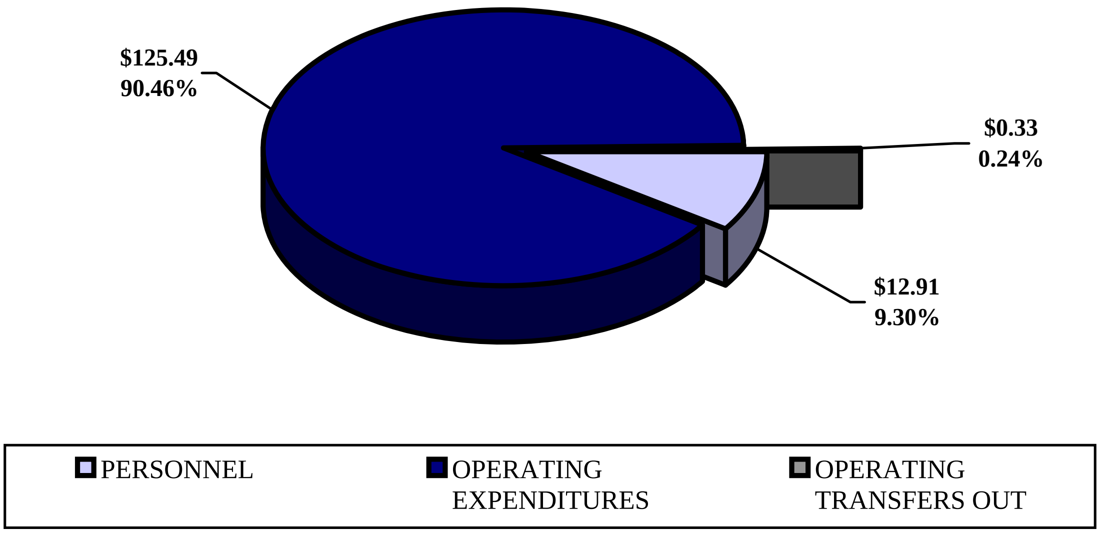
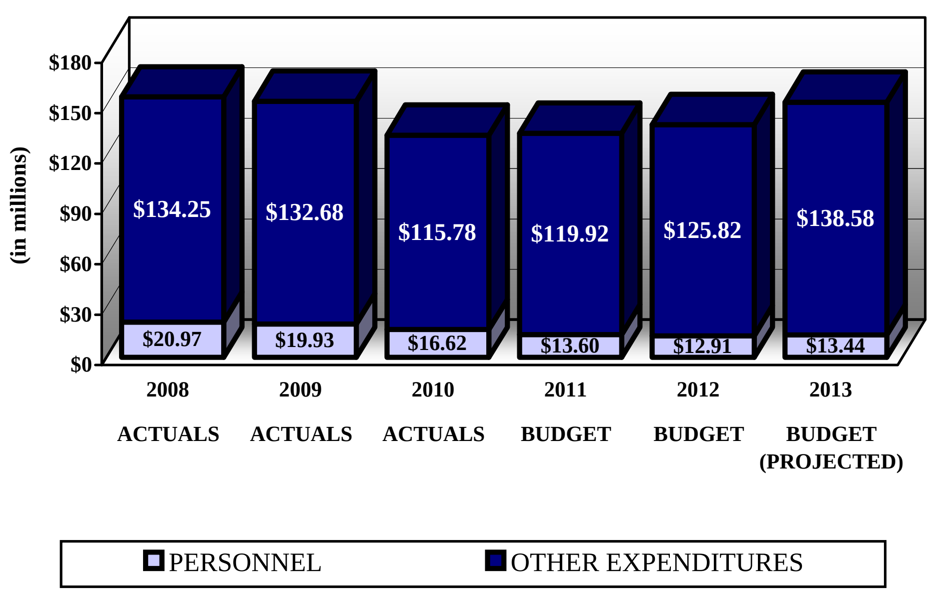
Located in the heart of downtown Detroit, Campus Martius is a historic district and central gathering place, home of parks, the Woodward Fountain, the Michigan Soldiers' and Sailors' Monument, and a large traffic circle surrounded by commercial and residential high-rises.

