



Wexford County

Michigan

ACCOUNTABILITY AND TRANSPARENCY REPORT

PREPARED NOVEMBER 2020

Performance Dashboard

for Fiscal Year ending December 31, 2019



2343 Delta Road | Bay City, MI 48706
www.mgtconsulting.com



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FISCAL STABILITY INDICATORS

2 YEAR COMPARISONS

	2018	2019	% Change	Trend
GENERAL FUND BALANCE				
General Fund expenditures, per capita	\$ 407.85	\$ 395.99	-2.9%	↘
General Fund revenues, per capita	\$ 430.44	\$ 418.61	-2.7%	↘
General Fund balance, as % of expenditures	42.6%	49.3%	15.7%	↗
ALL GOVERNMENTAL FUNDS				
Expenditures, all governmental funds, per capita	\$ 578.12	\$ 619.23	7.1%	↗
Revenues, all governmental funds, per capita	\$ 598.50	\$ 648.47	8.3%	↗
Governmental funds, fund balance	\$ 8,305,519	\$ 9,288,873	11.8%	↗
LONG TERM DEBTS - GOVERNMENTAL FUNDS				
Total governmental long-term debt obligations	\$ 22,226,735	\$ 22,967,787	3.3%	↗
General obligation refunding bonds	\$ 3,180,000	\$ 4,190,000	31.8%	↗
USDA Community Facilities loans	\$ 11,168,000	\$ 10,998,000	-1.5%	↘
Interest	\$ 7,539,927	\$ 7,459,521	-1.1%	↘
Capital leases	\$ 13,012	\$ -	-100.0%	↘
Compensated absences	\$ 325,796	\$ 320,266	-1.7%	↘
Governmental total long-term debt, per capita	\$ 664.56	\$ 682.94	2.8%	↗
Payment on long-term debt, due within one year	\$ 1,079,763	\$ 1,147,117	6.2%	↗
TAXABLE VALUE				
Taxable valuation of property (in \$1,000s)	\$ 945,429	\$ 977,464	3.4%	↗



FISCAL STABILITY INDICATORS

2 YEAR COMPARISONS (CONTINUED)

	2018	2019	% Change	Trend
CAPITAL ASSETS				
Net governmental capital assets, less depreciation	\$ 19,802,571	\$ 20,326,336	2.6%	↗
DEPOSIT CREDIT RISK				
Percent of bank balance exposed to risk (uninsured/uncollateralized)	93.1%	95.4%	2.4%	↗
INVESTMENTS				
Investments value	\$ 2,149,325	\$ 3,788,060	76.2%	↗
Investments exposed to risk	0.0%	0.0%	n/a	↔
DEFINED BENEFIT PENSION PLAN				
Over- (Under-) funded defined benefit pension plan liability	\$ (10,372,342)	\$ (10,297,092)	-0.7%	↘
Percent funded	65.9%	66.9%	1.5%	↗
Pension liability as a % of General Fund Revenue	72.0%	73.1%	1.5%	↗
Ratio of employees to retirees	0.83	0.84	1.7%	↗
Annual employer required contribution	\$ 1,104,516	\$ 1,113,564	0.8%	↗
Contribution	\$ 1,731,033	\$ 1,161,398	-32.9%	↘

