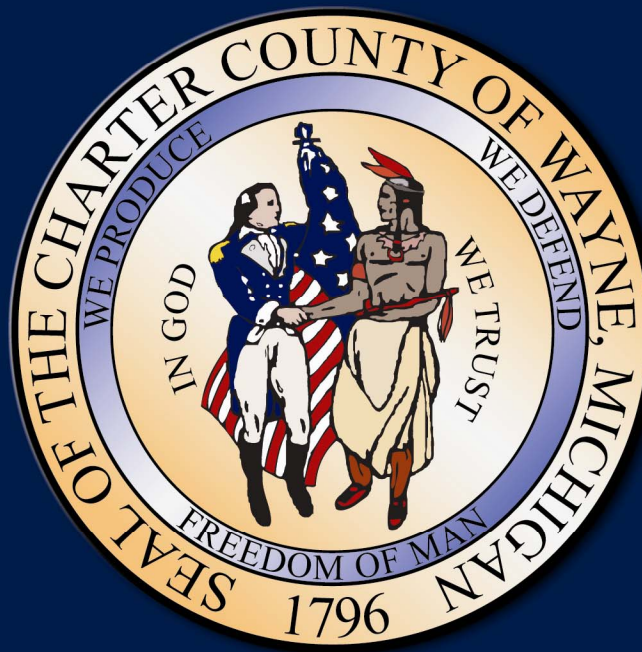


CHARTER COUNTY OF WAYNE, MICHIGAN

# BUDGET

Adopted by the Wayne County Commission



ROBERT A. FICANO  
COUNTY EXECUTIVE

*Adopted Budget FY 2013-2014  
and Projected Budget FY 2014-2015*



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

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

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Wayne County  
Michigan**

For the Fiscal Year Beginning

**October 1, 2012**

*Christopher P. Morvill*

President

*Gifford P. Emmer*

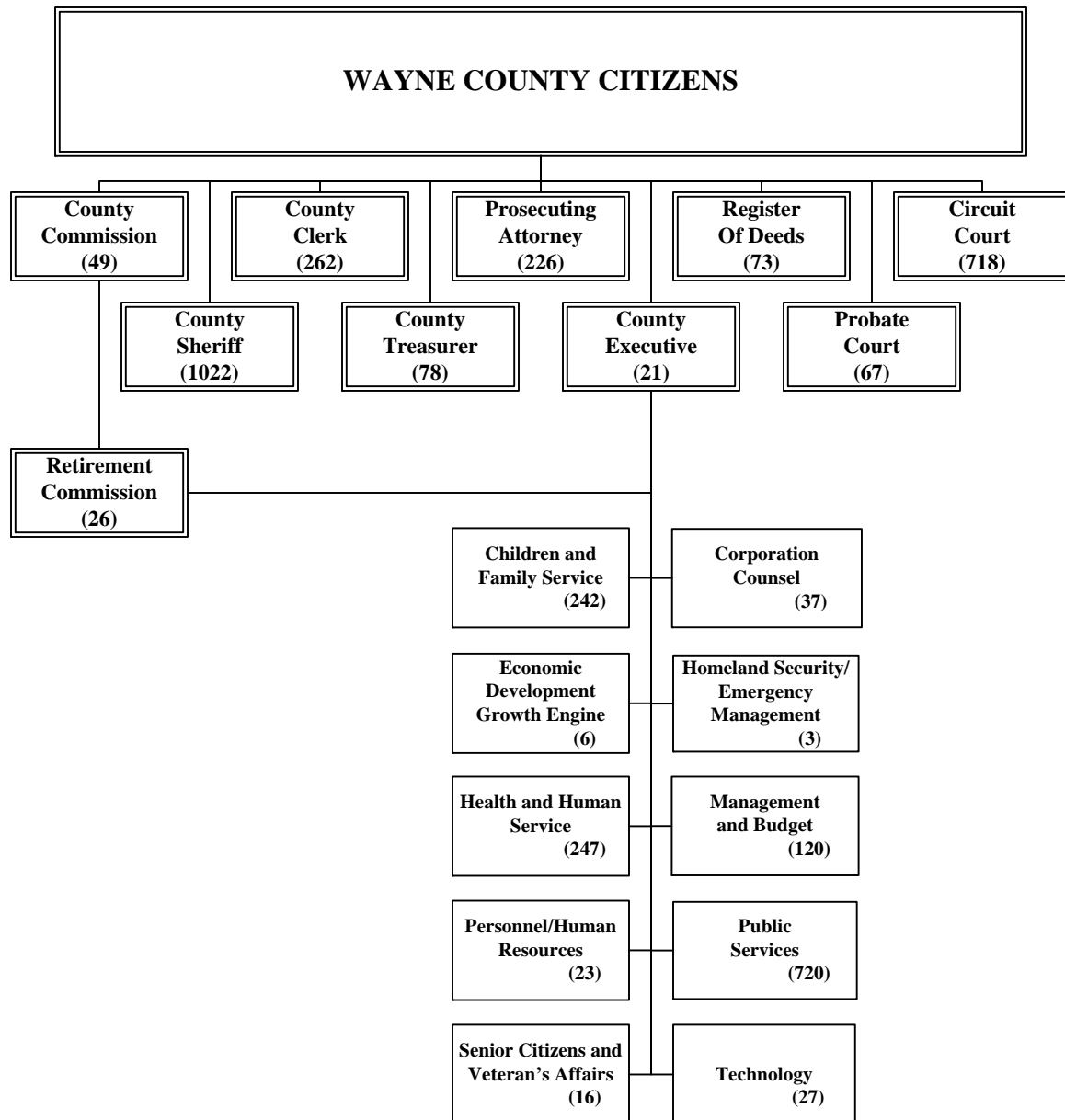
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Wayne County, Michigan for its annual budget for the fiscal year beginning October 1, 2012.

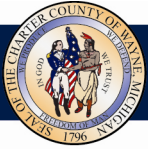
In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

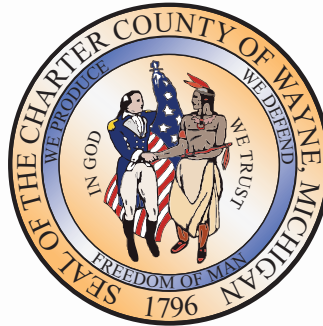
# WAYNE COUNTY, MICHIGAN ORGANIZATION CHART