WAYNE COUNTY
DEPARTMENT OF MANAGEMENT AND BUDGET

EXPENDITURE ANALYSIS
FISCAL YEAR 2011-2012
$138.73 (in millions)



EXPENDITURE TREND ANALYSIS
FISCAL YEARS 2007-2008 THROUGH 2012-2013



DEPARTMENT OF MANAGEMENT AND BUDGET

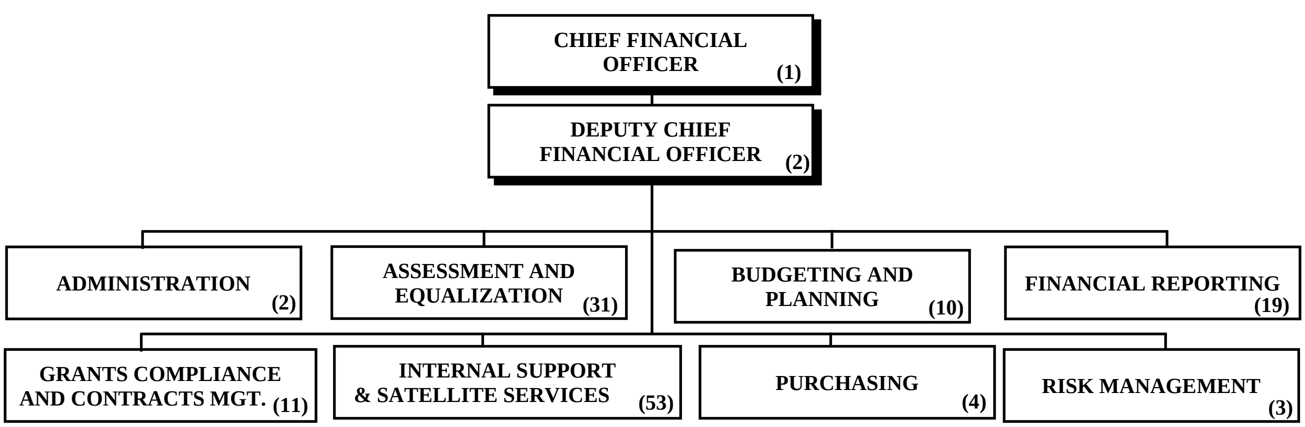
MISSION

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.

BUDGET SUMMARY ALL FUNDS

	FY 2009-2010 Budget	FY 2010-2011 Budget	FY 2011-2012 Budget	FY 2012-2013 Projected Budget
Total Departmental Expenditures	**$145,495,329**	**$133,517,507**	**$138,734,118**	**$152,022,902**
Departmental Revenue				
Federal Grants and Contracts	0	5,000,000	0	0
Local Grants and Contracts	1,400,000	1,081,000	1,341,000	1,397,600
Employee Contribution - Retir	0	0	65,000	70,200
Charges, Fees, and Fines	140,981,061	124,525,321	134,968,051	148,208,004
Total Revenues	**$142,381,061**	**$130,606,321**	**$136,374,051**	**$149,675,804**
General Fund General Purpose	**$3,114,268**	**$2,911,186**	**$2,360,067**	**$2,347,098**
Total Budgeted Positions	**180**	**164**	**136**	**129**

Contact: **Carla E. Sledge**, Chief Financial Officer
500 Griswold St., 31st Floor, Room 3139 • Detroit, MI 48226 • Phone: (313) 224-0696



DEPARTMENT OF MANAGEMENT AND BUDGET

MAJOR ACTIVITIES AND DESCRIPTIONS

DIVISION OF ADMINISTRATION:
The Administration Division provides support services to the operating divisions of the Department of Management and Budget and assists the Chief Financial Officer (CFO) in coordinating those operations. The Division establishes, maintains and executes County fiscal policies and procedures; oversees departmental personnel and grievance issues; departmental technology and reporting matters relating to financial applications data, systems, integration, management, and control; Freedom of Information Act (FOIA) responses; County-wide building lease matters and with the assistance of Corporation Counsel, the resolution of lessor/lessee compliance matters; County-wide debt activity including issuance and related compliance (in conjunction with the Divisions of Budgeting and Planning and Financial Reporting), financial advisor and bond counsel contract management, and administrative assistance to other debt issuing departments and agencies as needed; electronic contract and document approval processes; the County credit card; gasoline cards; mailroom and stockroom; and petty cash authorization and usage. The Division also serves as liaison with the County Commission, Commission's Fiscal Analysts, and the Legislative Auditor General regarding budgetary and fiscal issues.

