located within the Department of Public Services. Services provided on site include accounting, accounts receivable billings and collections in conjunction with the Grants Management accounts receivable unit, purchasing support, budgeting oversight, cost accounting, timekeeping for the employees of the department, and preparation of financial statements.

**PURCHASING DIVISION:** The Purchasing Division is responsible for the management and coordination of the acquisition of goods and services, including requisition processing, commodity code tracking and bid specifications in compliance with the Wayne County Comprehensive Procurement Ordinance. The Vendor Services unit within the Division is responsible for ascertaining that the procurement process is fair and diverse and creates e-business strategies.

**RISK MANAGEMENT DIVISION:** The Risk Management Division is responsible for the management of property and casualty programs, the coordination of required reporting to state and federal agencies as it relates to self-insurance and the Michigan Occupational Safety and Health Association (MIOSHA) requirements.

#### **GOALS, OBJECTIVES AND PERFORMANCE MEASURES:**

##### **FINANCIAL REPORTING DIVISION:**

**GOAL:** The goal of the Financial Reporting Division is to design and monitor financial processes to protect, conserve and account for County assets, and to timely report the results of those efforts to internal and external customers.



#### OBJECTIVES:

- Review, revise, and implement financial policies and procedures and document in an accounting policies and procedures manual to streamline processes and improve financial safeguards.
- Prepare and publish the CAFR and other required financial reports on a timely basis and/or within Charter deadlines.
- Implement monthly interim financial reporting to improve the County's ability to react to changing financial conditions.
- Convert paper paychecks to direct deposit advices in order to streamline the payroll distribution process.

<b>PERFORMANCE MEASUREMENTS:</b>	<b><u>FY 2006 ACTUALS</u></b>	<b><u>FY 2007 ESTIMATED</u></b>	<b><u>FY 2008 PROJECTED</u></b>
Days to close general ledger (minimal post-close entries)	120 Days	60 Days	45 Days
Financial policy and procedure statements issued	3	4	4
Number of direct deposits	4,835	5,000	5,175

#### ACCOUNTS PAYABLE/CASH MANAGEMENT DIVISION:

**GOAL:** To streamline and improve invoice processing and workflow to promote efficiency.

#### OBJECTIVES:

- E-Invoicing - Develop and implement a plan to migrate from paper to an electronic invoice receipt and match process.
- Cost-Savings Enhancement – Identify opportunities to reduce cost via trade discounts on purchases.
- Electronic Funds Transfer (EFT) – Identify opportunities and develop a plan to enhance the EFT process and increase the EFT vender base.
- Reduce the average number of days required for processing a properly submitted invoice.

<b>PERFORMANCE MEASUREMENTS:</b>	<b><u>FY 2006 ACTUALS</u></b>	<b><u>FY 2007 ESTIMATED</u></b>	<b><u>FY 2008 PROJECTED</u></b>
<b>Workload:</b>			
Invoices/vouchers processed	125,853	126,000	126,000
Electronic Funds Transfers	1,118	1,200	1,700
<b>Efficiency:</b>			
Average number of work days required to process a properly submitted invoice	1-3	1-3	1-3





## **BUDGET AND PLANNING DIVISION:**

**GOAL:** The goal of the Budget and Planning Division is to annually recommend, implement and maintain a structurally balanced county budget that provides essential services to the citizens of the County in compliance with all Wayne County Charter provisions.

### **OBJECTIVES:**

- To direct, improve and oversee the budget development processes.
- To evaluate and analyze budget proposals, and to prepare, distribute, present and advocate the executive budget recommendations to the commission.
- To implement performance based budgeting and new GovMax Budgeting application software.
- To oversee day-to-day management of appropriations and operating budget changes and to manage modifications to the authorized level of full-time-equivalent positions (FTE) for all county departments and elected offices.
- To provide expertise, information and support to the Committee on Ways and Means, including timely submittal of Quarterly Financial Projections.
- Continued preparation of budgets that qualify for recognition through Government Finance Officers Association (GFOA) Distinguished Budget Presentation Awards.
- Increase the number of GFOA "outstanding" category ratings for the Distinguished Budget Presentation Award by incorporating additional "Best Budget Practice" elements of the National Advisory Commission on State and Local Budgeting into our internal budget process.

<b>PERFORMANCE MEASUREMENTS:</b>	<b>FY 2006 <u>ACTUALS</u></b>	<b>FY 2007 <u>ESTIMATED</u></b>	<b>FY 2008 <u>PROJECTED</u></b>
Number of Distinguished Awards received	12	13	14
Number of "Outstanding" Ratings received	5	6	7

## **CHILDREN AND FAMILY SERVICES FINANCE DIVISION (C&FS):**

**GOAL:** Reduce Request for Proposal (RFP) and subsequent contract processing time.

### **OBJECTIVES:**

- Ensure timely delivery of services.
- Enable vendors to depend on prompt receipt of payment without having to contact program managers and fiscal staff.