TOTAL NUMBER OF POSITIONS: 3,983



# WAYNE COUNTY, MICHIGAN 2013-2014 BUDGET



## OFFICE OF THE COUNTY EXECUTIVE

**Robert A. Ficano**  
County Executive Officer

**Jeffrey Collins**  
Deputy County Executive

**June S. Lee**  
Assistant County Executive

**Timothy L. Nasso**  
Chief Operating Officer

**Mark J. Abbo, CPA**  
Chief Financial Officer

## COUNTY EXECUTIVE DEPARTMENT HEADS

Children and Family Services  
Tadarial Sturdivant

Health and Human Services  
Thomas Kochis

Economic Development Growth Engine  
Bryce Kelley

Management and Budget  
Mark J. Abbo, CPA

Personnel/Human Resources  
Tish King

Public Services  
Terry Spryszak

Homeland Security/Emergency Management  
Timothy McGillivray

Senior Citizens and Veterans Affairs  
Kevin F. Kelley

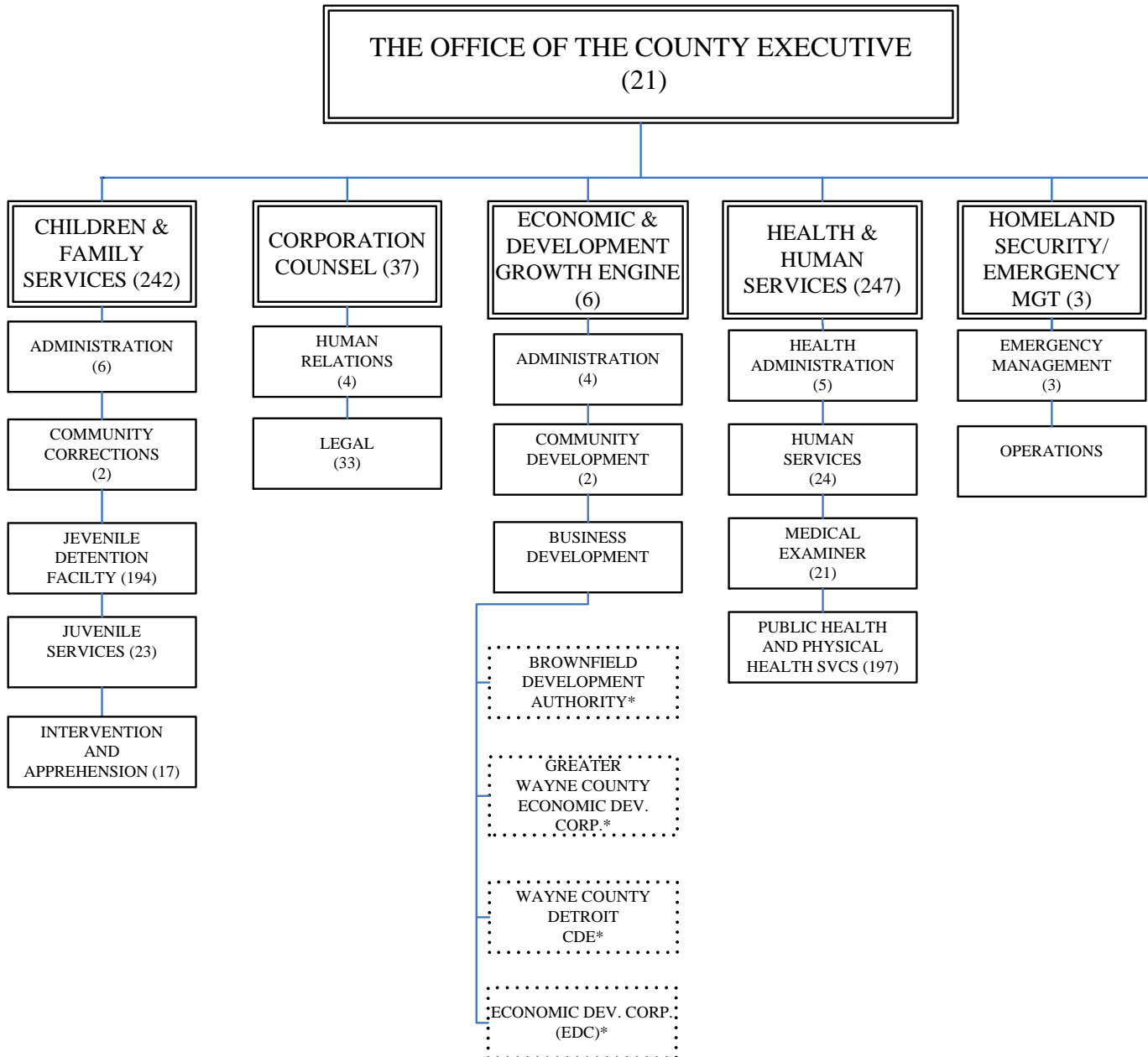
Corporation Counsel  
Zenna Faraj Elhasan

Technology  
Edward D. Winfield

# WAYNE COUNTY, MICHIGAN

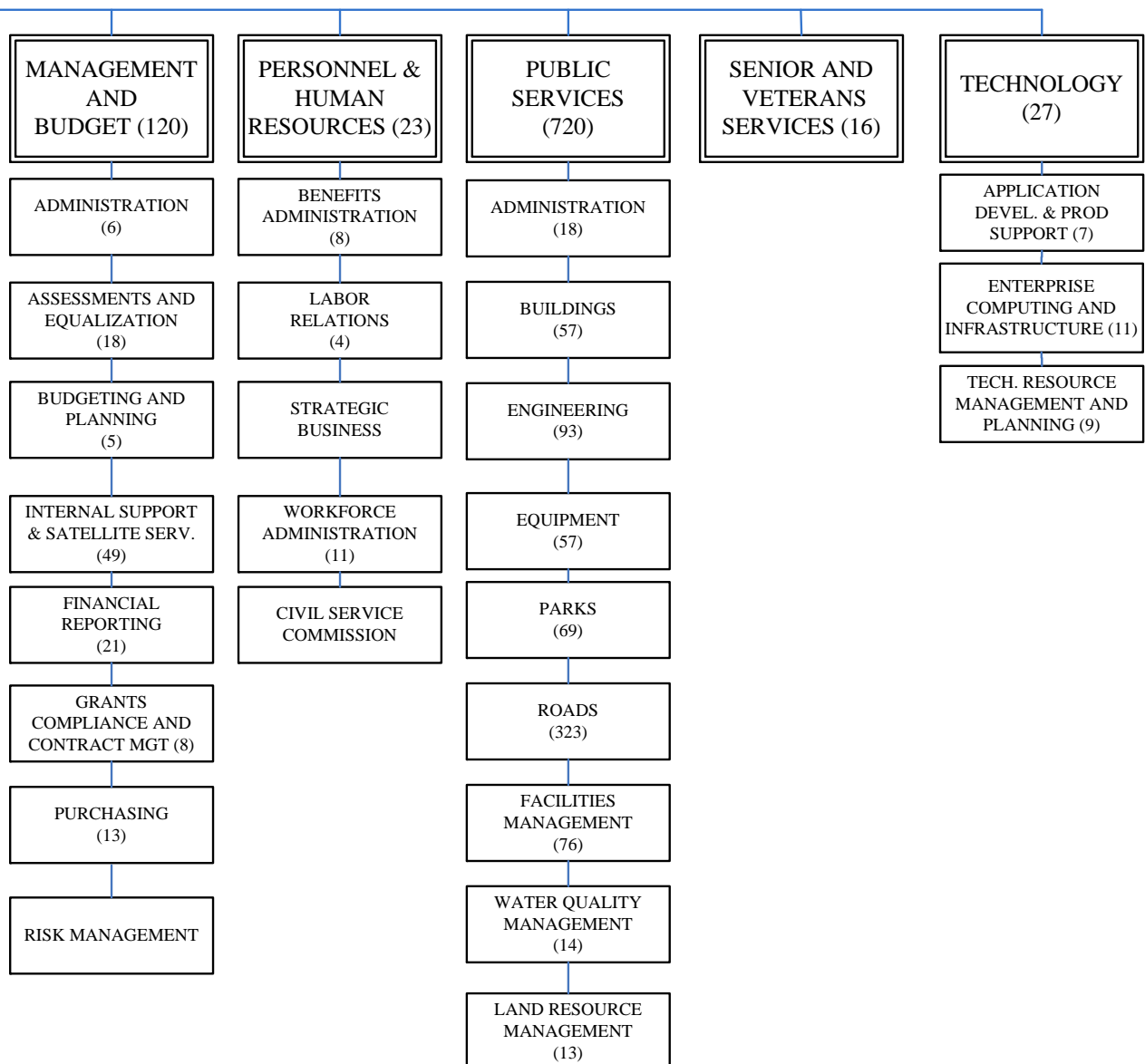
## COUNTY EXECUTIVE

### 2013-2014 ORGANIZATION CHART



\*These functions are not in the County's appropriation, however, they are in alignment with activities of the department.

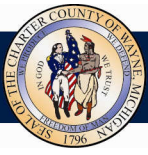
# WAYNE COUNTY, MICHIGAN COUNTY EXECUTIVE 2013-2014 ORGANIZATION CHART



**TOTAL NUMBER OF POSITIONS: 1,462**

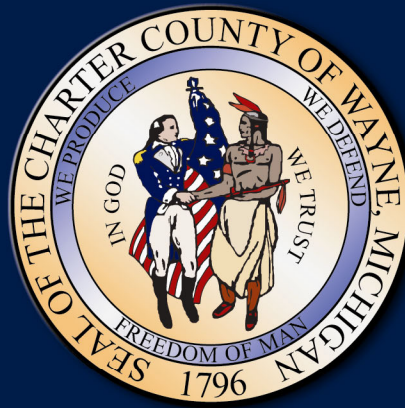
\*These functions are not in the County's appropriation, however, they are in alignment with activities of the department.