DIVISION OF ASSESSMENT AND EQUALIZATION: 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, including the maintenance of a coordinated mapping system, tax billing and other related services.

DIVISION OF BUDGETING AND PLANNING:
The Division of Budgeting and Planning consists of three units – Budget Development and Maintenance, Strategic Planning and Forecasting (policy improvements consistent with performance based objectives, Managing for Results (MFR), and strategic business plan philosophies), and Analysis and Reporting (effective use and integration of technology in budget development). The Budgeting 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.

DIVISION OF FINANCIAL REPORTING:
The Financial Reporting Division consists of the accounting, cash management and accounts payable, and payroll units. These three units perform the critical accounting, financial reporting, vendor disbursement, 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 timely payment to vendors of verified obligations and services and related year end reporting coordinating cash planning with the Office of the County Treasurer and assuring that all financial reporting for cash and investments conform to generally accepted accounting principles; 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) and the Popular Annual Financial Report (PAFR).

DIVISION OF GRANTS COMPLIANCE AND CONTRACTS MANAGEMENT:
The Grants Compliance 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, conducts program reviews as required by the Home Rule Charter, 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, and, in close coordination with the CFO and the Financial Reporting Division, conducts ad hoc studies on various operational and financial matters, as needed.

DEPARTMENT OF MANAGEMENT AND BUDGET

MAJOR ACTIVITIES AND DESCRIPTIONS continued

DIVISION OF INTERNAL SUPPORT AND SATELLITE SERVICES: This division provides on-site financial support activities such as accounting, accounts receivable billings and collections, purchasing support, budget development and oversight, assistance with accounts payable and preparation of financial statements. The division maintains dedicated full-time, on-site personnel to support the Departments of Children and Family Services, Public Services, Health and Human Services' Division of Mental Health, the Economic Development and Growth Engine (EDGE), the Wayne County Land Bank Corporation, the Department of Technology, and the Office of the Wayne County Sheriff .

DIVISION OF PURCHASING: 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 Certification unit within the Division is responsible for certifying firms, companies or corporations as required by the ordinances of the County.

DIVISION OF RISK MANAGEMENT: The Risk Management Division is responsible for the administration and management of the County's self insurance and property and casualty insurance (including property and casualty claims and subrogation management) programs. The Division also provides risk evaluation and strategy, contract review and consultation services to other County departments and elected officials.

FISCAL YEAR 2010-2011 ACCOMPLISHMENTS AND HIGHLIGHTS

The Financial Reporting Division implemented a monthly financial reporting process whereby financial reports are available to management within 15 days of month-end.

The Assessment and Equalization Division assisted the City of Detroit in developing and launching a personal property discovery program.

The Children and Family Services Division developed a contract management database and reporting system to provide early notice of expiring contracts so the appropriate purchasing process (renewal, extension or new bid) can be initiated in a timely manner.

The Budgeting and Planning Division received the Distinguished Budget Presentation Award from the GFOA for the seventeenth consecutive year.

The Financial Reporting Division received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA for the twelfth year. In addition, they have received the GFOA's Award for Outstanding Achievement in Popular Financial Reporting for ten years.

The Accounts Payable and Cash Management Division has reduced the number of paper checks by migrating certain vendor payments to electronic funds transfer.

The Risk Management Division has reduced the cost of insurance policy renewal premiums between 5-10% when compared to prior insurance policy periods, while enhancing certain coverage provisions. Additionally, the Division's subrogation efforts have increased steadily despite economic factors, which typically slow collection results.

The department is spearheading the development of a long-term financial plan for the County. A long-term financial plan is a critical component of any government's strategy for effectively managing its resources in both robust and lean economic environments. The plan includes economic and environmental analyses, critical issues, financial strategy and financial policy review, forecasts, and planning and budget linkages. The County has engaged the Government Finance Officers Association (GFOA) to assist in the development of the plan.

