CHARTER COUNTY OF WAYNE, MICHIGAN

POPULAR ANNUAL
FINANCIAL REPORT

FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2010

ROBERT A. FICANO, Chief Executive Officer
PREPARED BY THE DEPARTMENT OF MANAGEMENT AND BUDGET
COUNTY EXECUTIVE’S MESSAGE

It is a pleasure to present the Popular Annual Financial Report (PAFR) for the fiscal year ended September 30, 2010. This report provides a retrospective look at Wayne County government’s financial, investment, and statistical information in a simple, easy to understand format.

Since my election in 2003, one of the principal goals of my administration has been to stabilize the County. That means that you need to either increase revenues or reduce the cost of operating expenditures. Shifting the cost of operations from the County to the taxpayers is just dirty pool. So I decided to reduce operating expenditures by eliminations, consolidations, and efficiencies. As a result of these efforts, we have achieved General Fund General Purpose cost savings of approximately $73 million since 2008.

We are hard at work to better serve our residents. Our jails are undergoing a $250 million consolidation that will modernize our facilities, enhance security and provide savings. These actions will eliminate a significant portion of our structural deficit. But our efforts haven’t ended there. The function and mission remains important. The 2011-12 and 2012-13 County budgets that I will be presenting in June 2011 to the Wayne County Board of Commissioners have been developed with attention to the economy, health, safety, mental health, our aging population, and family support.

But the future health of our community is linked to growth. To that end, I have put an emphasis on job creation and business attraction.

In a little over two short years, Wayne County through its Economic Development Growth Engine (EDGE) has become one of the most sophisticated and aggressive business cultivation programs in the United States. In that time, EDGE has attracted $5 billion in new investment to the County and helped to create and retain tens of thousands of jobs. Its work has earned awards from the International Economic Development Council, Trade & Industry Development magazine, and the National Association of Counties (NACo). And in 2010, EDGE was named one of the nation’s Top 10 Economic Development Groups by Site Selection Magazine; a first for a Michigan economic development group.

To give you an idea of how significant EDGE’s impact has been, just look at a recent study conducted by the Brookings Institute and the London School of Economics. In 2008, the Detroit area ranked 147th in “economic activity” among the world’s largest metropolitan areas. But in the last two years, it has moved up an astounding 100 spots to number 47.

The availability of development-ready sites, aggressive economic development incentives, and highly skilled workforce proved irresistible to numerous companies. In a deal that has changed the landscape of health care in Southeast Michigan, Vanguard Health Systems announced the purchase of the Detroit Medical Center for $417 million dollars. Vanguards total investment in facilities and real estate will total $850 million, making it the largest single investment in Detroit’s history.

Additionally, Ash Stevens, a provider of life science research services to the federal government and a pioneer in cancer-treatment drugs, announced a $14.9 million expansion at its facility in Riverview. Founded in 1962, Ash Stevens is one of Southeast Michigan’s largest biotechnology companies, devoting most of its business operations to development and manufacturing for commercial life science companies around the world. Detroit Diesel also announced a nearly $200 million investment to expand existing operations at its manufacturing facility in Redford Township. The Detroit Diesel facility employs 1,900 people and manufactures heavy-duty diesel engines for the commercial truck market.

Thank you for your patience and support as we continue to chart this course. There is much, much work to be done but I am confident that we are on the right track.

Robert A. Ficano, Chief Executive Officer

The United States Census Bureau honored the Wayne County Executive’s Office this year for its “Complete Count Initiative” for the outreach and reporting for the 2010 Census. The census is important as it can determine the amount of federal funding available to the area and also determines the number of seats Michigan holds in the House of Representatives.
Wayne County is the 15th most populous county in the United States. Located in the southeastern portion of the State of Michigan, Wayne County was one of the first counties formed when the Northwest Territory was organized in 1796. It is the only county within Michigan that is governed by a charter that is structured by limits set in state law and constitution. The County stretches over 672 square miles and is comprised of 34 cities, 9 townships and 41 school districts.

Wayne County's Neighborhood Stabilization Program (NSP) is designed to empower developers, investors, non-profit and for-profit development corporations to acquire, rehabilitate and/or demolish abandoned or foreclosed properties in our communities, and thus prevent the destabilization of neighborhoods.