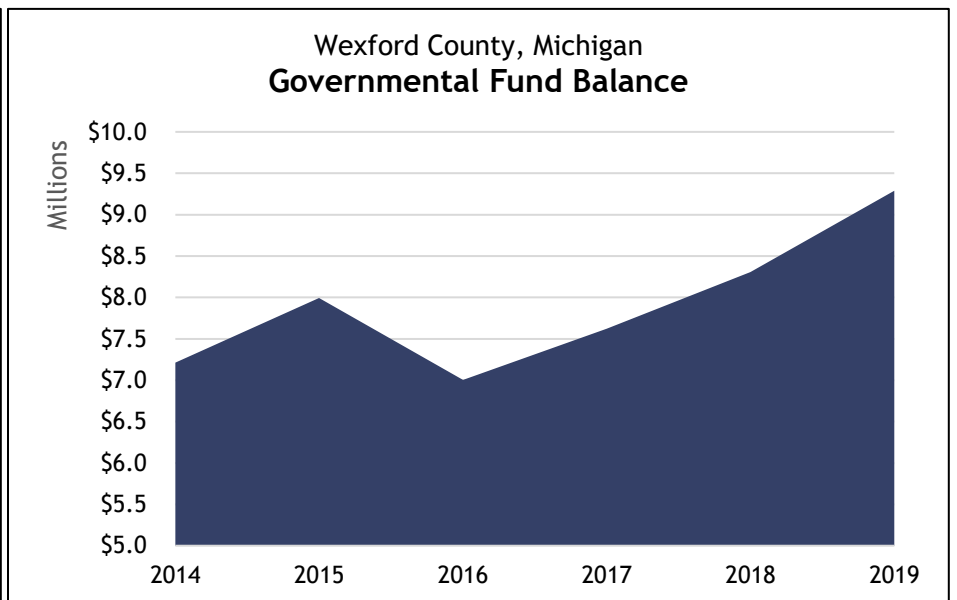
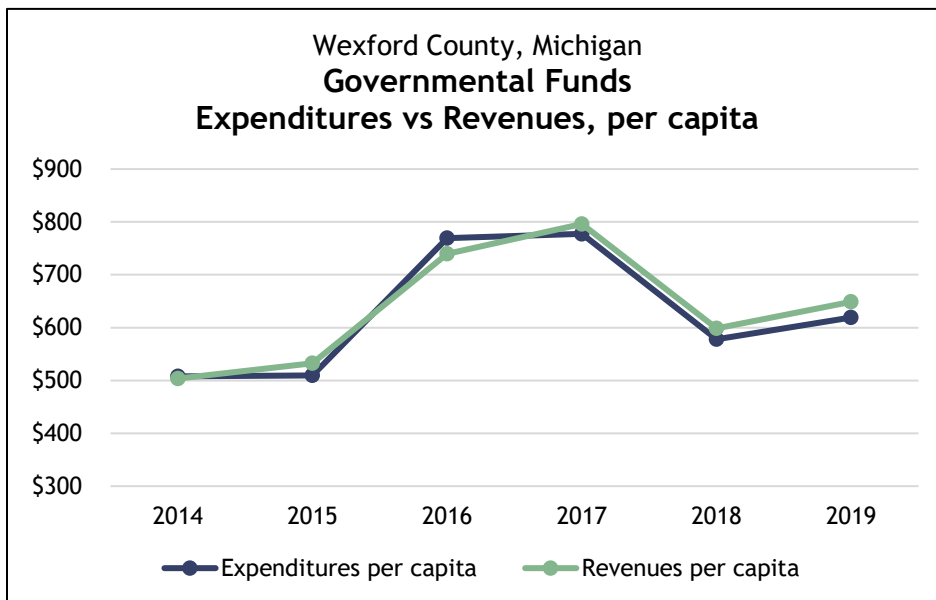
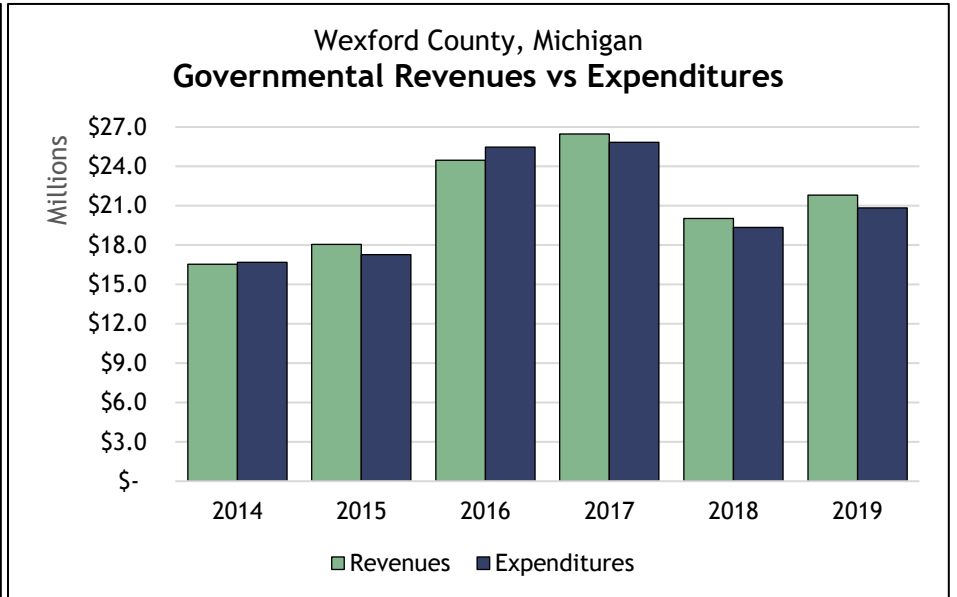
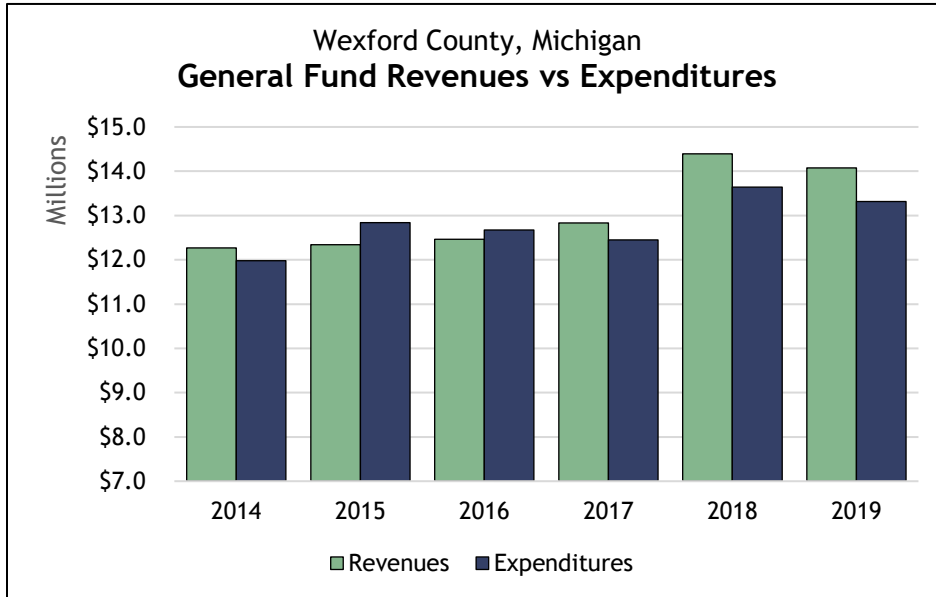
- ↗ Change is positive; Performance is improving
- ↘ Change is negative; Performance is improving
- ↔ Change is positive; Performance is neutral/not applicable
- ↔ Change is neutral; Performance is neutral/not applicable