The department, in conjunction with the Department of Technology, is assessing the day-to-day procurement, financial reporting, budgetary, position management and eGovernment operations of the County. The goal of this Project Transformation Initiative is to streamline these processes through re-engineering, implementation of technology, and data consolidation, thereby increasing the County's fiscal responsiveness to operational and economic challenges and to its service delivery needs.

IMPACT ON OPERATIONS

Due to the economic climate in the region all areas of county operation have been faced with the task of reinventing themselves in such a manner in order to continue to provide support to the citizens of Wayne County with the highest level of services with diminishing resources. Management and Budget has not gone untouched by this and has taken steps through smart sourcing certain functions within the operation. This will enable the department move forward in a responsible direction while ensuring the financial health of the county as a whole.

DEPARTMENT OF MANAGEMENT AND BUDGET
Financial Report

	FY 2009-2010 Budget	FY 2010-2011 Budget	FY 2011-2012 Budget	FY 2012-2013 Projected Budget
00101 General Fund				
201 Management & Budget				
Revenues				
Local Grants and Contracts	1,400,000	1,081,000	1,341,000	1,397,600
Charges, Fees, and Fines	100,000	90,000	90,000	90,000
Total Revenues	**$1,500,000**	**$1,171,000**	**$1,431,000**	**$1,487,600**
Expenditures				
Personnel	2,107,105	1,860,294	1,725,679	1,653,035
Fringe Benefits	889,882	738,134	534,988	607,666
Pension	449,629	397,509	496,560	529,355
Materials and Supplies	78,200	67,800	67,800	60,409
Services and Contractual Serv	868,900	676,002	590,448	595,329
Travel	52,697	58,800	58,800	58,800
Operating Expenses	37,100	33,336	35,356	34,468
Rentals	117,155	117,155	179,136	179,136
Other Charges	9,500	6,400	6,400	6,400
Non Capital Assets	4,100	126,756	95,900	110,100
Total Expenditures	**$4,614,268**	**$4,082,186**	**$3,791,067**	**$3,834,698**
00101 General Fund				
202 Management and Budget - Gen Fund				
Revenues				
Charges, Fees, and Fines	0	16,418,050	15,590,655	15,663,444
Total Revenues	**$0**	**$16,418,050**	**$15,590,655**	**$15,663,444**
Expenditures				
Personnel	0	6,717,935	5,997,182	5,688,079
Fringe Benefits	0	2,458,255	1,947,148	2,166,137
Pension	0	1,429,943	1,708,780	1,786,742
Materials and Supplies	0	170,243	172,186	172,536
Services and Contractual Serv	0	3,489,813	3,907,055	4,035,127
Travel	0	65,488	69,283	66,676
Operating Expenses	0	793,615	740,320	720,060
Rentals	0	217,555	649,546	688,627
Other Charges	0	2,500	65,563	2,500
Depreciation	0	4,091	4,091	4,091
Non Capital Assets	0	1,900	1,900	1,900
Operating Transfers Out	0	1,066,712	327,601	330,969
Total Expenditures	**$0**	**$16,418,050**	**$15,590,655**	**$15,663,444**
00635 Central Services				
201 Management & Budget				
Revenues				
Charges, Fees, and Fines	17,918,194	0	0	0
Total Revenues	**$17,918,194**	**$0**	**$0**	**$0**