**EMployers**

*2010 Fortune 500 Companies Headquartered in Wayne County, Michigan*

- Ford Motor Company
- General Motors Corporation
- Ally Financial (formerly GMAC)
- TRW Automotive Holdings
- Lear
- DTE Energy
- Masco
- Visteon

*Source: 2010 Fortune Magazine, Fortune 500*

*Top Ten Principal Employers Located in Wayne County, Michigan*

1. Ford Motor Company
2. Detroit Public Schools
3. City of Detroit
4. Henry Ford Health System
5. Detroit Medical Center
6. U.S. Government
7. U.S. Postal Service
8. State of Michigan
9. General Motors Corporation
10. Oakwood Healthcare Inc.

*Source: Crain’s Detroit Business*

**PROFESSIONAL SPORTS**

Wayne County is home to three major professional sports teams: 

*The Red Wings – Hockey • Tigers – Baseball • Lions – Football*
In 2010 Ash Stevens, a provider of life science research services to the federal government and a pioneer in cancer-treatment drugs, announced a $14.9 million expansion at its facility in Riverview.
**NACo AWARDS**

2010 was a challenging year for most state and local governments throughout the country. Wayne County stayed ahead of the curve in these challenging times by working smarter and doing “more with less”. The County earned 11 National Association of Counties (NACo) Achievement Awards for its bold initiatives and innovative programs such as: building a multi-governmental and stakeholder collaboration toward development of a regional aerotropolis; a scrap tire clean-up program; and purchasing the historic Guardian building in downtown Detroit to efficiently combine and house county operations.

**JAZZ ON THE RIVER**

This tradition was started 15 years ago with a couple hundred fans watching performances on a wheeled stage. A two day music festival event is held each year across the banks of the Detroit River during the summer. The star-studded extravaganza in July/August 2010 featured Detroit’s mainstays and emerging artists, including Gwen Foxx, Metro Jazz Voices and Tim Bowman.

**NORTH AMERICAN INTERNATIONAL AUTO SHOW**

The North American International Auto Show (NAIAS) provides a huge annual economic boost to this region, benefiting hotels, restaurants, exhibit companies, and retail throughout the metro area. The event has raised more than $79 million since 1989 and has remained one of the top single-night fundraising events in the country.

*Did you know?* The City of Detroit, Wayne County was recently named one of the “Best 10 Cities to Live, Work and Make Movies in 2010” by MovieMaker.com.
This Popular Annual Financial Report (Annual Report) is intended to provide the taxpayers, citizens, and other interested parties with a financial overview of the County’s financial condition for the year ended September 30, 2010. The financial facts, figures, tables and graphs included in this report have been taken from the audited financial statements in the County’s 2010 Comprehensive Annual Financial Report (CAFR).

The County’s CAFR, which provides complete financial information and disclosures in conformance with U.S. generally accepted accounting principles (GAAP), may be obtained from the Department of Management and Budget, Financial Reporting Division, at 500 Griswold, 20th Floor, Detroit, Michigan 48226. In addition, both the CAFR and this report may be viewed on the Charter County of Wayne, Michigan’s website at http://www.waynecounty.com.

The remainder of this document will provide readers with the County’s financial information for the year ended 2010. Similar to many other communities across the nation, the County is also faced with fiscal challenges in this economic downturn and is continually taking bold actions to deal with these tough times.

THE COUNTY’S FUNDS

The accounts of the County are organized and operated on a fund basis. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates monies according to their intended purpose and is used to aid management in demonstrating compliance with finance related legal and contractual provisions. The County’s governmental funds include the General Fund, special revenue, debt service, capital projects, and internal service funds.

Special revenue funds are used to record activities that receive monies for restricted purposes, such as Roads, Health, Mental Health, and grant or specific tax-funded activities like Parks. Debt service funds account for the accumulation of resources for, and payment of, principal and interest on long-term debt. Capital projects funds are used to account for the purchase or construction of major capital facilities, such as roads, buildings, and equipment.

The revenues and expenditures presented in this report are for the governmental activities of the County only. Governmental activities include the General Fund, the special revenue funds, debt service, capital projects, and internal service funds of the County. This report is not intended to comply with GAAP as it does not include the County’s component units, business-type activities, or its trust and agency funds. Additionally, note disclosures have been excluded from this report. For a complete description of significant accounting policies and other disclosures required by GAAP, refer to the County’s CAFR.

Wayne County was named as a recipient of $25.9 million in Neighborhood Stabilization Program funds as part of the Housing and Economic Redevelopment Act (HERA) in which $3.92 billion was allocated to address abandoned and foreclosed properties.
The Statement of Net Assets (governmental activities) summarizes County resources balanced against County debt and other liabilities as of September 30, using the full accrual basis of accounting. Full accrual accounting records revenues when earned and liabilities when incurred, regardless of the timing of cash flows. There are three components in the statement of net assets: (1) Assets, items owned or controlled; (2) Liabilities, debts owed; and (3) Net Assets, the residual interest in the items owned or controlled after deducting debts. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the County is improving or deteriorating.