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

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*Adopted Budget FY 2013-2014  
and Projected Budget FY 2014-2015*

## **WAYNE COUNTY EXECUTIVE'S BUDGET MESSAGE**



**Robert A. Ficano**  
County Executive

Office of the County Executive  
500 Griswold  
Detroit, Michigan 48226  
(313) 224-0286  
Fax (313) 967-6558

September 12, 2013

Honorable Gary Woronchak, Chair  
Wayne County Commission  
500 Griswold, 7<sup>th</sup> Floor  
Detroit, Michigan 48226

Dear Chairman Woronchak:

I am pleased to present to the Wayne County Commission and to the citizens of Wayne County (the County), the operating and capital budget plans for Fiscal Years (FY) 2013-2014 and operating and capital budgets for FY 2014-2015. For the third year, the two-year budgets include the funds appropriated for the upcoming fiscal year in the adopted budget for FY 2013-2014 and a projected budget for FY2014-2015 that will ultimately be the foundation for the 2015 budget cycle.

The problems facing County government and the region are long-term and continue to be challenging. The attached two-year budget requires Wayne County departments and elected officials to recognize and plan for the future impact of these challenges and the potential consequences of decisions that are made today.

The County continues to face significant structural challenges, such as increases in employee retirement and health care costs, continued loss of property tax revenue and the lack of new revenue streams. External factors, such as the lagging economic recovery regionally, have increased the uncertainty of achieving a structurally balanced budget. As in the past, the magnitude of these challenges will require the Wayne County Commission (the Commission) to make difficult budget choices as well as significant policy decisions.

### **Summary of the Adopted and Projected Budgets**

The FY 2013-2014 operating budget appropriated by the Commission totals \$1.511 billion and includes appropriations to 47 different funds by which County departments, agencies and programs provide services directly or indirectly to the public. The appropriations to all 47 funds are balanced as required by the Wayne County Charter and

the Uniform Budgeting and Accounting Act. In other words, the operations within the funds must operate within the revenue they anticipate generating. The FY 2014-2015 Projected Budget totals \$1.43 billion but funding is not appropriated for spending by the County Commission. The Projected Budget represents a planning roadmap for the appropriation in the next year that will be adopted in August, 2014. Approximately two thirds of the County's budget represents funding for specific programs and county operations outside of the General Fund. Examples include the County Road Fund whose funding is specifically dedicated for the upkeep and maintenance of the County Road system, and the Parks Fund whose purpose is to maintain the County park system. In the FY 2013, the County appropriation included the Mental Health Fund for the operations of the Detroit-Wayne County Mental Health Agency (Agency). Beginning in FY 2014, the Agency became a separate authority and is no longer part of the County appropriation.

The appropriation to the County's General Fund is approximately one third of the total appropriation. The General Fund totals \$545.87 million in FY 2013-2014 and \$539.13 million is projected to be needed in FY2014-2015, and funds the criminal justice system, health and welfare services, and the operations of general government. The General Fund appropriation includes a total of \$375.37 million of General Fund General Purpose (GFGP) revenues available in FY 2013-14. Statutory, contractual and other non discretionary spending commitments including our normal debt service and rent payments, required funding to the Parks, Mental Health Authority and deficit elimination has increased from \$83.40 million in FY 2013 to \$98.00 million in FY 2014. Deficit elimination funding is being increased by \$4.48 million to \$16.00 million. This leaves \$277.37 million available for various consumers of GFGP compared to \$281.9 million in FY 2013.

Other revenues, primarily grants and charges, are projected to be \$171.64 million, a slight decrease of \$0.57 million and total General Fund revenues are projected to be \$545.87 million, an increase of \$8.56 million from the 2013-14 budget. Total revenue for the Projected FY 2014-2015 Budget is \$539.13 million.

## **The Property Tax Predicament**

The County has experienced ten straight years of escalating budget shortfalls ranging from \$20 million in the early part of the decade to a high of \$106 million. While the County strategies implemented in the past prevented or reduced some of the budgetary gaps between available revenues and anticipated expenditures, the challenges for FY 2013-14 and budgets beyond still require substantial and perhaps drastic measures. Our collaborative efforts to balance budgets over multiple years has required significant teamwork and cooperation from elected officials, department heads and employees.

Our expected General Fund revenues are projected at FY 2002 levels but our operating costs are being incurred at current 2013 levels and it is obvious that barring legislative change at the State, there is no magic bullet or fix for the problem.

Property tax collections, the County's primary source of revenue, have fallen dramatically. The County has experienced property tax collection declines of more than \$106 million since 2008, significantly reducing revenue each of the last six years and this decline is just starting to bottom out. In 2008, property tax collections were \$370 million. In the upcoming fiscal year we are estimating tax collections to be \$264 million, a decrease of \$106 million, or 30%. Cumulatively, the County has lost \$353 million in property tax collections alone in the six year period from 2008 through 2013. Compounding the problem, State revenue sharing and court equity payments, as well as other General Fund General Purpose (GFGP) revenues previously funding general government have been reduced by \$245 million over the same time period. In total, the County has lost GFGP of \$645 million. As a result, the County has had to reduce funding for public safety, health and welfare and other vital services to the citizens of the County.

The prospect of long term projected growth for County revenues is severely constrained due to the Headlee Amendment (1978) and Proposal A (1994). At the time these measures were enacted, no one anticipated an economic climate where property taxes would decrease by 25 to 50 percent especially in such a short time span. As a result, absent changes in law by the State of Michigan, it will take approximately fifteen years or more before the County's tax collections will reach the levels realized prior to the housing market collapse in 2008 making this a 20 year cycle of deeply reduced funding for basic government services.

As mentioned above, other sources of the County's unrestricted revenue are also declining. Counties across the State will not receive their full share of earlier promised state revenue sharing. In the State's 2013-14 budget as set forth by the Governor, the State acknowledges that full funding to all counties revenue sharing should be \$180.3 million with the County's share at \$50.3 million. However, the State is diverting \$40.0 million state-wide of the revenue sharing obligation to other programs and as a result only \$140.3 million will get allocated to counties. For fiscal year 2014, the Budget includes revenue sharing payments of \$40.0 million. While this amount represents an increase of \$1.9 million from 2013, it is \$10.3 million less than the revenue sharing received in FY 2011. In addition, Court equity payments, an amount which is based on filing fees collected by Circuit and District Courts and used to partially fund the Courts, have continued to decline from approximately \$20 million in FY 2008 to projected \$13.1 million for FY 2014. As a result of the declining revenues, and in order to provide a balanced budget, the budget includes \$41.43 million in undesignated reserves from the Delinquent Tax Revolving and Forfeiture Programs which represents an increase of \$15.53 million from FY 2013.

## **The Budget in Perspective**

The County has continued to cut expenses and reduce personnel wherever possible. However, mandatory funding levels for specific services, including the courts and jails, coupled with inflationary increases of health and pension costs, have outpaced the County's ability to make compensatory reductions across the board.

By virtue of these factors, the County faced a \$70 million structural budget gap in FY 2013-14 and an \$80 million gap in FY 2014-15. In the past 12 months, the administration has held countless meetings with departments, elected officials and other stakeholders to listen and discuss our fiscal circumstances. In January 2013, a Budget Task Force was reconvened by the Chief Financial Officer. Members of the Task Force included the Commission Chairman, the Chair of Ways and Means, the County Treasurer, the Chief Financial Officer, the Deputy Chief Executive Officer and other key members of the executive branch. Together, the Task Force proposed both long and short-term ways to address the budget problem. The Task Force also solicited recommendations from consultants and other elected officials. Separately, I convened a meeting of all Wayne County elected officials on Tuesday mornings through the months of May and June, 2013. The purpose of the meetings was informational but also used as a forum to develop strategies to bridge the budget gap facing the County. Through these open dialogues, we have looked at strategies for revenue enhancement, changing the way the County does business, and collaborative opportunities. These initiatives and strategies which have been incorporated into the FY 2014 Budget are summarized in the attached document. Additionally, Departments were again asked to take a 20% reduction in their GFGP subsidy. I submit these budgets for your consideration with the observation that they support "serviceable" levels of funding for core services. Unfortunately many discretionary services which previously received support cannot be maintained.