DEPARTMENT OF MANAGEMENT AND BUDGET
Financial Report

	FY 2009-2010 Budget	FY 2010-2011 Budget	FY 2011-2012 Budget	FY 2012-2013 Projected Budget
Expenditures				
Personnel	7,421,516	0	0	0
Fringe Benefits	3,197,501	0	0	0
Pension	1,578,105	0	0	0
Materials and Supplies	233,783	0	0	0
Services and Contractual Serv	4,490,302	0	0	0
Travel	84,018	0	0	0
Operating Expenses	144,614	0	0	0
Rentals	219,155	0	0	0
Other Charges	9,500	0	0	0
Depreciation	8,177	0	0	0
Capital	6,000	0	0	0
Non Capital Assets	11,678	0	0	0
Operating Transfers Out	513,845	0	0	0
Total Expenditures	**$17,918,194**	**$0**	**$0**	**$0**
00675 Long Term Disability Fund				
857 Long term Disability				
Revenues				
Charges, Fees, and Fines	846,236	907,864	1,475,140	1,481,980
Total Revenues	**$846,236**	**$907,864**	**$1,475,140**	**$1,481,980**
Expenditures				
Services and Contractual Serv	33,500	52,000	52,779	54,061
Operating Expenses	812,736	855,864	1,422,361	1,427,919
Total Expenditures	**$846,236**	**$907,864**	**$1,475,140**	**$1,481,980**
00676 Health Fund				
865 Health & Liability Insurance				
Revenues				
Federal Grants and Contracts	0	5,000,000	0	0
Employee Contribution - Retir	0	0	65,000	70,200
Charges, Fees, and Fines	115,170,611	99,726,112	110,044,122	123,208,548
Total Revenues	**$115,170,611**	**$104,726,112**	**$110,109,122**	**$123,278,748**
Expenditures				
Materials and Supplies	67,400	67,000	30,000	30,420
Services and Contractual Serv	853,670	586,900	562,956	564,555
Operating Expenses	114,055,341	103,956,212	109,416,166	122,582,373
Other Charges	194,200	116,000	100,000	101,400
Total Expenditures	**$115,170,611**	**$104,726,112**	**$110,109,122**	**$123,278,748**
00677 Worker Compensation Self Insur				
871 Worker's Compensation				
Revenues				
Charges, Fees, and Fines	4,509,994	4,745,422	4,591,938	4,589,034
Total Revenues	**$4,509,994**	**$4,745,422**	**$4,591,938**	**$4,589,034**
Expenditures				
Services and Contractual Serv	812,700	649,700	537,429	542,942
Operating Expenses	3,697,294	4,095,722	4,054,509	4,046,092
Total Expenditures	**$4,509,994**	**$4,745,422**	**$4,591,938**	**$4,589,034**

DEPARTMENT OF MANAGEMENT AND BUDGET
Financial Report

	FY 2009-2010 Budget	FY 2010-2011 Budget	FY 2011-2012 Budget	FY 2012-2013 Projected Budget
00678 General Liability Fund				
865 Health & Liability Insurance				
Revenues				
Charges, Fees, and Fines	2,436,026	2,637,873	3,176,196	3,174,998
Total Revenues	**$2,436,026**	**$2,637,873**	**$3,176,196**	**$3,174,998**
Expenditures				
Services and Contractual Serv	16,300	22,000	29,269	29,310
Operating Expenses	2,419,726	2,615,873	3,146,927	3,145,688
Total Expenditures	**$2,436,026**	**$2,637,873**	**$3,176,196**	**$3,174,998**
TOTAL DEPARTMENTAL REVENUES	**$142,381,061**	**$130,606,321**	**$136,374,051**	**$149,675,804**
TOTAL DEPARTMENTAL EXPENDITURES	**$145,495,329**	**$133,517,507**	**$138,734,118**	**$152,022,902**

Summary of Positions

	FY 2009-2010 Budget	FY 2010-2011 Budget	FY 2011-2012 Budget	FY 2012-2013 Projected Budget
101 GENERAL FUND				
201 MGT&BUD-ASSESS & EQUALIZATION				
ELECTED AND EXECUTIVE	2	3	2	2
SUPERVISORY AND PROFESSIONAL	12	7	7	6
SUPPORT STAFF	25	25	22	22
TOTAL POSITIONS	**39**	**35**	**31**	**30**
101 GENERAL FUND				
202 MGT&BUD-CENTRAL SERVICES				
ELECTED AND EXECUTIVE	0	30	27	27
SUPERVISORY AND PROFESSIONAL	0	72	55	52
SUPPORT STAFF	0	27	23	20
TOTAL POSITIONS	**0**	**129**	**105**	**99**
635 CENTRAL SERVICES				
201 MANAGEMENT AND BUDGET				
ELECTED AND EXECUTIVE	32	0	0	0
SUPERVISORY AND PROFESSIONAL	76	0	0	0
SUPPORT STAFF	33	0	0	0
TOTAL POSITIONS	**141**	**0**	**0**	**0**
TOTAL DEPARTMENTAL POSITIONS	**180**	**164**	**136**	**129**