**Assets** represent County resources used to provide future public services, or to pay liabilities incurred for services provided in prior periods.

**Liabilities** are amounts owed to others and represent claims against our assets. They are listed in order of liquidity, either current or long-term.

**Net Assets** equal the excess of our available resources (assets) over our debts (liabilities).

### Statement of Net Assets (Governmental Activities)

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$423,453</td>
<td>$583,707</td>
<td>$455,549</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>1,132,388</td>
<td>1,122,612</td>
<td>1,171,785</td>
</tr>
<tr>
<td>Other non-current assets</td>
<td>193,116</td>
<td>339,928</td>
<td>347,896</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$1,748,957</strong></td>
<td><strong>$2,046,247</strong></td>
<td><strong>$1,975,230</strong></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>360,038</td>
<td>486,721</td>
<td>278,346</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>329,985</td>
<td>492,298</td>
<td>607,824</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$690,023</strong></td>
<td><strong>$979,019</strong></td>
<td><strong>$886,170</strong></td>
</tr>
<tr>
<td>Net assets:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invested in capital assets, net of related debt</td>
<td>950,521</td>
<td>974,539</td>
<td>982,356</td>
</tr>
<tr>
<td>Restricted</td>
<td>257,459</td>
<td>192,002</td>
<td>193,203</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>149,046</td>
<td>99,313</td>
<td>86,499</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$1,058,934</strong></td>
<td><strong>$1,067,228</strong></td>
<td><strong>$1,089,060</strong></td>
</tr>
</tbody>
</table>

Did you know?

The Budget and Planning Division of the Department of Management and Budget received the Distinguished Budget Presentation Award from the Government Finance Officer’s Association of the United States (GFOA) for the sixteenth consecutive year.
The Statement of Activities presents information showing how the County’s net assets changed during the most recent fiscal year, using the full accrual basis of accounting.

Changes in net assets (governmental activities), restricted and unrestricted, represent the cumulative difference between revenues (funds received) and expenses (funds spent). Net assets amounted to $1.1 billion at September 30, 2010.

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### Statement of Activities (Governmental Activities)

**For the Year Ended September 30th (in thousands)**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Revenues:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charges for services</td>
<td>$191,308</td>
<td>$176,101</td>
<td>$177,484</td>
</tr>
<tr>
<td>Operating grants</td>
<td>926,294</td>
<td>873,408</td>
<td>880,502</td>
</tr>
<tr>
<td>and contributions</td>
<td>20,762</td>
<td>17,232</td>
<td>24,411</td>
</tr>
<tr>
<td>General Revenues:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property taxes</td>
<td>349,385</td>
<td>381,351</td>
<td>401,764</td>
</tr>
<tr>
<td>Sales taxes</td>
<td>43,966</td>
<td>5,455</td>
<td>21,701</td>
</tr>
<tr>
<td>Excise taxes</td>
<td>6,522</td>
<td>6,454</td>
<td>8,408</td>
</tr>
<tr>
<td>Airport parking taxes</td>
<td>9,333</td>
<td>12,553</td>
<td>15,276</td>
</tr>
<tr>
<td>Investment earnings</td>
<td>20,875</td>
<td>21,525</td>
<td>28,390</td>
</tr>
<tr>
<td>Other revenue and amortization of bond issuance costs</td>
<td>9,969</td>
<td>12,378</td>
<td>25,517</td>
</tr>
<tr>
<td>Gain on reduction in note payable</td>
<td>-</td>
<td>52,716</td>
<td>-</td>
</tr>
<tr>
<td>Transfers in (out)</td>
<td>(100)</td>
<td>(87)</td>
<td>(359)</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>1,578,314</strong></td>
<td><strong>1,559,086</strong></td>
<td><strong>1,583,094</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legislative</td>
<td>9,736</td>
<td>10,697</td>
<td>11,873</td>
</tr>
<tr>
<td>Judicial</td>
<td>126,507</td>
<td>109,282</td>
<td>119,539</td>
</tr>
<tr>
<td>General government</td>
<td>133,484</td>
<td>150,409</td>
<td>131,833</td>
</tr>
<tr>
<td>Public safety</td>
<td>165,646</td>
<td>165,074</td>
<td>177,999</td>
</tr>
<tr>
<td>Public works</td>
<td>6,021</td>
<td>7,353</td>
<td>7,290</td>
</tr>
<tr>
<td>Highways, streets and bridges</td>
<td>129,005</td>
<td>136,775</td>
<td>142,452</td>
</tr>
<tr>
<td>Health and welfare</td>
<td>944,892</td>
<td>935,874</td>
<td>979,211</td>
</tr>
<tr>
<td>Recreation and cultural</td>
<td>23,005</td>
<td>27,006</td>
<td>28,875</td>
</tr>
<tr>
<td>Community and economic development</td>
<td>27,105</td>
<td>20,338</td>
<td>47,784</td>
</tr>
<tr>
<td>Interest on long-term debt</td>
<td>21,610</td>
<td>17,880</td>
<td>21,111</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>1,587,011</strong></td>
<td><strong>1,580,688</strong></td>
<td><strong>1,667,967</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>(8,697)</td>
<td>(21,602)</td>
<td>(84,873)</td>
</tr>
<tr>
<td>Net Assets at October 1</td>
<td>1,067,631</td>
<td>1,088,830</td>
<td>1,173,933**</td>
</tr>
</tbody>
</table>