### **The Effects of Health and Pension Benefits on the Budget**

The single largest expense affecting the County's budget continues to be the growth in employee fringe benefit costs. The County has made significant progress in minimizing the increases in the cost of providing health care to our employees and for our retirees. Nationally and locally, increases in health care costs far outpace average rates of inflation. Over the past four years, the County has implemented aggressive steps to reduce the cost of health care, including employee cost sharing and modifications to the plan design. The budgets presented continue along this path. The County continues to restructure its health care plans to aggressively combat these rising costs. Health plan changes for FY 2013-14 continue the 20% cost-sharing increases for active employees as mandated by State law and also include health care reforms for the County's retirees.

The County funds 100% of the retirement defined contribution plans and funds the defined benefit plans according to the requirements supplied annually by the outside retirement actuary retained by the Wayne County Employee Retirement System (WCERS). Consistent with the State and other local governments, unfunded liabilities for retirement benefits have unfortunately grown primarily due to lower investment returns, and to a lesser extent from an increase in the number of employees in the retirement system. Compounding the problem, the County's workforce has been shrinking, thereby reducing the number of employees to spread the unfunded liability.

Beginning with non unionized Plan 4 participants on January 1, 2014 and with other plan participants to follow in FY 2014, a number of retirement reforms are being

implemented. These reforms will be consistent with State guidelines and should over time reduce the unfunded liability and reduce the actuarial cost of the plans.

## **County Workforce**

The budgets assume the continuation of the 10% salary reduction implemented three years ago for all elected officials and employees, excluding the employees of the Circuit Court. It does not reflect the potential loss of personal property taxes, or costs for services potentially imposed upon the County from the City of Detroit as it operates under the State Emergency Financial Manager. I want to thank our entire workforce for their sacrifices over the last three budget cycles. Their sacrifices allowed us to save hundreds of jobs while maintaining critical services throughout the community. Such cuts could not be avoided and further cuts in the workforce will be required.

## **Changes That Will Impact Our Future**

These budgets continue to emphasize cost sharing, concessions and other reductions. They include:

- Continuation of the employee and retiree health care cost sharing as mandated by the State.
- Continuation of the 10% salary concessions for union and most at will employees.
- A 20% reduction in GFGP expenditures from most elected officials and departments. Certain areas such as the Sheriff, Prosecuting Attorney Homeland Security, DMB – Assessments and the Commission will see an increase in funding compared to the FY 2013 Adopted budget.

Some of the following services which are non-mandated will be provided by an alternative source, or will be severely reduced or eliminated.

- Certain Community-based corrections programs
- Certain Recreation and Extension programs
- Community Outreach Services
- Senior and family care programs
- Economic development programs
- Programs related to public health

The budgets total \$1.511 billion in FY 2013-14 and \$1.434 billion in FY 2014-15, a reduction of \$640.23 million due to the Mental Health Agency becoming a separate Authority on October 1, 2013 as imposed by the State Legislature in December of 2012. The General Fund Budget totals \$545.87 million in FY 2013-14, an increase of \$8.56 million or 1.6% from the prior year. The projected budget for FY 2014-15 totals \$539.12 million, a decrease of \$3.1million from FY 2013-14. These budgets represent a serviceable level of funding that concentrates on core government functions.

## The Tough Road Ahead

With these budgets, three important cautions are offered. First, we will continue to have a negative General Fund balance with limited ability to provide for any catastrophic occurrences nor the ability to absorb midyear fluctuations and revision to GFGP revenues.

Second, we must continue to question true mandated services versus non mandated services during budget deliberations. It is clear that the Commission must appropriate funds sufficient to fund mandates when directed at an elected official or at County government generally. The key question is at what level the County must provide the service. The Michigan Supreme Court has established a “minimally serviceable level” standard as follows:

*“A serviceable level is not met when the failure to fund eliminates the function or creates an emergency immediately threatening the existence of the function. A serviceable level is not the optimal level. A function funded at a serviceable level will be carried out in a barely adequate manner, but it will be carried out” – 46<sup>th</sup> Circuit Trial Court v. Crawford County (Michigan Supreme Court 2006)*

Third, the County cannot cut itself out of this budgetary crisis. We need to review our options, including new revenue sources that may be possible.

We continue to insist that each department, or branch, including those headed by elected officials, manage their expenses to available revenues. Most do, but some do not. Conflicts arising from this non compliance has in the past, resulted in lawsuits by County elected officials against the County. This practice is not productive. All they do is increase legal fees to outside attorneys, drag the County further into deficit, and delay the inevitable. There are no departments or elected officials receiving the level of funding that they believe they deserve but we must face the difficult challenge of rightsizing and streamlining all County functions, while managing the workload in a fiscally sound manner. The issue is not one of mismanagement as some would have the public to believe. Rather, there simply isn’t enough GFGP revenues to support all the need.

State law mandates that the County annually produce a balanced budget. Budgets are defined and driven by the amount of revenues that are available. The County's level of general fund spending is directly bound to its property taxes and state shared revenues – the two largest sources of income and both are projected to decline. Consistent with the prior years, a schedule of monthly allotments for all elected officials and departments for the fiscal year will be developed by Management and Budget. It will be based on historical spending patterns and input from the department or elected officials. The Schedule of Allotments will again be the basis for monthly reporting to the State Treasurer and the Commission through the Committee on Ways and Means. Thus, after the adoption of these budgets, I will provide the Commission with the required allotments for all departments. In the event that a department fails to submit a schedule of

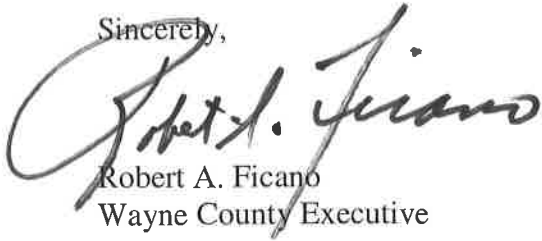


allotments, I will put forward one on the behalf of the department and it will remain in effect until a suitable schedule has been submitted by that department.

These budgets assume that growth in enterprise and other non-general fund supported special revenue funds must not be exceeded by spending increases. We cannot deviate from this policy of holding the line on all spending.

With the leadership of the Commission, other elected officials, department directors and staff, we can and will rise to the challenge before us. Our citizens are counting on it.

Sincerely,

A handwritten signature in dark ink, appearing to read "Robert A. Ficano". The signature is fluid and cursive, with a large initial "R" and "F".

Robert A. Ficano  
Wayne County Executive

**CHARTER COUNTY OF WAYNE, MICHIGAN**  
**BUDGET TASK FORCE**  
**EXECUTIVE SUMMARY**  
**JULY 3, 2013**

In March 2012, the Chief Financial Officer assembled a Budget Task Force to examine threats to near and long term fiscal sustainability for Wayne County in the aftermath of the global financial crisis. While the extent of the challenges differs along the local governments, including politics, policies, economies, and demographics, we share many of the same problems. The ability for governments to meet their obligations to public employees, to creditors and most critically to the well-being of our citizens is threatened.

The Budget Task Force began meeting in January 2013 to address fiscal years 2013-14 and 2014-14 budget gaps. The Budget Task Force was originally established in 2012. The Task force consisted of ten members. Alternate members participated in all discussions but could only “vote” upon the absence of a regular committee member. See Appendix D for a list of the Task Force members. What we found will not be surprising to many knowledgeable observers, but the facts have never been assembled in a way that reflects the totality of the problems.

The primary reasons for the structural deficit are due to Proposal A and Headlee, decreasing property values as well as taxable values, mortgage foreclosures, depressed neighborhoods and commercial vacancies, particularly in the City of Detroit, reductions in State Shared revenues and increased health care and pension costs, to name a few. Refer to Appendices A-C for more information on the County’s revenue challenges.

