



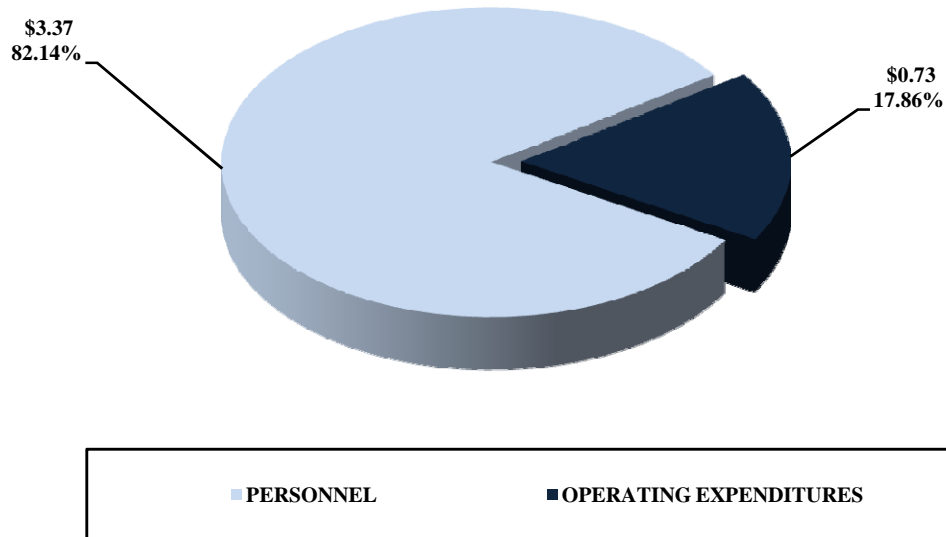
## COUNTY EXECUTIVE



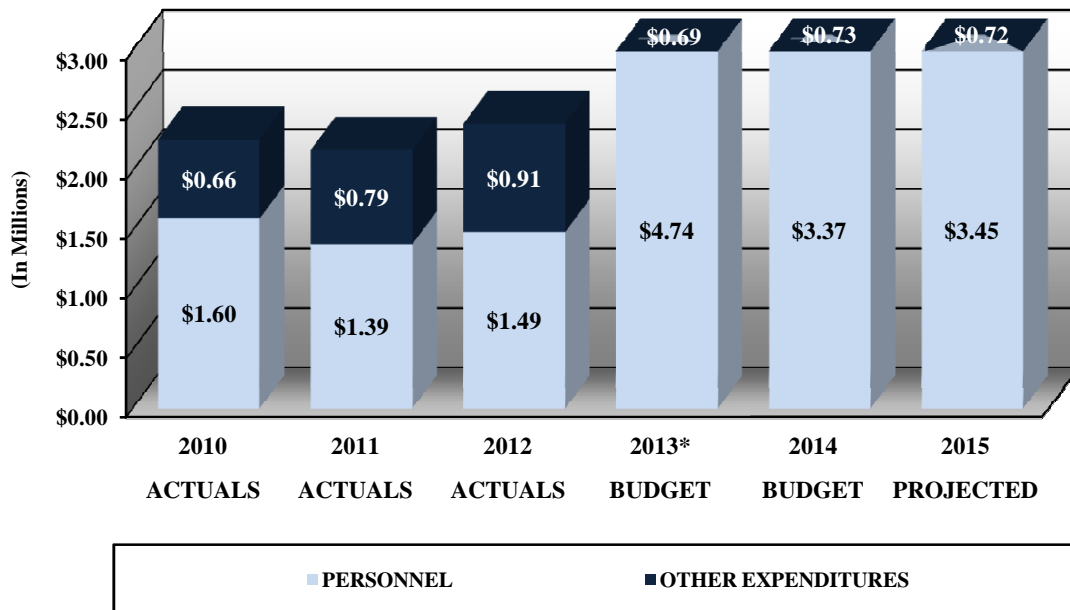
**The First Responders Memorial built in Hines Park, at the corner of Hines Drive and Haggerty Road in Plymouth Township, Michigan. The memorial honors fallen First Responders of Police, Fire and EMS personnel within Wayne County.**

# WAYNE COUNTY EXECUTIVE

## EXPENDITURE ANALYSIS FISCAL YEAR 2013-2014 In Millions



## EXPENDITURE TREND ANALYSIS FISCAL YEARS 2009-2010 THROUGH 2014-2015



\* The FY2013 increase reflects the restructure of special project personnel who directly report to the Office of the County Executive.