- ↗ Change is positive; Performance is declining
- ↘ Change is negative; Performance is declining
- ↔ Change is negative; Performance is neutral/not applicable



FISCAL STABILITY INDICATORS

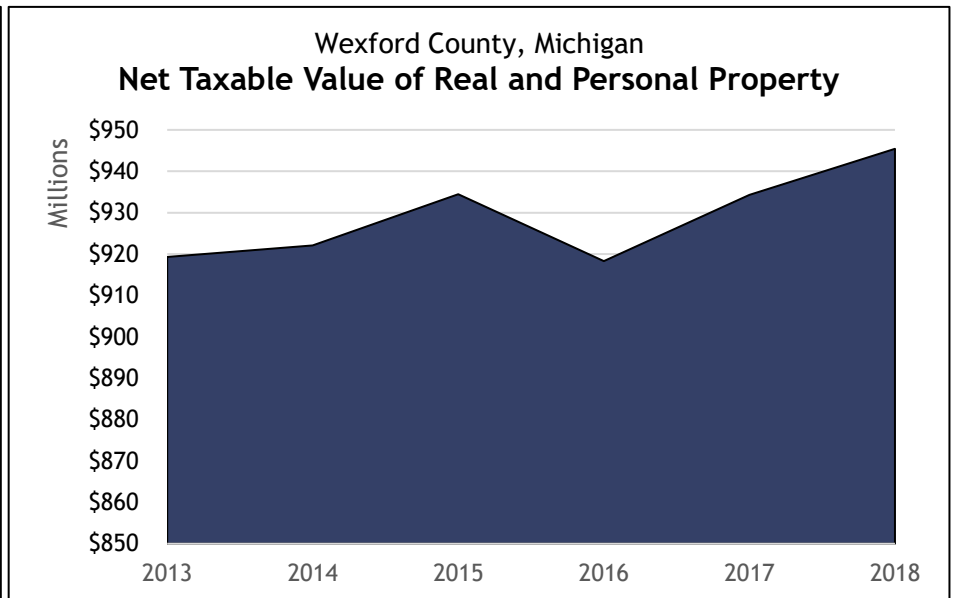
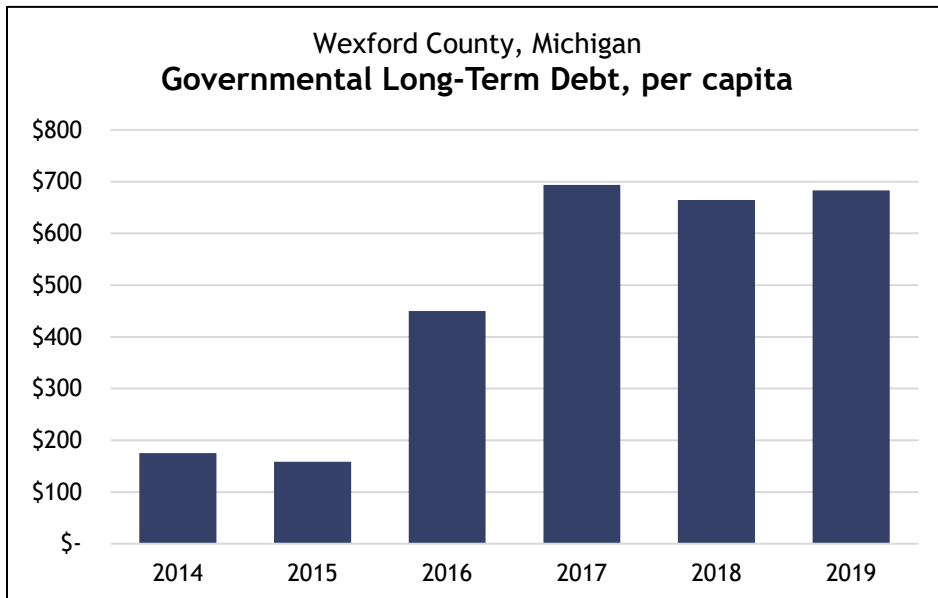
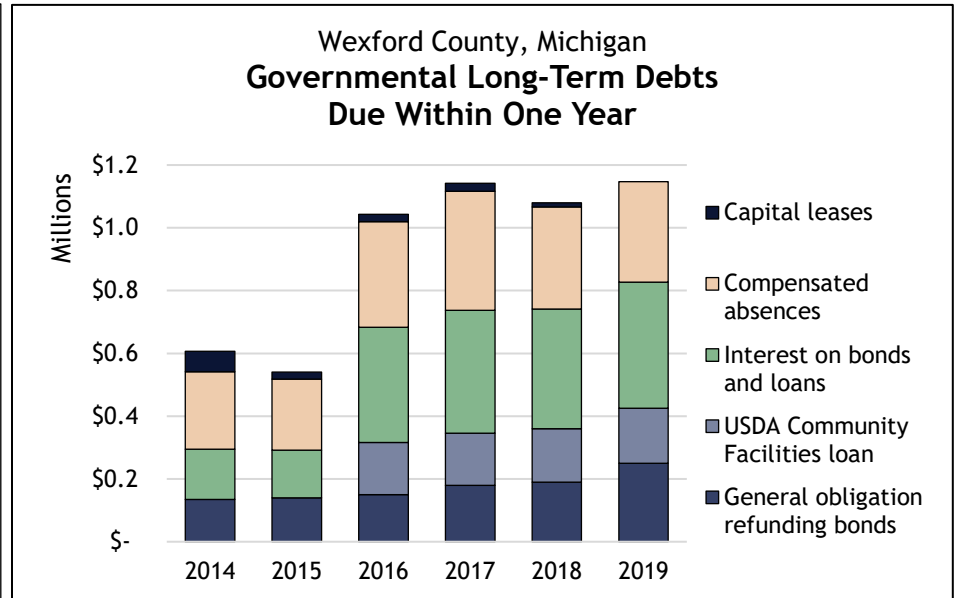
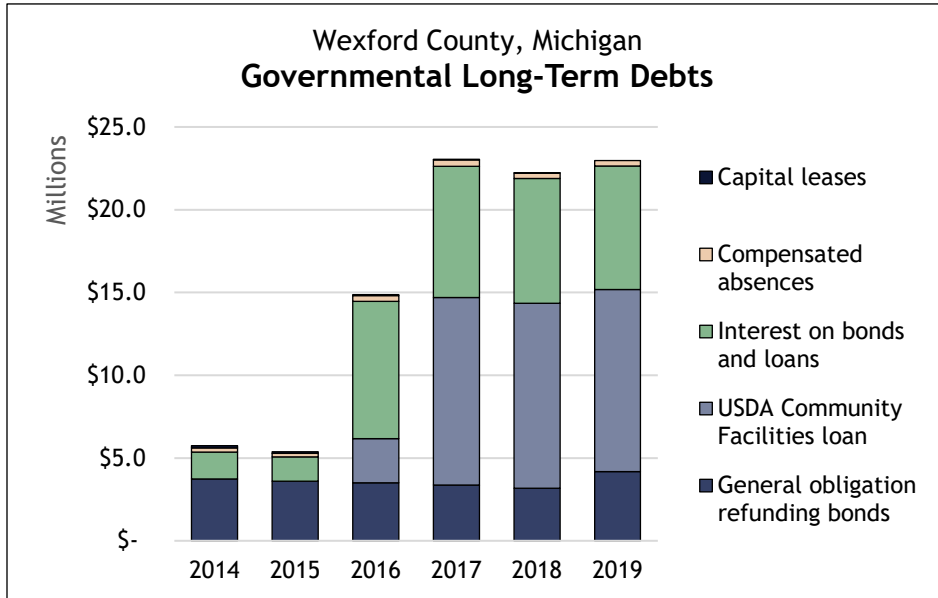
6 YEAR TRENDS