In addition certain expenditures are growing at growing rates that exceed reasonable expectations for revenues:

- The Defined Benefit Pension fund for County employees is underfunded by approximately \$825,000 or 54% according to the 2012 actuarial report.
- Our pension plans need to account clearly for the obligations they assume and disclose the potential shortfalls and risks they face. The Retirement Board along with the Commission, the executive and beneficiaries alike need to develop and adopt rules for the responsible management of pension plans and mechanisms to ensure that required contributions are paid. The County also needs to find a solution to the unfunded post-employment benefits already incurred.
- Prompt attention is needed to deal with the County’s deficit elimination plan and the major structural changes that it will have on operations.
- Looking more broadly, the recurring problems of Proposal A and Headlee and the growing fiscal imbalance that these laws have created for local government, must be addressed.
- The apparent growing gap between the State’s promise to fully fund revenue sharing points toward the need to reexamine the relationship between the state and the locals.

The threats and risks vary amongst the locals, but the storm warnings are very serious. Only an informed public can demand that the political systems of the State recognize these problems and take effective action. The costs, whether in service reductions or higher revenues will be large. Deferring action can only make the ultimate costs even greater. The conclusion of the Budget Task Force is unambiguous. The existing trajectory of spending, and administrative practices cannot be sustained. The basic problem is not cyclical. It is structural. The time is now.

***The Task Force made the following highlighted recommendations to help realize improvements for fiscal 2013-14 budget and forward:***

#### **Short Term**

- Eliminate Prevention Action Services System (PASS) Grants (\$300,000).
- Eliminate Port Authority subsidy, \$100,000.
- Eliminate Cooperative Extension Programs (4-H, Master Gardner) \$330,000
- Expansion of Video Conferencing to all Courts (\$600,000)
- Eliminate certain Association Dues (\$96,638)
- Coordinate with other governments to establish shared services and best practices to realize new efficiencies while continuing to provide quality services.
- Continue bargaining for additional employee concessions in wages and benefits.
- Consider additional changes to retiree health care benefits.
- Engage an outside firm to review the operations of all of Wayne County government for the purpose of gaining efficiencies

Although the County's capacity to raise revenue is limited, the Task force thinks that the discussion of the following items needs to be had:

- Headlee override \$ 17.3 million
- Public Safety or Operating millage – a 1.0 mils equates to \$34.2 million net of DDA. A millage of 2.0 mils would equate to \$74.4 million. The increase in property taxes on a \$100,000 home for a 1.0 mill would be \$50. The increase on a 2.0 mil would be \$100.

This discussion must be done in parallel with the cuts listed above as well as the County's continuous efforts to reduce expenses.

#### **Long Term**

- Promote the use of federally funded Community Health Centers and non-profit Federally Qualified Health Centers to reduce the strain on the Public Health Division.
- Monitor and renegotiating healthcare benefits and retirement benefits for our employees.
- A review of the DDA/TIFA's/LDFA's – potential for "opt out" provision.
- Headlee override/Proposal A.
- A review of the Charter for potential savings.
- A rate increase for tourist tax.
- Outsource services.
- An Ad Valorem tax
- Prefunding OPEB.

None of these choices are easy and each one will attract a great deal of opposition. But the alternative, we believe, is financial disaster of the type some cities in Michigan with the City of Detroit being the most recent and prevalent example, are already enduring, but which the County has avoided thus far.

## **Conclusion**

Although the savings that could be realized as a result of these recommendations has not yet been analyzed, the Task Force believes that a detailed analysis should be conducted to give the CEO and the Commission the data necessary for the development of Fiscal Years 2013-14 and 2014-15 Budget.

The Task Force notes that since fiscal year 2005 the CEO, the Commission, other elected officials and County employees has taken a number of actions to reduce the size and cost of government. Those actions have included but not limited to:

- Reduce GFGP expenditures as follows:
  - 2004-05 – 5 %
  - 2005-06 – 10%
  - 2006-07 – 5%
  - 2007-08 – 5% of Salaries
  - 2008-09 – 10%
  - 2009-10 – 20%
  - 2010-11 – 25%
  - 2011-12 – 10%
  - 2012-13 – 20%
  - 2013-14 – 20%
- Implemented furlough days and other employee salary concessions.
- Eliminated car allowances for all employees covered by the Executive Benefit Plan.
- Reduced the number of cars assigned to county personnel
- Reduced the total number of at will and civil service employees.
- Implemented new health care plan design and increase cost sharing for active employees.
- Implemented new health care plan design and increase cost sharing for retirees.
- Established a retiree health care trust to fund and administer retiree health care benefits.
- Modified the 13<sup>th</sup> check for retirees.
- Modified defined benefit pension actuarial assumptions reducing annual pension cost.
- Refinanced outstanding debt to achieve favorable interest rates and reduced debt obligations.

At the same time, services on which citizens relied have also been reduced in an effort to control costs. While these actions have been necessary and County leadership is to be recognized for its efforts, the structural deficit remains. The problem has not been solved. County leadership must take additional action to eliminate the structural deficits, especially in light of projected continued decline in discretionary revenues and increased costs associated with county operations.

Over the past few years, elected officials have made decisions to reject some proposed reform ideas as too politically unpalatable. For every rejected savings opportunity with a

replacement idea the County leadership can support, the problems compound and move further from a solution.

Ensuring the fiscal health of the County, including reversing the trend of continued deterioration of its bond rating, is critical to attracting new businesses, jobs and growth. This can be achieved by striving for:

- Economic diversification beyond the city of Detroit.
- Strides toward stabilizing financial operations through the agreement with the Third Circuit Court.
- A good financial management profile that includes development and implementation of policies to improve operational efficiencies across the County.
- A continued relatively low debt burden.

Despite the change in outlook by the bond agencies, the County's rating will continue to fall if the County:

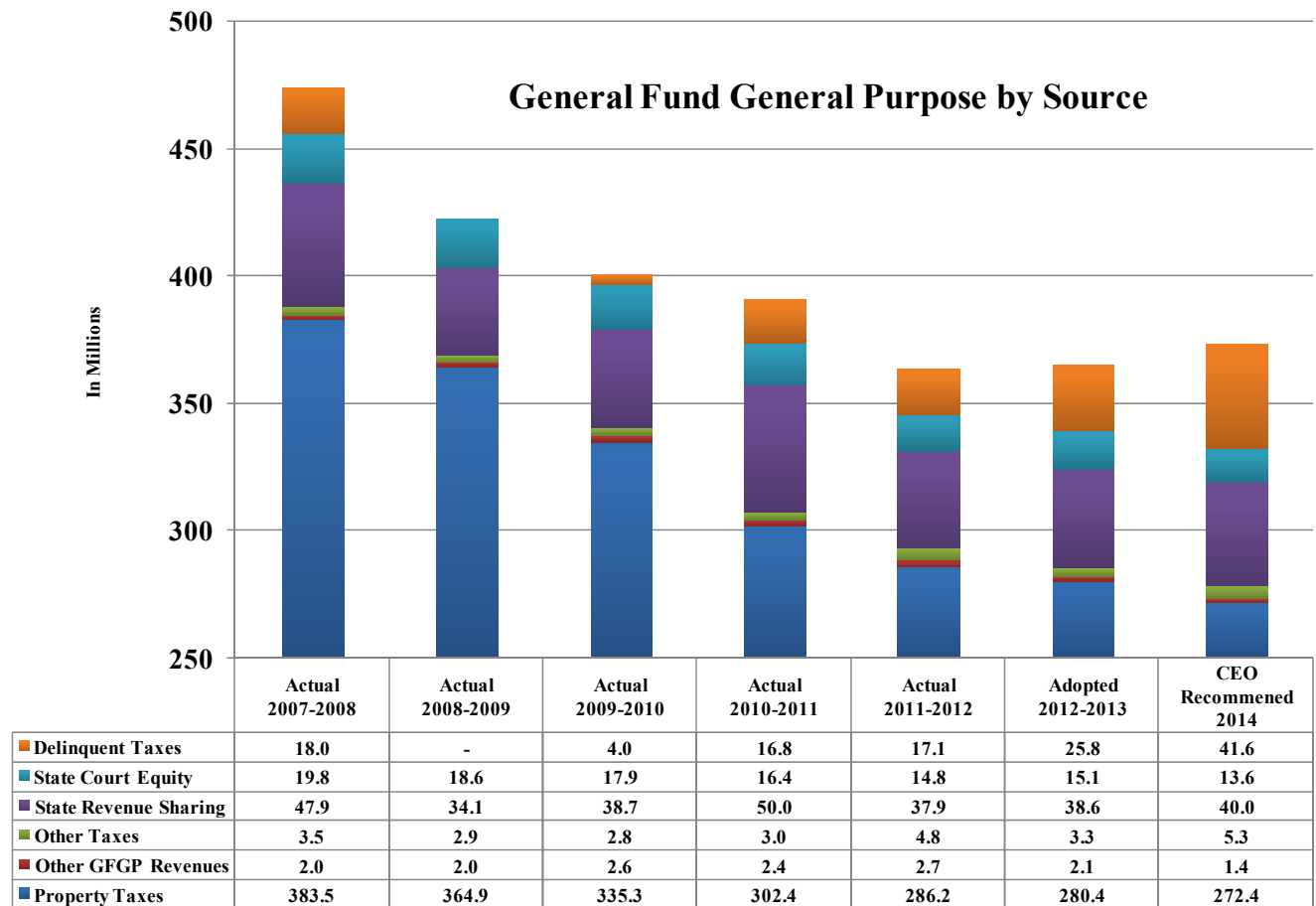
- Fails to adopt and live within a fiscal plan that will maintain a balanced budget and address its accumulated deficits.
- Does not manage the financial stresses associated with major cost drivers.
- Does not address the challenges associated with falling property tax revenues by creating additional revenues.
- Does not address the challenges associated with a weak economic climate.