<b>PERFORMANCE MEASUREMENTS:</b>	<b>FY 2006 <u>ACTUALS</u></b>	<b>FY 2007 <u>ESTIMATED</u></b>	<b>FY 2008 <u>PROJECTED</u></b>
Average number of days from release of RFP to contract.	150	130	120

#### **ENVIRONMENT FINANCE DIVISION:**

**GOAL:** Improve timeliness of year-end closing procedures.

#### **OBJECTIVE:**

- Have all year-end operations and entries posted within eight (8) weeks after final general accounting postings have been made.

<b>PERFORMANCE MEASUREMENTS:</b>	<b>FY 2006 <u>ACTUALS</u></b>	<b>FY 2007 <u>ESTIMATED</u></b>	<b>FY 2008 <u>PROJECTED</u></b>
<b>Workload Measures:</b> All entries completed and books closed within eight weeks	75%	100%	100%

#### **GRANTS AND CONTRACT MANAGEMENT DIVISION:**

**GOAL:** To ensure that County departments are in compliance with audit and/or grant program requirements

#### **OBJECTIVES:**

- Perform compliance reviews/audits at least once every four years to ensure compliance, improve the efficiency and effectiveness of programs, including the timely communication and follow-up on adverse findings to ensure corrective action plans have been implemented with the target of eliminating at least 50% of all prior year single audit findings annually.
- Act as an audit liaison between County departments and outside regulatory agencies.
- Review sub-recipients for compliance with grant agreements.

<b>PERFORMANCE MEASUREMENTS:</b>	<b>FY 2006 <u>ACTUALS</u></b>	<b>FY 2007 <u>ESTIMATED</u></b>	<b>FY 2008 <u>PROJECTED</u></b>
Number of Grant Compliance Reviews	6	6	10
Number of Program desk reviews	118	149	149

#### **MENTAL HEALTH FINANCE DIVISION:**

**GOAL:** To provide timely financial reports to all stakeholders, including M&B management and the Mental Health Agency Board of Directors (Board).



#### **OBJECTIVES:**

- Provide financial status reports for budget, accounts receivable, accounts payable, and compliance audits to the Finance Committee of the Board within seven (7) days of each monthly meeting.
- Obtain Agency Board approval of contracts at least 90 days prior to the contract's effective date.
- Complete service provider compliance audits within 90 days of the end of the County's fiscal year.
- Develop and implement a cost settlement policy.

<b>PERFORMANCE MEASUREMENTS:</b>	<b><u>FY 2006 ACTUALS</u></b>	<b><u>FY 2007 ESTIMATED</u></b>	<b><u>FY 2008 PROJECTED</u></b>
Number of months financial reports are submitted timely	11	11	12
Number of contracts presented 90 days prior to start date	25%	15%	75%
Percentage of invoices paid within 30 days of receipt	80%	90%	100%
The number of outstanding audits	7	4	0

#### **PURCHASING DIVISION:**

**GOAL:** To identify and implement procedures in which technology can enhance the purchasing and procurement process.

#### **OBJECTIVES:**

- Decentralize the receipt of requisitions by electronically routing the documents directly to the respective purchasing agent for review and processing.
- Implement a staff development, enrichment and succession program which will broaden the staff knowledge and skill set in key operational areas and critical functions.
- Systematically monitor contract expiration dates to promote timely submission of solicitations and reduce requests for exigent and retroactive contract approvals.
- In conjunction with central accounts payable, develop and implement a plan to streamline the purchasing and payment conversion cycle in order to realize cash discounts.
- Collaborate with Vendor Outreach to dialog and exchange ideas to improve the functionality of the E-Purchasing System
- Draft a procurement card policy and implement a procurement card program to provide the County of Wayne with a convenient tool to purchase low-dollar goods and services required to conduct business.





- Develop an online procurement guide for internal and external customers.

<b>PERFORMANCE MEASUREMENTS:</b>	<b>FY 2006 ACTUALS</b>	<b>FY 2007 ESTIMATED</b>	<b>FY 2008 PROJECTED</b>
Estimated number of Purchase Orders processed	7,280	7,050	7,000
Number of Requisitions processed	6,729	6,100	6,475
Number of Purchase Orders processed over \$20,000	1,079	1,505	1,400
Number of Purchase Orders processed less than \$20,000	6,251	6,000	5,900
Number of PC3's submitted and processed*	765	525	500
New Vendors Registered	911	1,000	2,000
Vendor inquires	42,052	44,000	46,000

\*PC3= Procurement Contract Compliance Certificate

#### **RISK MANAGEMENT:**

**GOAL:** Reduce and prevent occupational injuries and illnesses.

#### **OBJECTIVES:**

- Investigate accidents, near misses and safety related concerns.
- Increase safety awareness training programs to employees, supervisors and managers.
- Continue providing Train-the-Trainer type safety programs to managers.