DEPARTMENT OF MANAGEMENT AND BUDGET

BUDGET CHANGE AND HIGHLIGHTS FY 2011-2012

	Increase / (Decrease) from 2010-2011 Adopted Budget	Description of Change
REVENUES		
Federal Grants and Contracts	(5,000,000)	Sunset of Federal reimbursement for Early Retirement Reinsurance Program.
Local Grants and Contracts	260,000	Increased collections from Local Communities.
Employee Contribution—Retire	65,000	Anticipated increase in Employee contributions
Charges, Fees, and Fines	10,442,730	Increase in Chargeback revenues due to increases in Health care, Long Term Disability and General Liability expenses .
TOTAL REVENUES	**$5,767,730**	
EXPENDITURES		
Personnel	(855,368)	Reduction of 28 FTE's.
Fringe Benefits	(214,253)	Reduction of 28 FTE's.
Pension	377,888	Increased pension expense.
Materials and Supplies	(35,057)	Required reduction in general fund/general purpose supported programs.
Services and Contractual Services	203,521	Increase in internal administrative chargeback's.
Travel	3,795	Increase related to mandatory training/travel expense.
Operating Expenses	5,965,017	Increase in Health care costs.
Rentals	493,972	Increase due to reclassification of building rent.
Other Charges	47,063	Increase due to miscellaneous operating expenses.
Depreciation	0	
Capital	0	
Non Capital Assets	(30,856)	Reduction due to one-time computer refresh. .
Operating Transfers Out	(739,111)	Reduction due to reclassification of debt service to Rentals.
TOTAL EXPENDITURES	**$5,216,611**	

DEPARTMENT OF MANAGEMENT AND BUDGET

PERFORMANCE—MANAGING FOR RESULTS (MFR)

	FY 2009-2010 Budget	FY 2010-2011 Budget	FY 2011-2012 Budget	FY 2012-2013 Projected Budget
Group Revenues				
Federal Grants and Contracts	0	5,000,000	0	0
Local Grants and Contracts	1,400,000	1,081,000	1,341,000	1,397,600
Charges, Fees, and Fines	11,558,729	5,968,754	12,115,925	12,067,094
Other Revenue	0	0	65,000	70,200
General Fund/General Purpose	3,114,268	2,911,186	2,360,067	2,347,098
Total Group Revenues	**$16,072,997**	**$14,960,940**	**$15,881,992**	**$15,881,992**
Group Expenditures				
Administrative	0	0	799,560	799,650
Business Advisory	211,555	689,425	830,630	830,630
Resource Allocation and Management	5,402,789	4,717,357	4,567,744	4,567,744
Financial	5,844,385	5,415,064	5,727,540	5,727,540
Assessment and Equalization	4,614,268	4,139,094	3,956,518	3,956,518
Total Group Expenditures	**$16,072,997**	**$14,960,940**	**$15,881,992**	**$15,881,992**
Total Budgeted Positions	**180**	**164**	**136**	**129**

MANAGING FOR RESULTS ORGANIZATION STRUCTURE

Business Advisory Group
- Consultation and Document Approval
- Financial Applications Management and Support

Resource Allocation and Management Group
- Purchasing Program
- Budgeting and Planning Program
- Risk Management Program

Financial Group
- Accounting and Financial Reporting
- Billings and Collections Program
- Cash Management and Accounts Payable
- Compliance Review Program
- Payroll Program