| Net assets at September 30 | $1,058,934 | $1,067,228 | $1,089,060 |

**As restated.**

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Did you know? Wayne County Head Start established a multi-year collaboration with Eastern Michigan University Nursing School to support on-site health screenings for enrolled children.
The General Fund, a governmental fund, is the County’s primary operating fund. It accounts for all the financial resources and expenditures except those required to be accounted for in other funds. This fund is presented using the modified accrual basis of accounting, which means that revenues are recorded when available and expenditures are recorded when due and payable.

<table>
<thead>
<tr>
<th>Statement of Revenues, Expenditures, and Changes in Fund Balance (General Fund)</th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes</td>
<td>$379,233</td>
<td>$370,350</td>
<td>$389,230</td>
</tr>
<tr>
<td>Licenses and permits</td>
<td>514</td>
<td>411</td>
<td>204</td>
</tr>
<tr>
<td>Federal grants</td>
<td>7,673</td>
<td>7,989</td>
<td>8,912</td>
</tr>
<tr>
<td>State grants and contracts</td>
<td>52,897</td>
<td>53,346</td>
<td>52,822</td>
</tr>
<tr>
<td>Local grants and contracts</td>
<td>979</td>
<td>1,003</td>
<td>1,075</td>
</tr>
<tr>
<td>Charges for services</td>
<td>80,481</td>
<td>66,343</td>
<td>70,161</td>
</tr>
<tr>
<td>Interest and rents</td>
<td>255</td>
<td>-</td>
<td>275</td>
</tr>
<tr>
<td>Other revenues</td>
<td>7,754</td>
<td>22,646</td>
<td>24,620</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>529,786</td>
<td>522,088</td>
<td>547,299</td>
</tr>
<tr>
<td><strong>Expenditures:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legislative</td>
<td>8,865</td>
<td>10,697</td>
<td>11,629</td>
</tr>
<tr>
<td>Judicial</td>
<td>105,650</td>
<td>87,692</td>
<td>98,332</td>
</tr>
<tr>
<td>General government</td>
<td>96,469</td>
<td>107,977</td>
<td>107,505</td>
</tr>
<tr>
<td>Public safety</td>
<td>134,675</td>
<td>143,683</td>
<td>153,074</td>
</tr>
<tr>
<td>Public works</td>
<td>786</td>
<td>1,217</td>
<td>1,098</td>
</tr>
<tr>
<td>Health and welfare</td>
<td>83,283</td>
<td>86,397</td>
<td>90,201</td>
</tr>
<tr>
<td>Community and economic development</td>
<td>3,756</td>
<td>4,883</td>
<td>2,800</td>
</tr>
<tr>
<td>Capital outlay</td>
<td>4,343</td>
<td>2,065</td>
<td>3,345</td>
</tr>
<tr>
<td>Debt service</td>
<td>3,834</td>
<td>156</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total expenditures</strong></td>
<td>441,661</td>
<td>444,767</td>
<td>467,984</td>
</tr>
<tr>
<td><strong>Revenues over expenditures</strong></td>
<td>88,125</td>
<td>77,321</td>
<td>79,315</td>
</tr>
<tr>
<td><strong>Other financing sources (uses)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers in</td>
<td>4,409</td>
<td>45,039</td>
<td>72,401</td>
</tr>
<tr>
<td>Transfers out</td>
<td>(128,214)</td>
<td>(141,038)</td>
<td>(151,645)</td>
</tr>
<tr>
<td>Bond issuance</td>
<td>2,300</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Proceeds from sale of capital assets</td>
<td>-</td>
<td>42</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total other financing uses</strong></td>
<td>(121,505)</td>
<td>(95,957)</td>
<td>(79,194)</td>
</tr>
<tr>
<td><strong>Net change in fund balance</strong></td>
<td>(33,380)</td>
<td>(18,636)</td>
<td>121</td>
</tr>
<tr>
<td><strong>Fund balance at October 1</strong></td>
<td>6,864</td>
<td>25,500</td>
<td>25,379</td>
</tr>
<tr>
<td><strong>Fund balance at September 30</strong></td>
<td>$(26,516)</td>
<td>$6,864</td>
<td>$25,500</td>
</tr>
</tbody>
</table>