FISCAL STABILITY INDICATORS

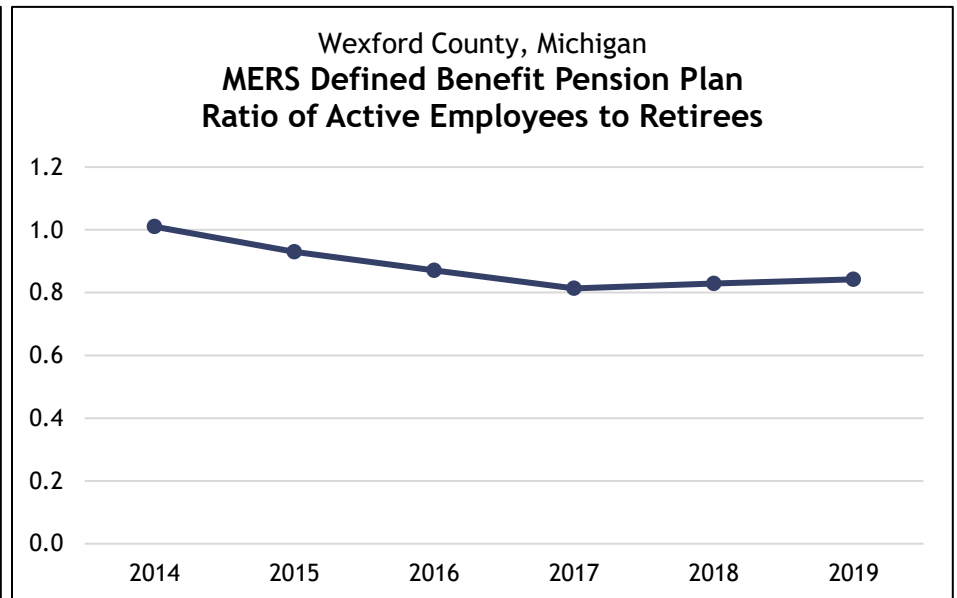
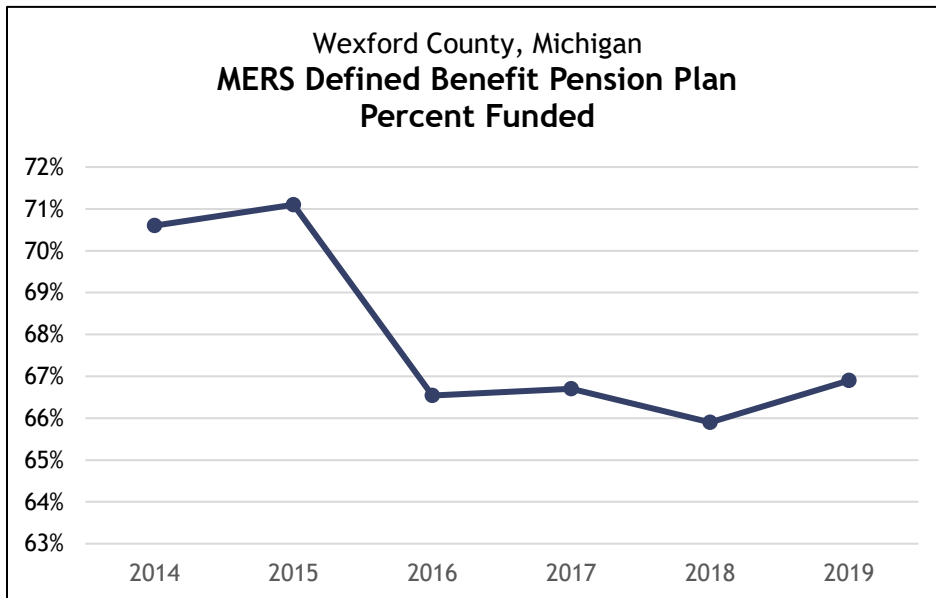
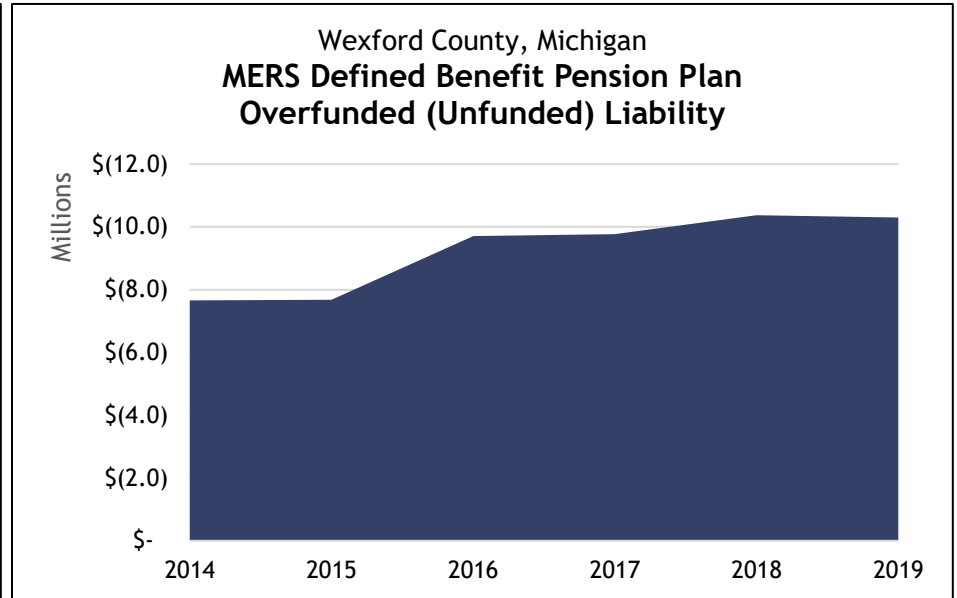
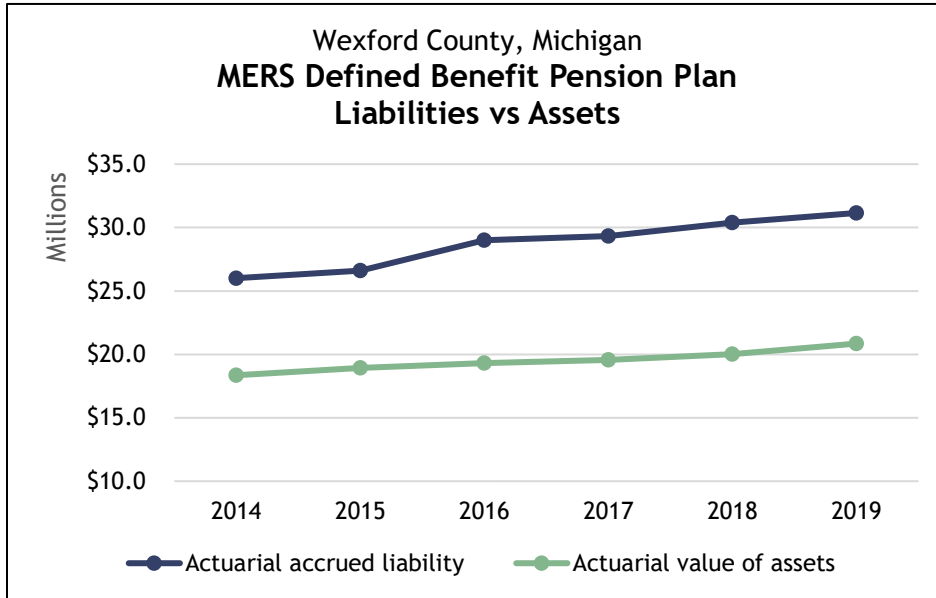
6 YEAR TRENDS (CONTINUED)