Assessment and Equalization Group
- Assessment and Equalization Program

DEPARTMENT OF MANAGEMENT AND BUDGET

LONG-TERM DEPARTMENTAL GOALS

Departmental Goal 1: Long-Term Financial Plan	ALIGNED WITH STRATEGIC PRIORITY 6 (SP6)
The County will develop and implement a long-term financial and capital improvement plans, resulting in: • 100% of County governmental funds reporting annual balanced operations at fiscal year end. • Management and Budget expenditures for services will not exceed 5% of any department's total operating expenditures. • 50% of post retirement obligations that will be pre-funded. • County General Fund operating expenditures per capita will not exceed $237.00. • General County reserves will equal or exceed 20% of annual General Fund expenditures.	**Departmental Goal 1 (DG1)**
Departmental Goal 2: Procurement Efficiency	**ALIGNED WITH STRATEGIC PRIORITY 9 (SP9)**
By September 30, 2012, Management and Budget customers will benefit from efficient procurement processes as evidenced by: • 75% of small purchase orders (new/renewal/modification not exceeding $5,000) issued within three (3) business days of receipt of a properly submitted requisition and related documents. • 70% of intermediate purchase orders (new/renewal/modification over $5,000 but not exceeding $50,000) issued within fifteen (15) business days of a properly submitted requisition and related documents. • 70% of major procurements (new/renewal/modification over $50,000) submitted for Commission approval within forty-five (45) days of receipt of a properly submitted requisition and related documents.	**Departmental Goal 2 (DG2)**
Departmental Goal 3: Implementation of Managing For Results (MFR) Initiative	**ALIGNED WITH STRATEGIC PRIORITY 1 (SP1)**
By September 30, 2012 the Department of Management & Budget, in conjunction with the Department of Human Resources, will have fully implemented Managing for Results and demonstrated improved allocation of resources, as evidenced by: • A half-grade increase (for example, from an "A minus" to an "A") in each of the five Governing Magazine's Government Performance Project management areas (Financial Management; Capital Management; Human Resources; Managing for Results; and Information Technology) or in the performance categories of similar publications or government rating projects. • 70% of departments using cost information for resource and operational improvement decisions.	**Departmental Goal 3 (DG3)**
Departmental Goal 4: Timely Reporting	**ALIGNED WITH STRATEGIC PRIORITY 9 (SP9)**
By September 30, 2012, Management and Budget customers will benefit from timely and relevant information, as evidenced by: • The availability of monthly financial statements within fifteen (15) calendar days of month-end. • Monthly MFR performance actual reporting by the 15th of each month. • Publication of the CAFR and PAFR within ninety (90) days of year-end.	**Departmental Goal 4 (DG4)**
Departmental Goal 5: Functional Support of Financial Systems and Processes	**ALIGNED WITH STRATEGIC PRIORITY 3 (SP3)**
By September 30, 2012, Management and Budget, in collaboration with the Department of Technology, will enhance and upgrade existing financial systems and implement new solutions to improve efficiency and support financial business processes, as evidenced by: • 70% reduction in manual document processing and distribution cycles enabled by electronic distribution and approval workflow. • 100% of existing financial systems (e.g., contract approval routing) enhanced and upgraded to latest available versions resulting in reduced data integrity issues and improved application stability, data accessibility, and robust application functionality to support business functions. • 90% of JD Edwards training sessions will be conducted by the Department of Management and Budget. • 90% reduction in payments processed through work-around, off-line systems such as 'bottom-line.	**Departmental Goal 5 (DG5)**
Departmental Goal 6: Increased Property Valuation Accuracy	**ALIGNED WITH STRATEGIC PRIORITY 5 (SP5)**
By September 30, 2012, Wayne County, in conjunction with local cities and townships, will increase: • Personal property valuations through enhanced discovery and compliance programs by 3% from $5.793 billion to $5.967 billion. • Real property valuations through discovery by 5% in communities selected for reevaluations.	**Departmental Goal 6 (DG6)**

DEPARTMENT OF MANAGEMENT AND BUDGET

MFR PERFORMANCE MEASUREMENTS BY GROUP

BUSINESS ADVISORY GROUP — $830,630

Purpose Statement: The purpose of the Business Advisory Group is to provide financial policies, consultation, document review, approval, financial and information management and support services to County departments and other internal/external agencies, so they can achieve their business objectives.

MEASURE	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2012-2013 PROJECTED BUDGET	ALIGNED WITH DEPT. GOAL
RESULT: Percentage of properly submitted Document Approval Form (DAF) contracts will be approved by each M&B signatory (Budget, Grants, and Accounts Receivable) within two (2) business days of receipt and by the CFO within three (3) business days of receipt	80%	100%	100%	100%	DG5
OUTPUT: Number of DAFs reviewed by M&B	619	640	640	640	DG5
DEMAND: Number of DAFs expected to be submitted	640	640	640	640	DG5
EFFICIENCY: Cost per DAF submitted	$195	$195	$195	$195	DG5

ASSESSMENT AND EQUALIZATION GROUP — $3,956,518

Purpose Statement: The purpose of the Assessment and Equalization Group is to provide property assessment and equalization services to state and local governmental entities, taxpayers and the general public, so they can have the timely and accurate information they need to make informed decisions.