Without a good bond rating, the County will have to close to capital markets or will have to borrow money at a higher interest rate as lenders begin to question our ability to repay the loan. This is especially true with the ongoing bankruptcy proceedings occurring with the City. Higher interest rates will mean less borrowed capital or higher budget deficits, both resulting in reduced County services and reduced potential economic growth.

Therefore, over the next two months, the Commission should consider ALL proposals on the table before rejecting any more proposals outright. The citizens will be less eager to understand why the County is willing to say NO and more interested in what County leadership commits to say Yes to and is then willing to implement. Now is the time to stop rejecting ideas until all ideas are considered openly and sufficient reform is implemented to eliminate the persistent structural deficit.

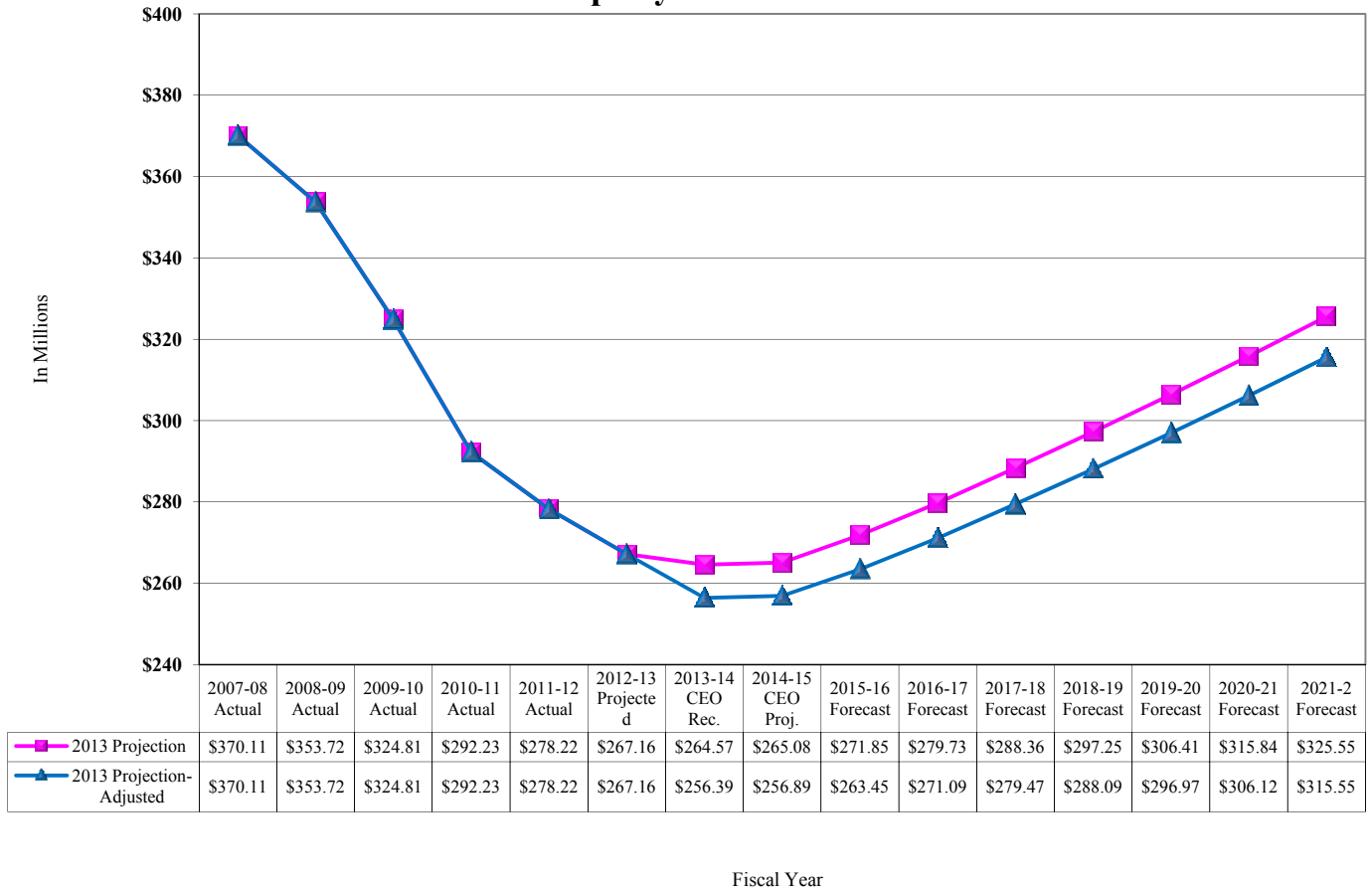
Based on the above, this budget crisis will require all Commissioners to approach the 2013-14 and 2014-15 budget deliberations differently.