FISCAL STABILITY INDICATORS

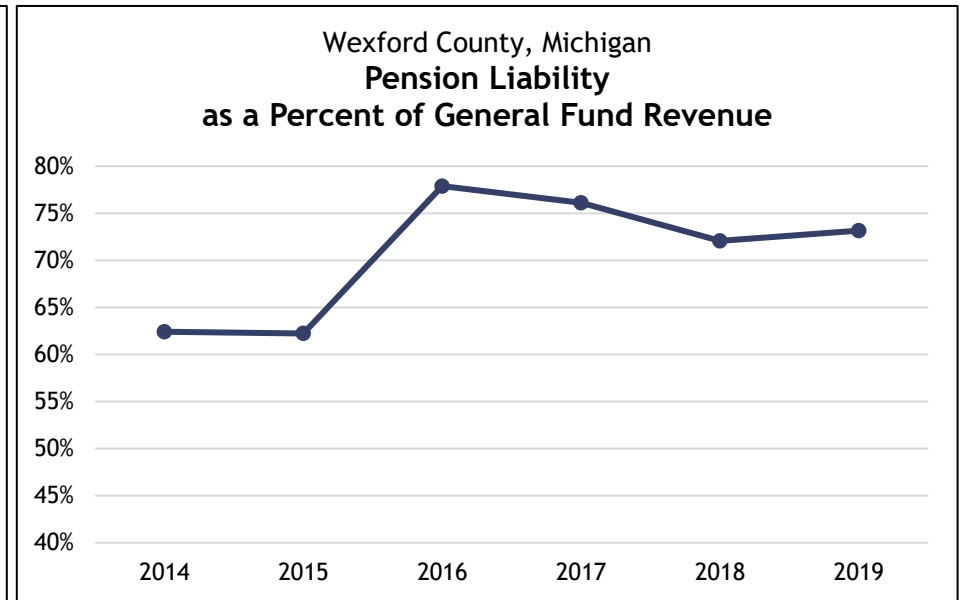
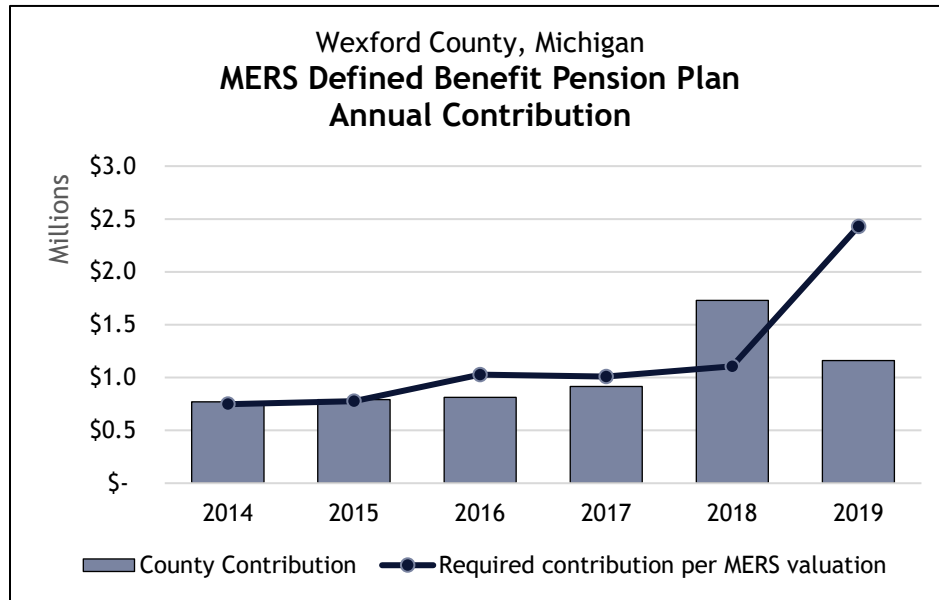
6 YEAR TRENDS (CONTINUED)