**Wayne County Government**  
**Adopted Budget FY 2013-2014 and Projected Budget FY 2014-2015**

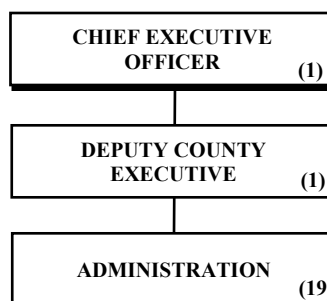
**OFFICE OF THE COUNTY EXECUTIVE OFFICER**

**MISSION**

The Mission of the Office of the County Executive is to directly, and as the coordinator of the Executive Branch of Wayne County government, provide innovative leadership, and management services to Wayne County residents, businesses and governmental stakeholders so they can enjoy a better quality of life.

**BUDGET SUMMARY ALL FUNDS**

	FY 2011-2012 Budget	FY 2012-2013 Budget	FY 2013-2014 Budget	FY 2014-2015 Projected Budget
<b>Total Departmental Expenditures</b>	<b>\$1,864,884</b>	<b>\$5,435,303</b>	<b>\$4,098,527</b>	<b>\$4,169,773</b>
<b>Departmental Revenue</b> Charges, Fees, and Fines	730,400	3,796,505	2,787,489	2,825,175
<b>Total Revenues</b>	<b>\$730,400</b>	<b>\$3,796,505</b>	<b>\$2,787,489</b>	<b>\$2,825,175</b>
<b>General Fund General Purpose</b>	<b>\$1,134,484</b>	<b>\$1,638,798</b>	<b>\$1,311,038</b>	<b>\$1,344,598</b>
<b>Total Budgeted Positions</b>	<b>6</b>	<b>35*</b>	<b>21*</b>	<b>20*</b>
Contact: <b>Robert A. Ficano</b> , Chief Executive Officer 500 Griswold St., 31st Floor • Detroit, MI 48226 • Phone: (313) 224-0336				



*\*During FY2013 a restructuring of special project personnel who directly reported to the Office of the County Executive had been initiated. This restructuring is continued in FY2014.*



**Wayne County Government**  
**Adopted Budget FY 2013-2014 and Projected Budget FY 2014-2015**

**OFFICE OF THE COUNTY EXECUTIVE OFFICER**

**MAJOR ACTIVITIES AND DESCRIPTIONS**

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The executive and administrative power of Wayne County is vested in the Chief Executive Officer (CEO). The CEO has the authority and responsibility under the Wayne County Charter to:

- Supervise, coordinate, direct and control all County facilities, operations and functions except as otherwise provided by law or Charter.
- Implement and enforce the State and local laws, Charter ordinances, resolutions, orders and rules.
- Submit reports and recommendations to the Commission on matters affecting the County.
- Exercise unified executive authority over Homeland Security assets and programs to preserve and protect lives and property from major emergencies and disasters of all types.
- Exercise the option to veto, subject to Commission override, any ordinance or resolution having the effect of law, or line item in an appropriation ordinance.
- Engage in continuous activity and study to increase the efficient delivery of services and enhance the quality of life of all Wayne County constituents.
- Promote sound approaches, which stabilize and enhance growth and livability.
- Implement proven organizational protocols to ensure that the stated mission is fulfilled.

**GOALS AND OBJECTIVES:** Place increased emphasis on financial stability. Strengthen the County's core financial management principles to operate more efficiently. Continue to reduce the cost of county government by identifying ways to consolidate and streamline the delivery of services where possible. Balance the budget in a way that will allow the County to provide continued quality basic services to its residents. Attract resources to Wayne County which spur investment, increase development and expand the job market. Instill more effective reporting tools to drive accountability, increased transparency, and efficiency.

Continue to expand and formalize regional cooperation through joint projects among all sectors of government in order to get the best value and return on our investment and better serve our taxpayers. Serve as the focal point for a comprehensive and collaborative effort to reform Michigan's municipal finance model.

**COUNTY EXECUTIVE'S LONG RANGE GOALS:**

The CEO will focus on transformation strategies that drive continuous improvement within planning, process analysis, accountability, and budgeting operations.

The transformation strategy for Wayne County is based in two very simple concepts: focus on the basics and deliver good government.

The CEO has a senior leadership team which will drive these two simple concepts. The transformational strategy begins with the following actions:

**Deliver Good Government**

- Resolve to be more responsive and more responsible to the citizens of Wayne County.
- Insist on ethics and transparency at every level.
- Enforce a more stringent ethics policy for the executive branch.