<b>PERFORMANCE MEASUREMENTS:</b>	<b>FY 2006 ACTUALS</b>	<b>FY 2007 ESTIMATED</b>	<b>FY 2008 PROJECTED</b>
<b>Safety Management:</b>			
<b>Workload:</b>			
Training classes conducted	170	187	203
<b>Effectiveness:</b>			
Employee attendance at training classes	2,265	2,156	3,130

#### **MAJOR CHANGES:**

The Department of Management and Budget underwent an internal reorganization in FY2006-2007 to streamline processes and operate more efficiently. There were no changes in the number of divisions, however, the Accounting Division was restructured and renamed the Financial Reporting Division, the Budget Division became the Budget and Planning Division and the Grants Management/Accounts Receivable Division became Grants and Contracts Management. The budget reflects a reduction of 5 FTE's compared to FY2006-2007.

#### **ACCOMPLISHMENTS:**

- Eighteen consecutive fiscal years of balanced financial operations.





- Received the Distinguished Budget Presentation Award from GFOA for the twelfth consecutive year.
- In fiscal year 2007, the Financial Reporting Division staff received the Wayne County Meritorious Service Team Award. This award recognizes teams whose contribution toward a project of major significance to the County goes above and beyond the daily requirements of the job.
- The Grants and Contracts Management Division strengthened internal systems to reduce the number of errors incurred by the Grants Division.
- The Purchasing Division enhanced the solicitation process by utilizing the County's website to facilitate the formal solicitation process, providing access to all interested vendors.
- The Risk Management Division reduced occupational safety and health citations and penalties through increased site inspections, thereby, ensuring that Wayne County facilities and operations were in compliance with all federal, state and local regulations.
- The Assessment and Equalization Division provided assessment database management and assessment roll preparation for twenty-one communities that contract with the County for a variety of assessment services, as well as six other communities where the Division provides no other services.

#### **DID YOU KNOW?**

The Financial Reporting Division maintains the financial records for over 152 funds, 1,414 business units and processes over 13,000 manual journal entries each year.

The Budget and Planning Division processed over 600 Personnel Requisitions, 400 Budget Adjustments, 400 Document Approval Forms (DAF's) Contracts and 500 PC3's (Purchasing Contract Compliance Certifications) in FY2006-2007.

The Assessment and Equalization Division prepared and/or monitored 85 tax rolls that generated over \$2.64 billion in revenues, which provided the primary financial support for one county, 10 townships, 33 cities, 37 school districts, 3 community colleges, one intermediate school district, as well as a variety of authorities, downtown development areas and public service projects.

The Wayne County Annual Budget and Comprehensive Annual Financial Report are available for all citizens to access on the Wayne County website at [www.waynecounty.com](http://www.waynecounty.com).



## SUMMARY OF POSITIONS, REVENUES, AND EXPENDITURES

<b>Fund: 101</b>	<b>General Fund</b>
<b>Activity: 201</b>	<b>Management And Budget</b>

	2006 BUDGET	2007 BUDGET	2008 BUDGET
<b>POSITIONS</b>			
Elected and Executive	6	6	6
Supervisory and Professional	14	14	14
Support Staff	33	33	33
<b>TOTAL POSITIONS</b>	<b>53</b>	<b>53</b>	<b>53</b>

<b>Fund: 635</b>	<b>Central Services</b>
<b>Activity: 201</b>	<b>Management And Budget</b>

	2006 BUDGET	2007 BUDGET	2008 BUDGET
<b>POSITIONS</b>			
Elected and Executive	41	38	41
Supervisory and Professional	109	103	97
Support Staff	71	61	59
<b>TOTAL POSITIONS</b>	<b>221</b>	<b>202</b>	<b>197</b>
<b>TOTAL DEPARTMENTAL POSITIONS</b>	<b>274</b>	<b>255</b>	<b>250</b>

<b>Fund: 101</b>	<b>General Fund</b>
<b>Activity: 201</b>	<b>Management And Budget</b>

	2006 BUDGET	2007 BUDGET	2008 BUDGET
<b>REVENUES</b>			
Local Grants and Contracts	\$ 1,259,000	\$ 1,400,000	\$ 1,400,000
Charges, Fees, and Fines	53,000	61,000	311,000
Other Revenue	0	5,000	5,000
<b>TOTAL REVENUES</b>	<b>\$ 1,312,000</b>	<b>\$ 1,466,000</b>	<b>\$ 1,716,000</b>
<b>EXPENDITURES</b>			
Personnel	\$ 4,142,900	\$ 4,112,000	\$ 4,216,800
Operating Expenditures	1,164,600	1,210,100	1,796,400