Did you know? Wayne County's Medical Examiner was given an award by the Michigan Public Health Institute for his commitment to the process of child death review and its importance in discerning the factors involved in infant death.
GENERAL FUND REVENUES

Revenue are increases in net financial resources. The County’s General Fund revenues consist primarily of property taxes. To a lesser degree, charges for services, state grants and contracts, federal grants and other miscellaneous revenue contribute to total General Fund revenue.

GENERAL FUND EXPENDITURES

Expenditures are decreases in net financial resources requiring the current payment of cash or recognition of a liability. Expenditures are incurred for salaries, supplies, services, capital outlay and debt service.

FUND BALANCE

Typically, fund balance is the most discussed item in a government’s financial statements. It is the difference between a governmental fund’s assets and liabilities. It represents the accumulation of resources over time. Those resources are segregated into amounts that are available for spending (unreserved) and those that are not (reserved or designated). Governments seek to maintain adequate levels of fund balance to mitigate current and future risks and to ensure stable tax rates. Fund balance is also a crucial consideration in long-term financial planning.

Additionally, credit rating agencies carefully monitor levels of fund balance and unreserved fund balance in a government’s general fund to evaluate a government’s creditworthiness. Ratings agencies favor higher levels of fund balance, although other stakeholders (unions, taxpayers and citizens’ groups) may consider high levels excessive.

The graph below provides the General Fund composition of fund balances over the last three years. The reserved portion of the fund balance over the three year period has increased, while the unreserved, undesignated portion has decreased during the same period.

The County established a Budget Stabilization — “Rainy Day” Fund during fiscal year 1997 and had maintained a healthy balance in the fund during the late 1990’s and early 2000’s. As depicted in the graph at left, the balance in the fund has remained at $3 million over the last six years.

Did you know?

Public Health created a “Wayne County Wash Your Hands” flu prevention and public education campaign. It included school presentations, radio and television advertising and the placement of billboards throughout Wayne County.
County government performs various functions such as police, corrections, road maintenance and repair, and document recording, to name a few. Some functions and activities generate revenues which can either partially or entirely cover their costs, depending on governing laws and regulations. These revenues can consist of federal, state and local grants, charges for services, fines and fees.

Tax dollars are used to “fill the gap” when other revenues cannot (or should not) cover the entire cost of providing the service. In addition, the voters approve tax millages for specific purposes, such as parks and jails. The diagram below depicts how your tax dollars are spent. In 2010, County-wide tax revenues were $349 million.

The Department of Homeland Security and Emergency Management has the capability to respond to both natural disasters and security issues of many kinds. During the summer of 2010, they were one of the first on site to offer help and support when a tornado touched down in a neighboring community – Monroe County.
OUTSTANDING DEBT

A significant portion of the County’s liabilities relate to long-term debt. State statutes limit the amount of general obligation debt a governmental entity may issue to 10 percent of its total assessed valuation. Total debt carrying the County’s limited tax pledge as of September 30, 2010 was approximately $719 million, which is significantly less than the County’s $5 billion legal debt limit. Included in this number are tax notes and certain component unit obligations. Outstanding debt per capita in dollars as shown below for the last three fiscal years.

Source: 2010 CAFR, Statistical Table 10

BOND RATING

Summarized below are the credit ratings assigned by the major rating agencies to the County's limited tax general obligation debt issues:

- Standard & Poor’s Rating Service: A-
- Moody’s Investors Service: A3
- Fitch Ratings: A-

A high credit rating allows the County to borrow money for new construction projects and capital equipment at lower interest costs, thereby saving the County money.

