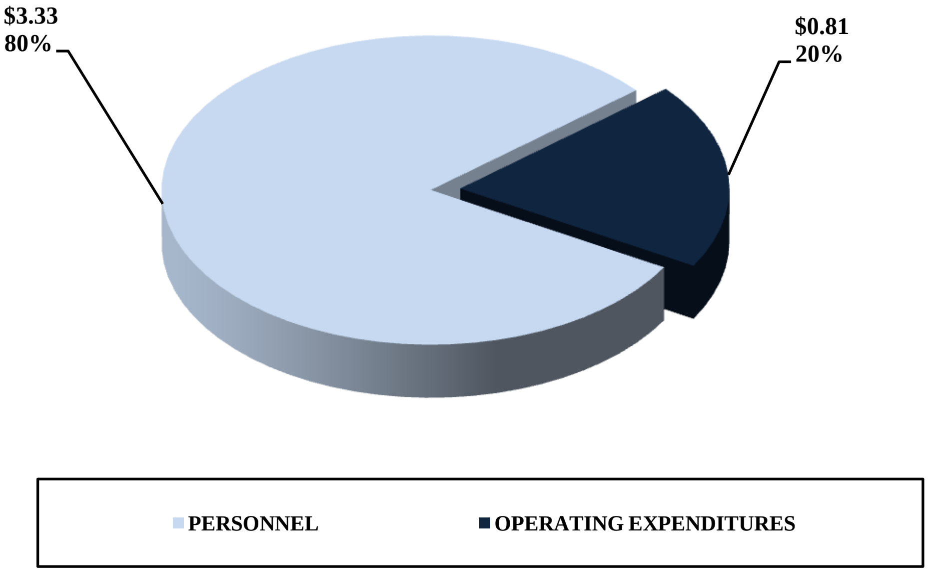
COUNTY EXECUTIVE

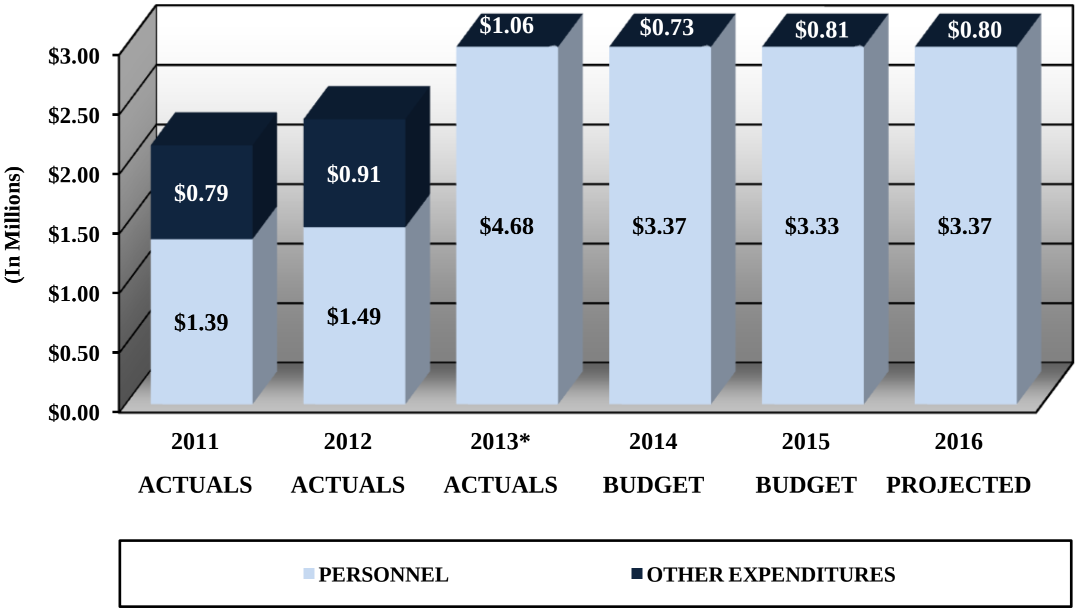
The 19th Annual Jazz on the River at Elizabeth Park, Trenton, Michigan
August 2 – 3, 2014. Presented by Wayne County Parks