## General Fund General Purpose



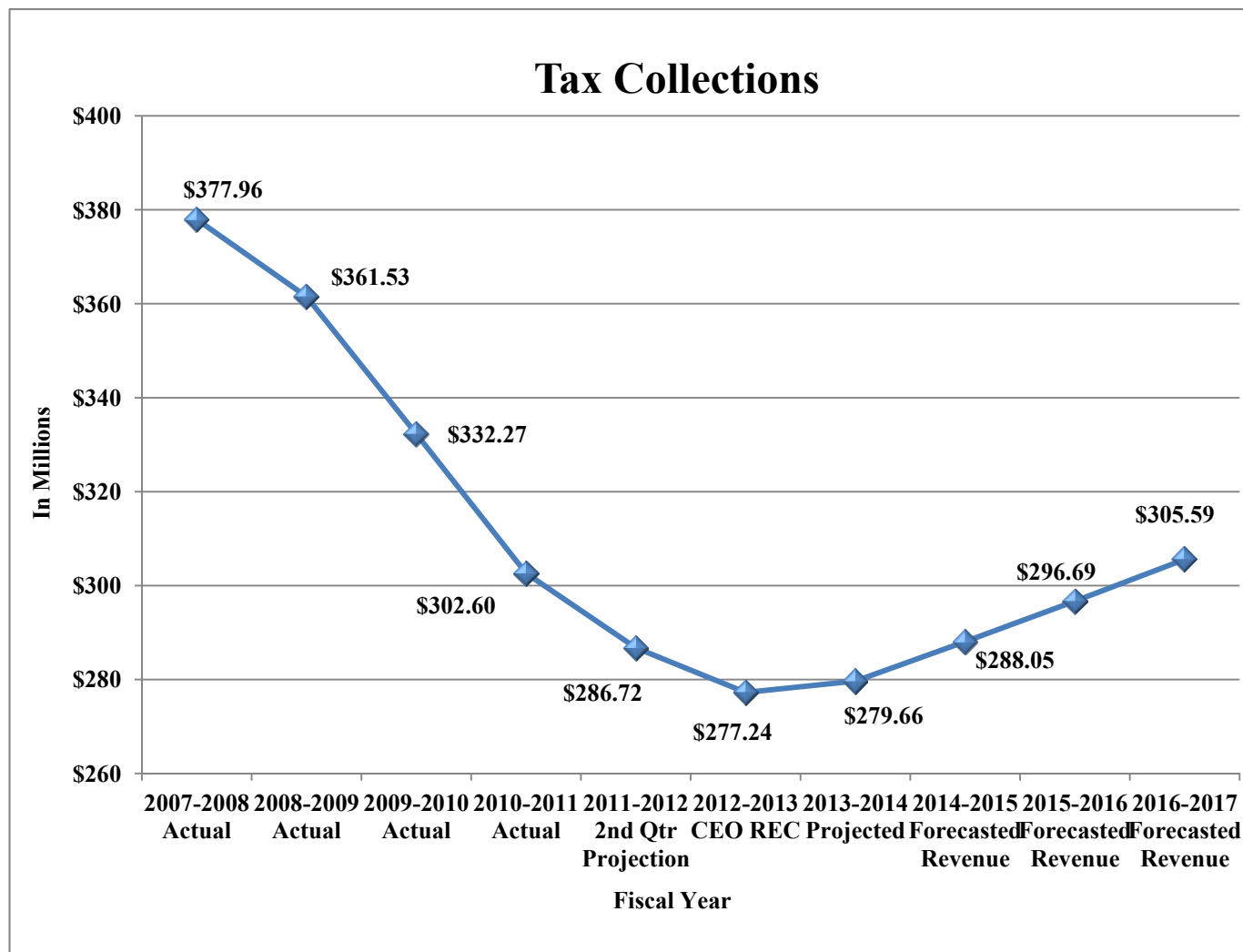
# Property Tax Forecast

## County of Wayne Property Tax Forecast



# General Fund Tax Collections

## General Fund





## The Budget Task Force

**Carla E. Sledge**

Chief Financial Officer

**The Honorable Gary Woronchak**

Chair, Wayne County Commission

**The Honorable Laura Cox**

Chair, Committee on Ways and Means

**The Honorable Raymond Wojtowicz**

Wayne County Treasurer

**Jeffrey Collins**

Deputy County Executive Officer

**June S. Lee**

Assistant County Executive

**Raymond Byers**

Chief Development Officer

Department of Economic Development Growth Engine

**David Tyler**

Deputy Director, Department of Economic Development Growth Engine

**Phillip Mastin** Director

Assessments and Equalization Division, Department of Management and Budget

**Kevin Haney**

Deputy Chief Financial Officer/Budget and Planning

Department of Management and Budget

***Other Participants***

**David Szymanski**

Chief Deputy, Treasurer's Office

**Christa Mclellan**

Deputy Chief, Treasurer's Office

**Tish King**

Director

Personnel/Human Resources

**Kenneth Wilson**

Deputy Director

Personnel/Human Resources  
and Budget

**Livia Calderoni**

Benefit Administration Division Director

Personnel/Human Resources

**Zenna Elhasan**

Corporation Counsel

**Alan Helmkamp**

Assistant County Executive

**Lisa Laginess**

Chief of Administration

Personnel/Human Resources

**Valerie Khoury**

Special Projects

Department of Management



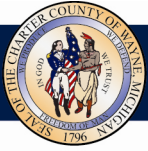
## Wayne County Government

### Adopted Budget FY 2013-2014 and Projected Budget FY 2014-2015

#### COUNTY COMMISSION CHANGES TO THE COUNTY EXECUTIVE'S RECOMMENDED GENERAL FUND BUDGETS FOR FISCAL YEARS 2013-2014 AND 2014-2015

DEPARTMENT/ACTIVITY	2013-14 RECOMMENDED BUDGET	INCREASE/ (DECREASE)	2013-14 ADOPTED BUDGET	2014-15 RECOMMENDED BUDGET	INCREASE/ (DECREASE)	2014-15 PROJECTED BUDGET
County Commission & Auditor General	\$ 9,393,982	\$0	\$ 9,393,982	\$ 9,102,814	\$0	\$ 9,102,814
Third Circuit Court	98,000,000	-	98,000,000	\$ 98,000,000	0	98,000,000
Probate Court	8,987,211	-	8,987,211	\$ 9,117,442	0	9,117,442
Grand Jury	28,800	-	28,800	\$ 28,800	0	28,800
Adult Probation Services	3,288,031	-	3,288,031	\$ 3,331,036	0	3,331,036
Office of the County Executive	4,098,527	-	4,098,527	\$ 4,169,773	0	4,169,773
Pinnacle Aeropark	1,918,855	-	1,918,855	\$ 648,872	0	648,872
County Elections	1,501,210	-	1,501,210	\$ 1,504,854	0	1,504,854
Management and Budget - Assessments	2,843,032	-	2,843,032	\$ 3,353,566	0	3,353,566
M and B Support Services	15,774,188	-	15,774,188	\$ 14,256,329	0	14,256,329
Department of Corporation Counsel	8,589,776	-	8,589,776	\$ 8,589,776	0	8,589,776
Office of the County Clerk	3,695,695	-	3,695,695	\$ 3,711,017	0	3,711,017
County Clerk - Court Services	18,535,694	-	18,535,694	\$ 18,558,027	0	18,558,027
Personnel/Human Resources	4,873,816	-	4,873,816	\$ 4,873,817	0	4,873,817
Office of the Prosecuting Attorney	34,499,912	-	34,499,912	\$ 34,036,612	0	34,036,612
Office of the Register of Deeds	8,934,500	-	8,934,500	\$ 8,926,387	0	8,926,387
R of D Remonumentation Grant	426,663	-	426,663	\$ 426,663	0	426,663
Office of the County Treasurer	7,522,816	-	7,522,816	\$ 7,522,715	0	7,522,715
Office of the Sheriff	4,787,731	-	4,787,731	\$ 4,828,899	0	4,828,899
Sheriff - Court Security	17,867,295	-	17,867,295	\$ 16,989,275	0	16,989,275
Sheriff - Non Jail Services	7,997,042	-	7,997,042	\$ 6,989,870	0	6,989,870
Sheriff - County Jails	101,070,297	-	101,070,297	\$ 100,948,957	0	100,948,957
Homeland Security/Emergency Mgt	3,986,813	-	3,986,813	\$ 3,994,437	0	3,994,437
Department of Environment	502,749	-	502,749	\$ 502,844	0	502,844
Senior Citizens - Adult Day Care	452,788	-	452,788	\$ -	0	-
Indigent Health Care	33,411,267	-	33,411,267	\$ 33,447,111	0	33,447,111
Medical Examiner	5,999,960	-	5,999,960	\$ 5,999,960	0	5,999,960
Health/Community Programs	406,909	-	406,909	\$ 403,345	0	403,345
Veteran's Affairs	199,438	-	199,438	\$ 199,438	0	199,438
HHS Administration Services	2,280,978	-	2,280,978	\$ 2,411,426	0	2,411,426
County Libraries	3,667,823	-	3,667,823	\$ 3,817,707	0	3,817,707
Non-Departmental	67,671,601	-	67,671,601	\$ 65,766,842	0	65,766,842
Operating Transfers Out	62,655,594	-	62,655,594	\$ 62,667,909	0	62,667,909
<b>TOTAL GENERAL FUND</b>	<b>545,870,993</b>	<b>0</b>	<b>545,870,993</b>	<b>539,126,520</b>	<b>0</b>	<b>539,126,520</b>
<b>ALL OTHER APPROPRIATED FUNDS</b>	<b>965,720,273</b>	<b>0</b>	<b>965,720,273</b>	<b>895,211,348</b>	<b>0</b>	<b>895,211,348</b>
<b>TOTAL APPROPRIATED FUNDS</b>	<b>\$ 1,511,591,266</b>	<b>\$0</b>	<b>\$ 1,511,591,266</b>	<b>\$ 1,434,337,868</b>	<b>\$0</b>	<b>\$ 1,434,337,868</b>

The Wayne County Commission approved the 2013-14 Adopted Budget and the 2014-15 Projected Budget with General Fund Appropriation of \$545.87 million and \$539.13 million as recommended by Chief Executive Officer on September 12, 2013. The Countywide appropriation totals \$1.512 billion and \$1.434 billion respectively for FY 2013-14 and Projected FY 2014-15.