NUMBER OF FTE COUNTY EMPLOYEES PER 1,000 OF POPULATION

Wayne County’s FTE data was evaluated and compared over a four year period with a group of like sized national peer governments and neighboring Oakland County. As shown in the table below, the results indicate that Wayne County had the lowest number of County employees per 1,000 of population ratio for the past four years compared to the governments listed below.

<table>
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<td>3.70</td>
<td>3.79</td>
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<td>5.60</td>
<td>5.68</td>
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</tr>
</tbody>
</table>

n/a: Data not available.

In December 2010, the County sold $200 million of recovery zone economic development bonds for the purpose of building a consolidated jail facility. The consolidated facility expected to cost approximately $300 million will be approximately 640,000 square feet and will have 2,000 beds. It is expected that the consolidation will save the County’s General Fund $26 million annually.
UNEMPLOYMENT AND DEPENDENCY ON THE AUTO INDUSTRY

The economic challenges facing Michigan as a result of globalization and industrial restructuring are more pronounced than those facing many other states because of Michigan’s profound dependency on the declining domestic auto industry. With a 10.7 percent decrease in motor vehicle production from July 2009 and a 21.1 percent decreases from August 2008, auto manufacturers and their suppliers were forced to initiate massive layoffs with all efforts focused on an optimistic future. It is not until 2010 do we see a significant increase of 35.42 percent from 2009 in vehicle production in the United States. CSM/Worldwide predicts that light and medium/heavy vehicle sales will continue to increase, and between 2013 to 2015 is expected to surpass the 2008 vehicle sales.

UNEMPLOYMENT IN WAYNE COUNTY

The crisis in the automotive industry, coupled with the decline in real estate values, job losses and increasing health care costs, make Michigan one of the states hit the hardest by this recession. The overwhelming increase in unemployment nationally, and at the state and the county level, is a disturbing and problematic concern. Unemployment had reached 9.7 percent in August 2009 nationally, 15.2 percent for Michigan and the Detroit metropolitan area reached an all time high of 17.3 percent. In mid 2010, we began to see the economy rebounding. Unemployment has slightly decreased as evidenced in April 2011. Unemployment rates were 9.0 percent nationally, 10.2 percent for Michigan and 11.3 percent for the Detroit-Statistical Area’s (MSA’s).

POPULATION IN WAYNE COUNTY

As the job market shrinks and unemployment increases, Wayne County is seeing a sharp decline in population. From 2004 to 2010, the population in Wayne County dropped 11 percent from 2,035,701 to 1,820,584, respectively. As unemployment rises and businesses continue to struggle, Wayne County residents are seeking employment in the outlying counties as well as out of the state. As the population continues to decrease in Wayne County, we see increases in adjacent counties of Macomb and Oakland. Not only is Wayne County experiencing a decrease in population but there is also a major shift in the age of the remaining population. By the year 2035, 23 percent of the population in the Tri-County region (Wayne, Oakland and Macomb Counties) will be 65 or older.

HOUSING MARKET

The rise in unemployment has contributed to the increase in home foreclosures. In the month of January 2010, one in every 409 American household received either a default, repossession, or auction notice. Though, there has been a slow down with home foreclosures nationally beginning in November 2010. Wayne County is showing a decrease in foreclosed homes from a September 2010 high of 6073 to March 2011 of 3247 homes but still remains higher than the national and state levels.
County government may not get the attention of state or national levels of government, but it provides a tremendous range of vital services that residents would quickly miss if those services were to disappear. Many roads, parks, jails, health and even Headstart programs would not be operated or maintained adequately if county government failed to function.

The County of Wayne provides an essential, if often undervalued, role in providing a wide variety of services to its communities and constituents.

GENERAL GOVERNMENT

General government services are one of the largest categories of services provided by the County. As the executive branch of County government, this group of departments provides the administrative support for running government and includes the elected officials for the county.

Most notable is the **Office of the County Executive**, headed by County Executive Robert A. Ficano. This office administers nine executive departments of the County. (See organizational chart on page 3.)

Certain of these departments provide the general and administrative support for the County’s operations, such as:

**Department of Corporation Counsel**
Serves as the chief civil legal officer to the County.

**Department of Management & Budget**
Provides assessment and equalization, professional accounting, risk management and other financial support services.

**Department of Personnel/Human Resources**
Recruits, trains, develops, negotiates, and administers compensation to County employees.