WAYNE COUNTY EXECUTIVE

EXPENDITURE ANALYSIS
FISCAL YEAR 2014-2015
In Millions



EXPENDITURE TREND ANALYSIS
FISCAL YEARS 2010-2011 THROUGH 2015-2016



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

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 2012-2013 Budget	FY 2013-2014 Budget	FY 2014-2015 Budget	FY 2015-2016 Projected Budget
Total Departmental Expenditures	**$5,435,303**	**$4,098,527**	**$4,138,890**	**4,168,303**
Departmental Revenue				
Charges, Fees, and Fines	3,796,505	2,787,489	2,749,416	2,744,040
Total Revenues	**$3,796,505**	**$2,787,489**	**$2,749,416**	**$2,744,040**
General Fund General Purpose	**$1,638,798**	**$1,311,038**	**$1,389,474**	**$1,424,263**
Total Budgeted Positions	**35**	**21**	**26**	**27**

Contact: **Robert A. Ficano**, Chief Executive Officer
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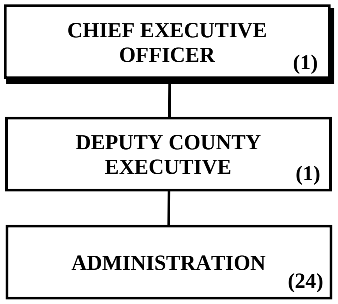

OFFICE OF THE COUNTY EXECUTIVE OFFICER

MAJOR ACTIVITIES AND DESCRIPTIONS

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.

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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:

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.

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.

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. In addition, the CEO’s office conducted training on Ethical Leadership as well as a workshop on Wayne County policies prohibiting political activity in the workplace. 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.

OFFICE OF THE COUNTY EXECUTIVE OFFICER

FISCAL YEAR 2013-2014 ACCOMPLISHMENTS AND HIGHLIGHTS

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.

Award-winning Transparency in Government

In furtherance of his commitment to improved ethics and increased transparency, the CEO directed the redesign of the County's website for transparency.

The result was recognition from two independent authorities. The Sunshine Review is a non-profit organization dedicated to educating the public about proactive disclosure of government data and other open government initiatives. The Sunshine Review addressed several areas of transparency, including state spending, state sunshine laws, and rating local government websites on transparency. It boosted the County's grade from a D+ to an A- for transparency on the County's webpage – the highest grade for a County in the State of Michigan.

The National Association of Counties took notice too, giving the County a Civic Education and Public Information Achievement Award for its transparency web page just six months after it went live in December of 2013.

Continuing 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 worked closely with the CFO on a plan to eliminate both the County's structural and accumulated deficits. This Deficit Elimination Plan was approved by the County Commission in May 15, 2014. This plan was the first plan approved by the County Commission since 2009 and represents a comprehensive path back to fiscal stability. Some pieces of the plan have already been implemented and the CEO will continue working hard to ensure full implementation according to the plan's terms.

End to Budgeting by Litigation

The CEO successfully advocated for legislation which put an end to the ability of other County elected officials to sue one another over budget disagreements. The CEO's efforts lead to a change in state law so that only a county's Chief Administrative Officer has standing to sue over budget disagreements. This legislation specifically addressed the budgeting by litigation issue which previously cost Wayne County taxpayers millions of dollars per year in attorney fees.

NEW INITIATIVES FOR FISCAL YEAR 2014-2015

As previously mentioned, the CEO's first priority is to fully implement the recently approved Deficit Elimination Plan. In line with this commitment, the CEO continues to work towards pension and health coverage reform for the County workforce. This includes working with retirees to address exploding legacy costs.

As it pertains to eliminating structural inefficiencies and waste, the CEO will seek to initiate an operational review for all departments, beginning with those providing public safety services. Given that public safety is the highest priority for service delivery and is the biggest consumer of general fund general purpose dollars, efforts to produce efficiency should initially focus on this area.

Secondly, the CEO is committed to finishing what was started – the creation of a consolidated jail facility. As of the time of this writing, the project has been beset with numerous issues.

In partnership with the County's other elected officials, state officials and private stakeholders, the CEO has presented information to the County Commission with respect to the possible options for finishing the project – either at the existing site or at the site of the State of Michigan's former correctional facility at Mound Road.

Whichever path is ultimately decided upon, the CEO is fully committed to implementing and completing the project so that the County can enjoy and realize the savings that will come from a new state of the art facility.