**Focus on the Basics**

- Ensure the executive team has exceptional leadership, talent and technical skills.
- Execute reorganization efforts with a focus on operational efficiency and effectiveness.
- Maintain continued fiscal viability of the County through sound stewardship.
- Enhance infrastructure and adhere to new operating principles.

Much of the work on this plan has already begun. A new ethics policy is in place and the CEO's executive leadership team is hard at work implementing this new policy. Wayne County government is in the midst of enormous change and the responsibility for managing change is broadly shared. By working to deliver good government and focusing on the basics, Wayne County government will ensure an organizational culture that embraces financial stability, transparency, accountability, and efficiency.



## Wayne County Government Adopted Budget FY 2013-2014 and Projected Budget FY 2014-2015

### OFFICE OF THE COUNTY EXECUTIVE OFFICER

#### ***FISCAL YEAR 2012-2013 ACCOMPLISHMENTS AND HIGHLIGHTS***

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In the midst of tremendous economic challenges, Wayne County government remains focused on providing basic services to its residents that enhance their quality of life; expanding regional cooperation through collaborative projects which allow for joint pursuit of collective means, ends, and values; and streamlining County government so that it operates more efficiently for its residents. Regardless of the challenges, real progress continues to be made. Wayne County employees continue to work tirelessly for the county and its residents.

##### *Leading the charge to reform Michigan's broken municipal finance model.*

Building on remarks in his 2013 State of the County Address, the CEO is working to build support for the need to reform Michigan's broken municipal finance model. The CEO has taken the lead in initiating a comprehensive and collaborative effort to reform Michigan's municipal finance model. The CEO believes that streamlining to create greater efficiencies and paring down services alone will not solve

the County's financial issues. There must be a serious discussion on the means by which local government is funded. The CEO has taken initial steps to foster a meaningful discussion on this issue.

##### *Increased focus on fiscal stability.*

Given the grave financial circumstances that many local governments, including Wayne County, find themselves dealing with, the CEO has increased his focus on strengthening the County's core financial management principles. The CEO has and continues to work very closely with the County's Chief Financial Officer ("CFO") to identify ways to reduce both the operational deficit and the accumulated deficit.

This increased focus includes modifying and improving the County's ability to navigate continued financial pressures triggered by the precipitous drop in property tax revenue, the continued imposition of unfunded federal and state mandates, and other economic change.

#### ***NEW INITIATIVES FOR FISCAL YEAR 2013-2014***

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Consistent with his desire to strengthen core financial management principles, the CEO is working very closely with the County's CFO to craft a reorganization plan which mandates that all Management & Budget satellite offices within departments under the direct control of the CEO will report to the CFO. By realigning personnel, the CEO believes the CFO will be better positioned to, among other things, maintain better internal controls and encourage compliance with the CEO's strategic priorities.

In addition to the proposed reorganization plan, the CEO is working closely with the CFO to modify and improve M&B's Strategic Plan so that the County maximizes its ability to more effectively work toward greater fiscal stability.

A team from the Office of the CEO, directed by the CEO and CFO, is engaged in unprecedented collaborative efforts with the State Treasurer and County Commission to address the county's accumulated deficit. Departmental financial reports are now required on a monthly basis instead of quarterly to assist with earlier identification of situations and expenses which contribute to deficits. Implementation of aggressive departmental Deficit Elimination Plans is an administration priority.

The CEO has an ambitious state legislative agenda to oppose budget and policy decisions which would adversely affect the financial position of the County. Relief in the form of amendments to various statutes is being sought to address specific situations which create financial exposure for the county.

The CEO continues to work towards pension and health coverage reform for the County workforce including retirees to address exploding legacy costs.

The CEO has taken specific steps to streamline the contract approval process which includes the appointment of a "Contract Czar." The CEO has also identified and implemented new policies to make sure contracts are moved as efficiently as possible through the contracting process. Specifically, among other things, the CEO has requested that the "Contract Czar" identify ways to improve the approval process so that retroactive contracts are avoided.

Finally, the CEO will continue his commitment to performance based management strategies which foster cost-effective, efficient, and reliable basic services.

#### ***IMPACT ON OPERATIONS***

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In the Fiscal 2013-2014 budget, the Office of the County Executive has restructured special project personnel positions which served to support the entire county

government as a result of the budget constraints.