## SUMMARY OF POSITIONS, REVENUES, AND EXPENDITURES

<b>Fund: 101</b>	<b>General Fund</b>
<b>Activity: 201</b>	<b>Management And Budget</b>

	2006 BUDGET	2007 BUDGET	2008 BUDGET
TOTAL EXPENDITURES	\$ 5,307,500	\$ 5,322,100	\$ 6,013,200

<b>Fund: 635</b>	<b>Central Services</b>
<b>Activity: 201</b>	<b>Management And Budget</b>

	2006 BUDGET	2007 BUDGET	2008 BUDGET
REVENUES			
Charges, Fees, and Fines	\$ 26,153,100	\$ 20,516,100	\$ 25,542,900
Other Financing Sources	1,000,000	3,820,000	0
TOTAL REVENUES	\$ 27,153,100	\$ 24,336,100	\$ 25,542,900
EXPENDITURES			
Personnel	\$ 18,139,800	\$ 16,955,600	\$ 16,756,400
Operating Expenditures	8,913,300	7,300,300	8,692,300
Capital	100,000	80,200	94,200
TOTAL EXPENDITURES	\$ 27,153,100	\$ 24,336,100	\$ 25,542,900

<b>Fund: 675</b>	<b>Long Term Disability Fund</b>
<b>Activity: 857</b>	<b>Long Term Disability</b>

	2006 BUDGET	2007 BUDGET	2008 BUDGET
REVENUES			
Charges, Fees, and Fines	\$ 1,341,700	\$ 1,526,757	\$ 600,203
TOTAL REVENUES	\$ 1,341,700	\$ 1,526,757	\$ 600,203
EXPENDITURES			
Operating Expenditures	\$ 1,341,700	\$ 1,526,757	\$ 600,203
TOTAL EXPENDITURES	\$ 1,341,700	\$ 1,526,757	\$ 600,203





## SUMMARY OF POSITIONS, REVENUES, AND EXPENDITURES

<b>Fund: 676</b>	<b>Health Fund</b>
<b>Activity: 865</b>	<b>Health And Liability Insurance</b>

	2006 BUDGET	2007 BUDGET	2008 BUDGET
REVENUES			
Local Grants and Contracts	\$ 0	\$ 0	\$ 5,100,000
Charges, Fees, and Fines	108,184,100	116,053,400	115,941,346
TOTAL REVENUES	\$ 108,184,100	\$ 116,053,400	\$ 121,041,346
EXPENDITURES			
Operating Expenditures	\$ 108,184,100	\$ 116,053,400	\$ 121,041,346
TOTAL EXPENDITURES	\$ 108,184,100	\$ 116,053,400	\$ 121,041,346

<b>Fund: 677</b>	<b>Self Insurance</b>
<b>Activity: 871</b>	<b>Workers Compensation</b>

	2006 BUDGET	2007 BUDGET	2008 BUDGET
REVENUES			
Charges, Fees, and Fines	\$ 5,281,400	\$ 5,211,200	\$ 4,536,553
TOTAL REVENUES	\$ 5,281,400	\$ 5,211,200	\$ 4,536,553
EXPENDITURES			
Operating Expenditures	\$ 5,281,400	\$ 5,211,200	\$ 4,536,553
TOTAL EXPENDITURES	\$ 5,281,400	\$ 5,211,200	\$ 4,536,553

<b>Fund: 678</b>	<b>General Liability Fund</b>
<b>Activity: 865</b>	<b>Health And Liability Insurance</b>

	2006 BUDGET	2007 BUDGET	2008 BUDGET
REVENUES			
Charges, Fees, and Fines	\$ 3,200,000	\$ 2,862,700	\$ 2,504,797
TOTAL REVENUES	\$ 3,200,000	\$ 2,862,700	\$ 2,504,797
EXPENDITURES			
Operating Expenditures	\$ 3,200,000	\$ 2,862,700	\$ 2,504,797
TOTAL EXPENDITURES	\$ 3,200,000	\$ 2,862,700	\$ 2,504,797



## SUMMARY OF POSITIONS, REVENUES, AND EXPENDITURES

	2006 BUDGET	2006 BUDGET	2006 BUDGET
TOTAL DEPARTMENT REVENUES	\$ 146,472,300	\$ 151,456,157	\$ 155,941,799
TOTAL DEPARTMENT EXPENDITURES	\$ 150,467,800	\$ 155,312,257	\$ 160,238,999



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