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

OFFICE OF THE COUNTY EXECUTIVE OFFICER
Financial Report

	FY 2012-2013 Budget	FY 2013-2014 Budget	FY 2014-2015 Budget	FY 2015-2016 Projected Budget
00101 General Fund				
171 County Executive				
Revenues				
Charges, Fees, and Fines	3,796,505	2,787,489	2,749,416	2,744,040
Total Revenues	**$3,796,505**	**$2,787,489**	**$2,749,416**	**$2,744,040**
Expenditures				
Personnel	2,652,399	1,728,251	1,706,581	1,706,581
Fringe Benefits	1,317,645	924,405	898,083	950,942
Pension	770,787	713,988	726,967	707,810
Materials and Supplies	70,922	79,491	85,477	80,101
Services and Contractual Serv	334,442	287,071	353,100	353,100
Travel	15,000	23,165	24,965	24,965
Operating Expenses	59,393	46,220	45,725	46,812
Rentals	214,715	295,936	297,992	297,992
Total Expenditures	**$5,435,303**	**$4,098,527**	**$4,138,890**	**$4,168,303**
TOTAL DEPARTMENTAL REVENUES	**$3,796,505**	**$2,787,489**	**$2,749,416**	**$2,744,040**
TOTAL DEPARTMENTAL EXPENDITURES	**$5,435,303**	**$4,098,527**	**$4,138,890**	**$4,168,303**

Summary of Positions

	FY 2012-2013 Budget	FY 2013-2014 Budget	FY 2014-2015 Budget	FY 2015-2016 Projected Budget
101 GENERAL FUND				
171 COUNTY EXECUTIVE				
ELECTED AND EXECUTIVE	20	13	17	18
SUPPORT STAFF	15	8	9	9
TOTAL POSITIONS	**35**	**21**	**26**	**27**
TOTAL DEPARTMENTAL POSITIONS	**35**	**21**	**26**	**27**

OFFICE OF THE COUNTY EXECUTIVE OFFICER

BUDGET CHANGE AND HIGHLIGHTS FY 2014-2015

	Increase / (Decrease) from 2013-2014 Adopted Budget	**Description of Change**
REVENUES		
Charges, Fees, and Fines	(38,073)	Decrease in Indirect Cost Allocation revenue as well as Charge for Service revenue due to restructuring of special project personnel.
TOTAL REVENUES	**$(38,073)**	
EXPENDITURES		
Personnel	(21,670)	Decrease related to the restructure of special project personnel.
Fringe Benefits	(26,322)	Based on published fringe rates as well as restructure of personnel.
Pension	12,979	Based on published fringe rates as well as restructure of personnel.
Materials and Supplies	5,986	Reflects actual usage in supplies.
Services and Contractual Services	66,029	Increase in various services provided due to restructure of personnel.
Travel	1,800	Increase in travel expenses for conferences.
Operating Expenses	(495)	Decrease in Liability Insurance based on published fringe rates.
Rentals	2,056	Increase of building rent based on an annual allocation of square footage used.
TOTAL EXPENDITURES	**$40,363**	

OFFICE OF THE COUNTY EXECUTIVE OFFICER

LONG-TERM DEPARTMENTAL GOALS

<table>
<tr><th>Departmental Goal 1: Sustaining Revenue</th><th>ALIGNED WITH STRATEGIC PRIORITY 2 (SP2)</th></tr>
<tr><td>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.</td><td>Departmental Goal 1 (DG1)</td></tr>
<tr><th>Departmental Goal 2: Increased Investment</th><th>ALIGNED WITH STRATEGIC PRIORITY 2 (SP2)</th></tr>
<tr><td>An average of $200 million in private investments per year will occur in Wayne County between 2009 and 2013 leading to increased job opportunity.</td><td>Departmental Goal 2 (DG2)</td></tr>
<tr><th>Departmental Goal 3: Efficiencies (Cost of Government per Resident)</th><th>ALIGNED WITH STRATEGIC PRIORITY 3 (SP3)</th></tr>
<tr><td>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.</td><td>Departmental Goal 3 (DG3)</td></tr>
<tr><th>Departmental Goal 4: Stakeholder Confidence</th><th>ALIGNED WITH STRATEGIC PRIORITY 2 (SP2)</th></tr>
<tr><td>To gain stakeholder confidence (business community, bond rating agencies, state, neighboring counties) as evidenced by:
Increasing 2014-15 bond ratings, as follows:
<table>
<tr><th></th><th>FY14 Actual</th><th>FY15 Target</th><th>FY20 Target</th><th>FY25 Target</th><th>FY 30 Target</th></tr>
<tr><td>Ratings of General Obligation Bonds-</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Standard & 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></td><td>Departmental Goal 4 (DG4)</td></tr>
<tr><th>Departmental Goal 5: Citizen Satisfaction</th><th>ALIGNED WITH STRATEGIC PRIORITY 3 (SP3)</th></tr>
<tr><td>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.</td><td>Departmental Goal 5 (DG5)</td></tr>
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OFFICE OF THE COUNTY EXECUTIVE OFFICER