MEASURE	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2012-2013 PROJECTED BUDGET	ALIGNED WITH DEPT. GOAL
RESULT: Percentage equalization studies delivered to the State Tax Commission by December 20th of each year	100%	100%	100%	100%	DG6
OUTPUT: Number of equalization studies completed annually (each December)	174	174	174	174	DG6
DEMAND: Number of equalization studies anticipated annually (each December)	174	174	174	174	DG6
EFFICIENCY: Cost per parcel of property equalized	$17,473	$14,334	$12,569	$12,569	DG6

DEPARTMENT OF MANAGEMENT AND BUDGET

MFR PERFORMANCE MEASUREMENTS BY GROUP

RESOURCE ALLOCATION AND MANAGEMENT GROUP $4,567,744

Purpose Statement: The purpose of the Resource Allocation and Management Group is to provide budgeted allocations, procurement services, resource conservation, and asset protection to County departments so they can achieve their operational goals and objectives.

MEASURE	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2012-2013 PROJECTED BUDGET	ALIGNED WITH DEPT. GOAL
RESULT: Percentage of budget approval decisions delivered within three (3) business days of receipt	80.4%	90%	90%	90%	DG5
OUTPUT: Number of budget approval decisions delivered	16,857	29,000	29,000	29,000	DG5
DEMAND: Number of budget approval decisions anticipated to be delivered	29,000	29,000	29,000	29,000	DG5
EFFICIENCY: Average Cost per budget decision delivered	$70.99	$55.21	$56.69	$56.69	DG5
RESULT: Percentage of small purchase orders (new/ renewal/modification not exceeding $5,000) issued within three (3) business days of receipt of a properly submitted requisition and related documents	71%	75%	75%	75%	DG2
OUTPUT: Number of small procurements completed	1,808	4,126	4,126	4,126	DG2
DEMAND: Number of small procurements anticipated	5,300	5,300	5,300	5,300	DG2
EFFICIENCY: Cost per small procurement completed	$244	$281	$281	$281	DG2

DEPARTMENT OF MANAGEMENT AND BUDGET

MFR PERFORMANCE MEASUREMENTS BY GROUP

FINANCIAL GROUP **$5,727,540**

Purpose Statement: The purpose of the Financial Group is to provide accounting, billing and revenue recording, vendor and employee payment, financial reporting, training and compliance services to Wayne County elected officials, County departments, and other entities so they can have relevant, timely, and accurate information they need to make financial decisions.

MEASURE	2009-2010 ACTUAL	2010-2011 BUDGET	2011-2012 BUDGET	2012-2013 PROJECTED BUDGET	ALIGNED WITH DEPT. GOAL
RESULTS: Percentage of monthly financial reports will be available within (15) calendar days of month end	100%	75%	100%	100%	DG4
OUTPUT: Number of monthly and annual financial reports produced	28	30	40	40	DG4
DEMAND: Number of monthly and annual financial reports anticipated to be required	40	40	40	40	DG4
EFFICIENCY: Cost per financial report produced	$21	$21	$21	$21	DG4
RESULT: Percentage of invoiced amounts collected within sixty (60) days, provided accurate billing data is received	74.42%	90%	90%	90%	DG5
OUTPUT: Number of invoices processed	2,572	2,500	2,500	2,500	DG5
DEMAND: Number of invoices expected to be requested	2500	2,500	2,500	2,500	DG5
EFFICIENCY: Cost per invoice processed	$232	$232	$193	$193	DG5
RESULT: Percentage of payroll checks, direct deposits, W2 forms, manual check payments, and all payroll deduction payments delivered to employees, governmental or other agencies/organizations on time	100%	100%	100%	100%	DG5
OUTPUT: Number of payroll checks, direct deposits, vendor, governmental or other payments	185,023	197,996	194.000	194.000	DG5
DEMAND: Number payroll checks, direct deposit accounts, vendor, governmental and other payments expected to be made	197,996	197,996	198,000	198,000	DG5
EFFICIENCY: Cost per payroll check issued	$3.46	$3.46	$3.46	$3.46	DG5