**Wayne County Government**  
**Adopted Budget FY 2013-2014 and Projected Budget FY 2014-2015**

**OFFICE OF THE COUNTY EXECUTIVE OFFICER**  
**Financial Report**

	<b>FY 2011-2012 Budget</b>	<b>FY 2012-2013 Budget</b>	<b>FY 2013-2014 Budget</b>	<b>FY 2014-2015 Projected Budget</b>
<b>00101 General Fund</b>				
<b>171 County Executive</b>				
<b>Revenues</b>				
Charges, Fees, and Fines	730,400	3,796,505	2,787,489	2,825,175
<b>Total Revenues</b>	<b>\$730,400</b>	<b>\$3,796,505</b>	<b>\$2,787,489</b>	<b>\$2,825,175</b>
<b>Expenditures</b>				
Personnel	792,874	2,652,399	1,728,251	1,733,763
Fringe Benefits	258,393	1,317,645	924,405	993,633
Pension	230,822	770,787	713,988	718,242
Materials and Supplies	68,000	70,922	79,491	67,339
Services and Contractual Serv	186,428	334,442	287,071	287,039
Travel	30,000	15,000	23,165	23,165
Operating Expenses	19,176	59,393	46,220	48,600
Rentals	279,191	214,715	295,936	297,992
Other Charges	0	0	0	0
Operating Transfers Out	0	0	0	0
<b>Total Expenditures</b>	<b>\$1,864,884</b>	<b>\$5,435,303</b>	<b>\$4,098,527</b>	<b>\$4,169,773</b>
<b>TOTAL DEPARTMENTAL REVENUES</b>	<b>\$730,400</b>	<b>\$3,796,505</b>	<b>\$2,787,489</b>	<b>\$2,825,175</b>
<b>TOTAL DEPARTMENTAL EXPENDITURES</b>	<b>\$1,864,884</b>	<b>\$5,435,303</b>	<b>\$4,098,527</b>	<b>\$4,169,773</b>

**Summary of Positions**

	<b>FY 2011-2012 Budget</b>	<b>FY 2012-2013 Budget</b>	<b>FY 2013-2014 Budget</b>	<b>FY 2014-2015 Projected Budget</b>
<b>101 GENERAL FUND</b>				
<b>171 COUNTY EXECUTIVE</b>				
ELECTED AND EXECUTIVE	5	20	13	13
SUPPORT STAFF	1	15	8	7
<b>TOTAL POSITIONS</b>	<b>6</b>	<b>35</b>	<b>21</b>	<b>20</b>
<b>TOTAL DEPARTMENTAL POSITIONS</b>	<b>6</b>	<b>35</b>	<b>21</b>	<b>20</b>



**Wayne County Government**  
**Adopted Budget FY 2013-2014 and Projected Budget FY 2014-2015**

**OFFICE OF THE COUNTY EXECUTIVE OFFICER**

**BUDGET CHANGE AND HIGHLIGHTS FY 2013-2014**

Increase / (Decrease) from 2012-2013 Adopted Budget		Description of Change
<b>REVENUES</b>		
Charges, Fees, and Fines	(1,009,016)	Decrease in Indirect Cost Allocation revenue as well as Charge for Service revenue due to restructuring of special project personnel.
<b><u>TOTAL REVENUES</u></b>	<b><u>\$(1,009,016)</u></b>	
<b>EXPENDITURES</b>		
Personnel	(924,148)	Decrease of 14 FTE's related to the restructure of special project personnel.
Fringe Benefits	(393,240)	Based on published fringe rates as well as the decrease of 14 FTE's.
Pension	(56,799)	Based on published fringe rates as well as the decrease of 14 FTE's.
Materials and Supplies	8,569	Reflects actual usage in supplies.
Services and Contractual Services	(47,371)	Decrease relates to the removal of personal service contracts.
Travel	8,165	Increase in travel expenses for conferences.
Operating Expenses	(13,173)	Decrease in Liability Insurance based on published fringe rates as well as the decrease of 14 FTE's.
Rentals	81,221	Increase of building rent based on an annual allocation of square footage used.
<b><u>TOTAL EXPENDITURES</u></b>	<b><u>\$(1,336,776)</u></b>	