**Department of Technology**
Manages, develops, and maintains the County’s data, software, and hardware systems.

Also included in general government services are the other elected officials of the County:

**County Clerk**
Responsible for the general recording and safekeeping of official records such as birth and death certificates and court documents. The Clerk is also responsible for coordinating and administering all Federal, State and County elections conducted in Wayne County. The Wayne County Clerk’s marriage licensing, and birth and death services are accessible on the internet at [www.waynecounty.wc/clerk](http://www.waynecounty.wc/clerk).

**County Treasurer**
Responsible for the receipt, custody and investment of all County funds and for the collection of taxes. The Treasurer’s Office website, [www.treasurer.waynecounty.com](http://www.treasurer.waynecounty.com), includes a property listing and allows for the online payment of delinquent property taxes.

**Prosecuting Attorney**
Responsible for safeguarding the community by demanding accountability for those who commit crimes.

**Register of Deeds**
Responsible for the recording of documents related to property transactions, such as land contracts, mortgages, liens and lease agreements. Wayne County Register of Deeds land records are searchable at [www.waynecountylandrecords.com](http://www.waynecountylandrecords.com).

The Department of Technology launched the new WayneCounty.com website, the gateway for all online taxpayer services. More than a simple informational website, the new WayneCounty.com allows taxpayers to submit a request for any service, process payments, track request status, and – in many cases – receive the service online as well. Additionally, the new website serves as the foundation for transitioning to an eGovernment model.
JUDICIAL SERVICES

The resolution of civil, domestic, criminal and juvenile matters is handled by two courts: the Third Circuit Court and the Probate Court.

THIRD CIRCUIT COURT

This court is the largest circuit court in Michigan, with sixty-two judges and nearly seven hundred employees. The Chief Judge oversees its three divisions:

Civil Division – The Civil Division has fourteen judges and resolves general civil cases over $10,000. This division acts as the appellate court for civil appeals from the district courts throughout Wayne County.

Criminal Division – The Criminal Division’s twenty-seven judges have sole jurisdiction over felonies and high misdemeanors. This division acts as the appellate court for criminal appeals from the district courts throughout Wayne County.

Family Court Division – The Family Court Division has responsibility for hearing both domestic relations (eleven judges) and juvenile cases (nine judges, including two cross-assigned Probate Court judges) that involve the members of a single family. By separating these cases from other court matters, the County hoped to create a greater sensitivity and understanding of the circumstances a family unit is facing. This division’s domestic, juvenile, and Friend of the Court operations address domestic relations, juvenile delinquency, adoption, abuse and neglect, spousal support, child support, custody and parenting matters.

PROBATE COURT

The Probate Court’s eight judges preside over all matters related to the settlement of estates and trusts and the appointment of trustees, guardians and conservators. This court is the busiest court in the state, processing one third of total probate filings. Online access to case information may be viewed at www.wcpc.us.

The Probate Court has implemented initiatives to monitor the amount of time required to: 1) file new cases with the Court, and 2) obtain service from a Judicial Estates Analyst. In addition, personnel and workflow changes have been implemented to improve efficiencies and the quality of service provided by these departments. As a result, the wait time has been reduced from hours to less than thirty minutes.
HEALTH AND WELFARE

The County’s health and welfare activities focus on those most in need of protection: infants, adolescents, the elderly and the disabled. Departments include:

- Health and Human Services
- Children and Family Services

Core programs under Health and Welfare include:

**Headstart** provides comprehensive child development services in the areas of education, nutrition and social services.

**Cooperative Extension** (through Michigan State University) provides educational services for families, such as peer counseling for breast feeding mothers, and food safety and nutrition programs.

**Prevention Services, Alternative Work Force Program and Juvenile Services** provide a coordinated community justice, educational and rehabilitative service delivery network for our troubled adult and youth.

**Library** provides reference material and children programming services for citizens, including the blind and physically handicapped.

**Mental Health** provides a wide array of special support and services for citizens with severe emotional disturbances and developmental disabilities.

**Patient Care Management and Public Health** provides innovative health care and dental services to indigent residents and small businesses, disease education and prevention, and environmental health services.

**Senior and Veteran Services** provides adult day care, meal delivery, prescription drugs, and referral and outreach services for senior citizens and financial and burial assistance for indigent soldiers, sailors, marines, nurses, and their families.

**Medical Examiner** provides investigative and notification services for deceased loved ones and their families.

Did you know?