PERFORMANCE MEASUREMENTS BY GROUP

INNOVATIVE PROGRAMS GROUP

Purpose Statement
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	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2015-2016 PROJECTED BUDGET	ALIGNED WITH DEPT. GOAL
RESULT: Percentage of approved projects are managed utilizing project management methodology	100%	100%	100%	100%	DG2
OUTPUT: Number of projects implemented	40	40	40	40	DG2
DEMAND: Number of projects expected	50	50	50	50	DG2
EFFICIENCY: Cost per project completed	not reported	not reported	not reported	not reported	DG2

OPERATIONS SUPPORT GROUP

Purpose Statement
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	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2015-2016 PROJECTED BUDGET	ALIGNED WITH DEPT. GOAL
RESULT: Percentage of complaint investigations acknowledged within 1 business day of receipt	95%	95%	95%	95%	DG5
OUTPUT: Number of investigations and reviews completed	125	125	125	125	DG5
DEMAND: Investigations and review requests anticipated	125	125	125	125	DG5
EFFICIENCY: Cost per investigation and FOIA appeal	$1,000	$1,000	$1,000	$1,000	DG5
RESULT: Percentage of issues identified in department meetings or reports are resolved.	100%	100%	100%	100%	DG5
OUTPUT: Number of operational issues resolved	60	60	60	60	DG5
DEMAND: Number of operational resolution sessions anticipated	60	60	60	60	DG5
EFFICIENCY: Cost per operational review session conducted	not reported	not reported	not reported	not reported	DG5
RESULT: Percentage of legislative actions supported that are adopted	100%	100%	100%	100%	DG4
OUTPUT: Number of legislative actions supported	750	750	750	750	DG4
DEMAND: Number of legislative actions anticipated	750	750	750	750	DG4
EFFICIENCY: 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.*

OFFICE OF THE COUNTY EXECUTIVE OFFICER

PERFORMANCE MEASUREMENTS BY GROUP

COMMUNICATIONS AND MARKETING GROUP***

Purpose Statement
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.

MEASURE	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 BUDGET	2015-2016 PROJECTED BUDGET	ALIGNED WITH DEPT. GOAL
RESULT: Percentage of all external communication requests completed by deadline	100%	100%	100%	100%	DG5
OUTPUT: Number of media inquiry responses provided	100	100	100	100	DG5
OUTPUT: Number of public inquiry responses provided	50	50	50	50	DG5
OUTPUT: Number of press releases sent out	5	5	5	5	DG5
DEMAND: Number of media inquiry responses anticipated to be provided	100	100	100	100	DG5
DEMAND: Number of public inquiry responses anticipated to be provided	50	50	50	50	DG5
DEMAND: Number of press releases anticipated to be sent out	5	5	5	5	DG5
EFFICIENCY: Cost per project completed	not reported	not reported	not reported	not reported	DG5
RESULT: Percentage of respondents to the internal communications customer satisfaction survey say that they find the provided information useful	75%	75%	75%	75%	DG5
OUTPUT: Number of monthly newsletters produced & distributed	12	12	12	12	DG5
OUTPUT: Number of departmental newsletters produced quarterly	12	12	12	12	DG5
OUTPUT: Number of monthly webcasts produced	9	9	9	9	DG5
OUTPUT: Number of e-Blasts sent	75	75	75	75	DG5
DEMAND: Number of monthly newsletters anticipated to be produced & distributed	12	12	12	12	DG5
DEMAND: Number of departmental newsletters anticipated to be produced quarterly	12	12	12	12	DG5
DEMAND: Number of monthly webcasts anticipated to be produced	9	9	9	9	DG5
DEMAND: Number of e-Blasts anticipated to be sent	75	75	75	75	DG5
EFFICIENCY: Cost per internal communication	not reported	not reported	not reported	not reported	DG5