**Wayne County Government**  
**Adopted Budget FY 2013-2014 and Projected Budget FY 2014-2015**

**OFFICE OF THE COUNTY EXECUTIVE OFFICER**  
**LONG-TERM DEPARTMENTAL GOALS**

Departmental Goal 1: Sustaining Revenue	ALIGNED WITH STRATEGIC PRIORITY 2 (SP2)																														
100 % of the monies received from state and federal government in Fiscal Year 2007/2008, as adjusted for inflation, will be maintained annually through FY 2013-14.	Departmental Goal 1 (DG1)																														
Departmental Goal 2: Increased Investment	ALIGNED WITH STRATEGIC PRIORITY 2 (SP2)																														
An average of \$200 million in private investments per year will occur in Wayne County between 2009 and 2013 leading to increased job opportunity.	Departmental Goal 2 (DG2)																														
Departmental Goal 3: Efficiencies (Cost of Government per Resident)	ALIGNED WITH STRATEGIC PRIORITY 3 (SP3)																														
County General Fund expenditure will not exceed 1% of County taxable value.  Cost of rent, maintenance, and operation of all county facilities will decrease by 10% from Fiscal Year 2007/2008 amounts as adjusted for inflation.  The integration of e-Government with county programs and processes to improve services, operational effectiveness, and reduce administrative costs.	Departmental Goal 3 (DG3)																														
Departmental Goal 4: Stakeholder Confidence	ALIGNED WITH STRATEGIC PRIORITY 2 (SP2)																														
To gain stakeholder confidence (business community, bond rating agencies, state, neighboring counties) as evidenced by: Increasing 2012-13 bond ratings, as follows: <table><tr><td></td><td>FY13</td><td>FY15</td><td>FY20</td><td>FY25</td><td>FY 30</td></tr><tr><td></td><td>Actual</td><td>Target</td><td>Target</td><td>Target</td><td>Target</td></tr><tr><td>Ratings of General Obligation Bonds-Standard &amp; Poor's</td><td>BBB-</td><td>A+</td><td>AA</td><td>AA+</td><td>AAA</td></tr><tr><td>Fitch</td><td>BB-</td><td>A+</td><td>AA</td><td>AA+</td><td>AAA</td></tr><tr><td>Moody's Investor Service</td><td>Baa3</td><td>A1</td><td>Aa2</td><td>Aa1</td><td>Aaa</td></tr></table>		FY13	FY15	FY20	FY25	FY 30		Actual	Target	Target	Target	Target	Ratings of General Obligation Bonds-Standard & Poor's	BBB-	A+	AA	AA+	AAA	Fitch	BB-	A+	AA	AA+	AAA	Moody's Investor Service	Baa3	A1	Aa2	Aa1	Aaa	Departmental Goal 4 (DG4)
	FY13	FY15	FY20	FY25	FY 30																										
	Actual	Target	Target	Target	Target																										
Ratings of General Obligation Bonds-Standard & Poor's	BBB-	A+	AA	AA+	AAA																										
Fitch	BB-	A+	AA	AA+	AAA																										
Moody's Investor Service	Baa3	A1	Aa2	Aa1	Aaa																										
Departmental Goal 5: Citizen Satisfaction	ALIGNED WITH STRATEGIC PRIORITY 3 (SP3)																														
To address at least 90% of citizen inquiries to Wayne County Executive's Office will receive an initial response within 2 business days of receipt.	Departmental Goal 5 (DG5)																														



**Wayne County Government**  
**Adopted Budget FY 2013-2014 and Projected Budget FY 2014-2015**

**OFFICE OF THE COUNTY EXECUTIVE OFFICER**  
**PERFORMANCE MEASUREMENTS BY GROUP**

INNOVATIVE PROGRAMS GROUP					
<b>Purpose Statement</b> The purpose of the Innovative Programs Group is to provide the impetus for economic initiatives, process improvements and efficiency recommendations to the departments and county customers so they can have increased economic opportunities.					
MEASURE	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2014-2015 PROJECTED BUDGET	ALIGNED WITH DEPT. GOAL
<b>RESULT:</b> Percentage of approved projects are managed utilizing project management methodology	100%	100%	100%	100%	DG2
<b>OUTPUT:</b> Number of projects implemented	40	40	40	40	DG2
<b>DEMAND:</b> Number of projects expected	50	50	50	50	DG2
<b>EFFICIENCY:</b> Cost per project completed	not reported	not reported	not reported	not reported	DG2