Wayne County Department of Health and Human Services has developed a “New-Me” initiative to combat the obesity epidemic that threatens the health and well-being of Wayne County residents. The initiative aims to engage communities, families and individuals into embracing healthy lifestyles through a nutrition exercise weight management effort.
PUBLIC SAFETY

Major emergencies, disasters and terrorist threats or attacks are not issues we like to think about or plan for. However, that is the crucial role of the Department of Homeland Security/Emergency Management, whose mission is to preserve and protect the lives and property of Wayne County citizens.

Other Public Safety services include the County Jail and Youth Home Mental Health Services.

The most evident Public Safety service is the Wayne County Sheriff’s Office. The Sheriff provides quality law enforcement to the citizens of Wayne County, as well as safe, secure and humane detention facilities for those citizens who find themselves temporarily on the wrong side of the law. The Sheriff’s operations are administered through its court, executive, field services and jail divisions.

Courthouse Division maintains security and order in the courtrooms of the Third Circuit and Probate Courts. Various units within this division deliver official notices, subpoenas and other court documents. They also locate and arrest individuals delinquent in court-ordered child support payments and locate individuals under felony warrants.

Executive Division provides administrative guidance, policy direction and enforcement for Sheriff employees.

Jail Division oversees the operation of the three jail detention facilities in accordance with the provisions of the Michigan Constitution.

Field Services Division provides a full range of crime prevention, ground and waterway patrol, and investigatory services. This division also houses the special operations units, such as the covert Drug Enforcement Unit and the Internet Unit.

PUBLIC SERVICES

In one of the County’s most visible roles, the Department of Public Services maintains the County’s road system – over 1,400 miles of primary and local roadways and 462 miles of State trunk lines and freeways. Because of the key role roads play in the safety of our residents and visitors as they travel to work, school and shopping, this department is vital to many of us each day. The Department is also responsible for maintaining the County’s parks and recreational facilities, as well as certain other County facilities to provide better and safer working conditions for employees and visitors.

Certain other services, such as environmental clean-up programs, are provided through the Environmental Services Group.

COMMUNITY AND ECONOMIC DEVELOPMENT

The Economic Development Growth Engine (EDGE) promotes economic growth through business and community development strategies that retain and create jobs and encourage a high quality of life.

To further its objectives, EDGE provides grants to participating communities and non-profit agencies for the implementation of eligible housing rehabilitation projects.

It also fosters organizations whose goal is to create affordable housing and opportunities for residents to become first-time homeowners. Programs such the Urban Recovery Partnership work to preserve and enhance existing neighborhoods.

In cooperation with other development organizations, EDGE seeks to attract, retain, and assist businesses in Wayne County.

Did you know? In 2010, EDGE was named one of the nation’s Top 10 Economic Development Groups by Site Selection Magazine.
THE LEGISLATIVE ARM

The legislative arm of County government is the **Wayne County Commission**, a body of fifteen elected officials representing districts throughout the County and serving two-year terms. The Commission is responsible for:

- overseeing the County’s $2.1 billion budget
- approving contracts
- executing ordinances and resolutions
- approving appointments to various boards

Its mission is to ensure that Wayne County citizens receive their full value for each dollar expended by the County.

The Commission accomplishes this mission through standing committees that meet bi-weekly:

1. Ways and Means
2. Audit

3. Economic Development
4. Environment, Drains and Sewers
5. Government Operations
6. Health and Human Services
7. Public Safety, Judiciary and Homeland Security
8. Public Services

These meetings are open to the public.

Special committees, task forces and commissions are established by the Commission. The Commission also holds town meetings to address critical issues affecting the citizens of Wayne County.

The Office of the Legislative Auditor General examines and evaluates County activities and operations aimed at improving the accountability of the use of public funds.

The Policy and Research Division provides support to Commission members through assessment, evaluation and analysis of contracts, proposals and other actions coming before the Commission.

**WAYNE COUNTY COMMISSION**

**Gary Woronchak**  
Chairman  
13th District

**Alisha R. Bell**  
Vice Chair  
8th District

**Laura Cox**  
Vice Chair Pro Tempore  
10th District

**Timothy P. Killeen**  
1st District

**Ilona Varga**  
5th District

**Kevin McNamara**  
11th District

**Bernard Parker**  
2nd District

**Irma Clark-Coleman**  
6th District

**Joan Gebhardt**  
12th District

**Martha Scott**  
3rd District

**Burton Leland**  
7th District

**Joseph Palamara**  
14th District

**Jewel C. Ware**  
4th District

**Diane Webb**  
9th District

**Raymond E. Basham**  
15th District

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**Did you know?**  
The County Commission approved a multi-year budget cycle ordinance that permits the County Executive to submit a multi-year budget, but doesn’t require it.