## COUNTY EXECUTIVE



*Robert A. Ficano*

### **Wayne County Executive's Mission, Strategic Priorities, Core Work Values, and Programmatic Goals**

#### **PRIORITY**

Wayne County is committed to an open and transparent government and restoring citizen confidence. Wayne County government will act in accordance with the highest ethical standards.

#### **MISSION**

The mission of Wayne County is to provide efficient and exemplary services to enhance the quality of life of our residents and communities in a respectful, efficient and fiscally responsible way.



## **WAYNE COUNTY LONG-TERM STRATEGIC PRIORITIES**

### **SP1) EXCELLENT SERVICE DELIVERY**

The County commits to supervise, coordinate, direct and control all County functions, operations, and facilities to ensure the residents and businesses of Wayne County are provided the County services they rightly expect their elected officials to provide. We commit to deliver these basic services in the most cost-effective, efficient, and reliable manner that ensures a safe, healthy and secure environment in which our residents live, work and do business.

### **SP2) FINANCIAL STABILITY**

The County commits to exercise sound financial management to re-build short and long-term fiscal strength in order to provide County services in a cost-effective manner. As stewards entrusted with public resources we will be driven by the principles of accountability and responsibility in handling municipal property and finances in order to ensure the effectiveness and efficiency of County services.

### **SP3) OPERATIONAL EXCELLENCE**

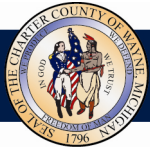
The County will deliver services in the most effective manner while systematically identifying opportunities to improve operational efficiency and effectiveness. A priority will be placed on ensuring sustainable operational excellence, with an emphasis on data-driven and flexible decision making to respond to changing priorities.

### **SP4) VALUED WORKFORCE**

The County recognizes that its employees are a valued asset and key to success. We will respect and encourage their ideas and value their support as a critical component in providing services and programs that serve the residents of Wayne County.

### **SP5) EFFECTIVE COMMUNICATIONS**

Easy, convenient access to information about County services will be a priority. We are committed to open, respectful and effective communications. We will proactively engage in meaningful two-way dialogue between Wayne County government and constituents and stakeholders.



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

## **CORE WORK VALUES**

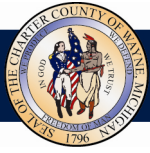
Core work values are statements that articulate the attitudes, beliefs, and codes of conduct that are held by the people serving the citizens of Wayne County. The core work values promoted and expected from Wayne County officials and civil servants include accountability, creativity, dedication, integrity, and teamwork. Below is a detailed description of these guiding core values:

**ACCOUNTABILITY:** The quality or state of being accountable or an obligation or willingness to accept responsibility or to account for one's actions.

- WE WILL understand the charge of the "Office" of the CEO and respect the chain-of-command.
- WE WILL understand and be accountable for the financial impact of our decisions (or indecision) and be able to accept the consequences.
- WE WILL understand and expect consequences and outcomes for all actions and inactions.
- WE WILL understand and practice follow-through on assignments and deadlines.
- WE WILL know when to kick things back in order to ensure the goals and objectives are met and know how to try multiple ways to resolve issues at our own level without passing it up or down or kicking it back to the person who gave the assignment.
- WE WILL be punctual on projects, assignments, and attendance.
- WE WILL not fade or melt in the crunch.
- WE WILL communicate.
- WE WILL know and own our issues, processes, work products etc.
- WE WILL resolve issues at our level whenever possible.

**CREATIVITY:** Exists at its finest when workloads and goals are achieved despite barriers and difficulty. People begin to think "outside the box" in terms of new and various methods to achieve goals when barriers appear. Boundaries are expanded.

- WE WILL have vision present in everything we do.
- WE WILL collaborate, listen, and seek out ideas.
- WE WILL be dedicated to task and organization.
- WE WILL have courage to try new methods to get the job done.



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

## **CORE WORK VALUES**

**DEDICATION:** A devoting or setting aside for a particular purpose.

- WE WILL contribute by showing initiative, commitment, loyalty, persistence, hard work, self control, and team work.
- WE WILL set aside personal goals and be responsive to the defined priorities for our residents and customers.
- WE WILL complete the assignment—even when we do not agree with it.
- WE WILL show strength in our dedication by example through our service and accountability.
- WE WILL keep a good, positive attitude and expect the same from our teams.

**INTEGRITY:** Consist of high moral value, honesty, loyalty, fairness, consistency, dependability, forthright, sincerity, and honor.

- WE WILL apply rules and standards equally.
- WE WILL recognize that everyone brings value to the table.
- WE WILL use candor, act with sincerity, and perform with honor.
- WE WILL stand up for what is right—regardless of the consequences.
- WE WILL acknowledge mistakes and learn from them.
- WE WILL be dependable and accountable.
- WE WILL give credit where credit is due.

**TEAMWORK:** Work done by several associates with each doing a part, but all subordinating personal prominence to the efficiency of the whole.

- WE WILL speak in one voice regarding our charges and outcomes.
- WE WILL be results-oriented where the glory is shared as well as concerns.
- WE WILL have team loyalty.
- WE WILL foster an environment where there is individual accountability and mutual support.
- WE WILL ensure that each member is prepared to share in the workload, make sacrifices, be flexible, demonstrate self-control, and be dependable and respectful.

## WAYNE COUNTY COMMISSION

Gary Woronchak  
Chairman, 13<sup>th</sup> District

Alisha R. Bell, Vice Chair 7<sup>th</sup> District  
Jewel C. Ware, Vice Chair Pro Tempore 2<sup>nd</sup> District

Timothy P. Killeen  
1<sup>st</sup> District

Laura Cox  
9<sup>th</sup> District

Martha G. Scott  
3<sup>rd</sup> District

Shannon G. Price  
10<sup>th</sup> District

Ilona Varga  
4<sup>th</sup> District

Kevin McNamara  
11<sup>th</sup> District

Irma Clark-Coleman  
5<sup>th</sup> District

Richard LeBlanc  
12<sup>th</sup> District

Burton Leland  
6<sup>th</sup> District  
Diane Webb  
8<sup>th</sup> District

Raymond Basham  
14<sup>th</sup> District

Joseph Palamara  
15<sup>th</sup> District

## OTHER WAYNE COUNTY ELECTED OFFICIALS

### **Circuit Court**

Robert J. Colombo, Jr.  
Chief Judge

### **Probate Court**

Milton L. Mack, Jr.  
Chief Judge

Timothy M. Kenny  
Chief Judge Pro Tempore

Freddie G. Burton, Jr.  
Chief Judge Pro Tempore

### **County Clerk**

Cathy M. Garrett

### **Register of Deeds**

Bernard J. Youngblood

### **Prosecuting Attorney**

Kym L. Worthy

### **Sheriff**

Benny N. Napoleon

### **Treasurer**

Raymond J. Wojtowicz

**WAYNE COUNTY COMMISSION  
COMMITTEES, TASK FORCES AND ADVISORY BOARDS**