OPERATIONS SUPPORT GROUP					
<b>Purpose Statement</b> The purpose of the Operations Support Group is to provide leadership and advocacy oversight services to departments so they can better achieve their results.					
MEASURE	2011-2012 ACTUAL	2012-2013 BUDGET	2013-2014 BUDGET	2014-2015 PROJECTED BUDGET	ALIGNED WITH DEPT. GOAL
<b>RESULT:</b> Percentage of complaint investigations acknowledged within 1 business day of receipt	95%	95%	95%	95%	DG5
<b>OUTPUT:</b> Number of investigations and reviews completed	125	125	125	125	DG5
<b>DEMAND:</b> Investigations and review requests anticipated	125	125	125	125	DG5
<b>EFFICIENCY:</b> Cost per investigation and FOIA appeal	\$1,000	\$1,000	\$1,000	\$1,000	DG5

<b>RESULT:</b> Percentage of issues identified in department meetings or reports are resolved.	100%	100%	100%	100%	DG5
<b>OUTPUT:</b> Number of operational issues resolved	60	60	60	60	DG5
<b>DEMAND:</b> Number of operational resolution sessions anticipated	60	60	60	60	DG5
<b>EFFICIENCY:</b> Cost per operational review session conducted	not reported	not reported	not reported	not reported	DG5

<b>RESULT:</b> Percentage of legislative actions supported that	100%	100%	100%	100%	DG4
<b>OUTPUT:</b> Number of legislative actions supported	750	750	750	750	DG4
<b>DEMAND:</b> Number of legislative actions anticipated	750	750	750	750	DG4
<b>EFFICIENCY:</b> Average cost of legislative initiative supported	\$1,000	\$1,000	\$1,000	\$1,000	DG4

*Note: Data for certain efficiencies were not available at the time this document was published.*



**Wayne County Government**  
**Adopted Budget FY 2013-2014 and Projected Budget FY 2014-2015**

**OFFICE OF THE COUNTY EXECUTIVE OFFICER**  
**PERFORMANCE MEASUREMENTS BY GROUP**

<b>COMMUNICATIONS AND MARKETING GROUP***</b>					
<b>Purpose Statement</b> The purpose of the Communications and Marketing Group is to promote the image, programs, and services of the Wayne County Executive Branch to our internal and external customers so that they can better understand and access County government.					
<b>MEASURE</b>	<b>2011-2012 ACTUAL</b>	<b>2012-2013 BUDGET</b>	<b>2013-2014 BUDGET</b>	<b>2014-2015 PROJECTED BUDGET</b>	<b>ALIGNED WITH DEPT. GOAL</b>
<b>RESULT:</b> Percentage of all external communication requests completed by deadline	100%	100%	100%	100%	DG5
<b>OUTPUT:</b> Number of media inquiry responses provided	100	100	100	100	DG5
<b>OUTPUT:</b> Number of public inquiry responses provided	50	50	50	50	DG5
<b>OUTPUT:</b> Number of press releases sent out	5	5	5	5	DG5
<b>DEMAND:</b> Number of media inquiry responses anticipated	100	100	100	100	DG5
<b>DEMAND:</b> Number of public inquiry responses anticipated to be provided	50	50	50	50	DG5
<b>DEMAND:</b> Number of press releases anticipated to be sent	5	5	5	5	DG5
<b>EFFICIENCY:</b> Cost per project completed	not reported	not reported	not reported	not reported	DG5
<b>RESULT:</b> Percentage of respondents to the internal communications customer satisfaction survey say that they find the provided information useful	75%	75%	75%	75%	DG5
<b>OUTPUT:</b> Number of monthly newsletters produced & distributed	12	12	12	12	DG5
<b>OUTPUT:</b> Number of departmental newsletters produced quarterly	12	12	12	12	DG5
<b>OUTPUT:</b> Number of monthly webcasts produced	9	9	9	9	DG5
<b>OUTPUT:</b> Number of e-Blasts sent	75	75	75	75	DG5
<b>DEMAND:</b> Number of monthly newsletters anticipated to be produced & distributed	12	12	12	12	DG5
<b>DEMAND:</b> Number of departmental newsletters anticipated to be produced quarterly	12	12	12	12	DG5
<b>DEMAND:</b> Number of monthly webcasts anticipated to be produced	9	9	9	9	DG5
<b>DEMAND:</b> Number of e-Blasts anticipated to be sent	75	75	75	75	DG5
<b>EFFICIENCY:</b> Cost per internal communication	not reported	not reported	not reported	not reported	DG5

\*\*\*While this function directly reports to the Office of the County Executive, the resources have been allocated in the areas where the individuals are physically located.

*Note: Data for certain efficiencies was not available at the time this document was published.*