FISCAL STABILITY INDICATORS

6 YEAR TRENDS (CONTINUED)





ECONOMIC STRENGTH INDICATORS

2 YEAR COMPARISONS

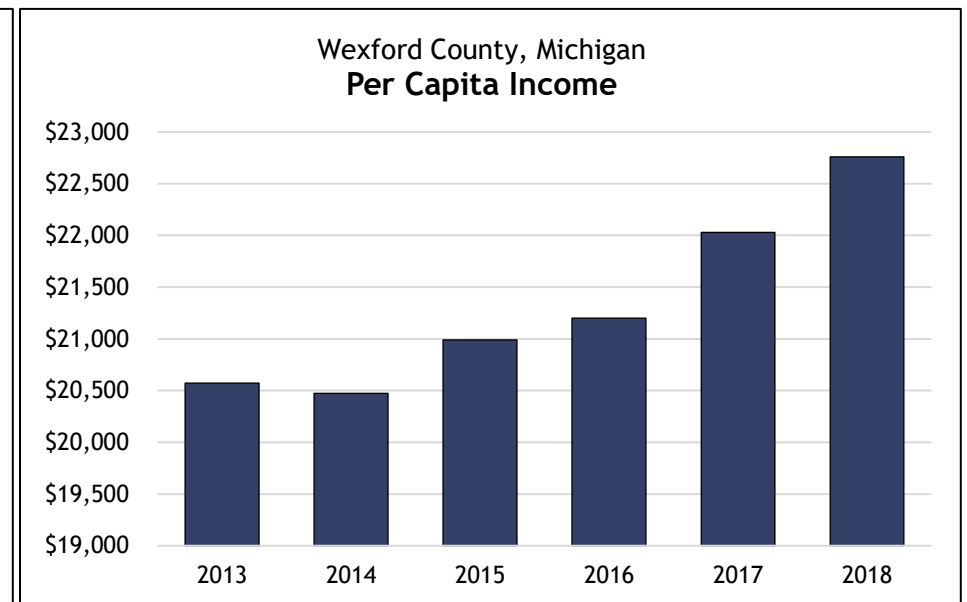
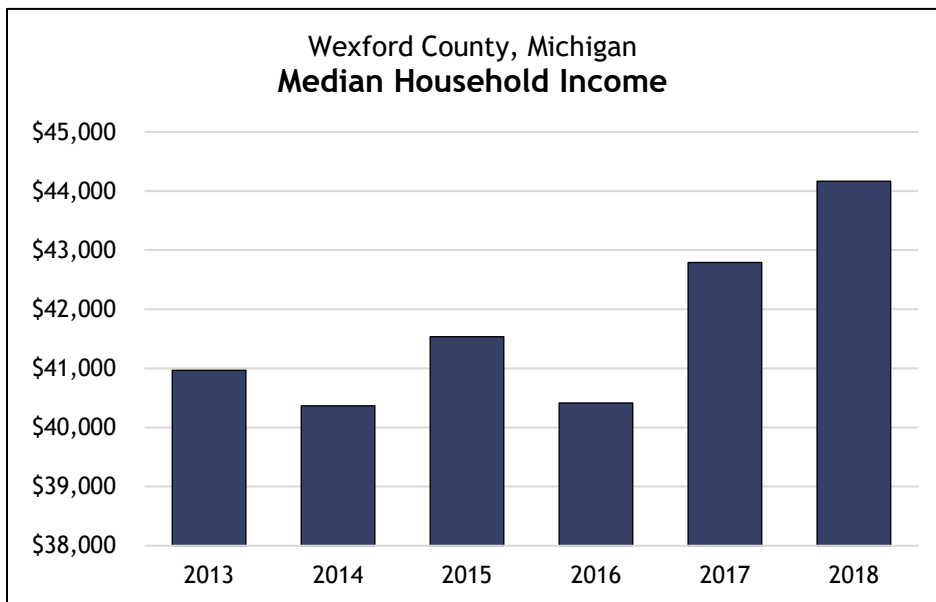
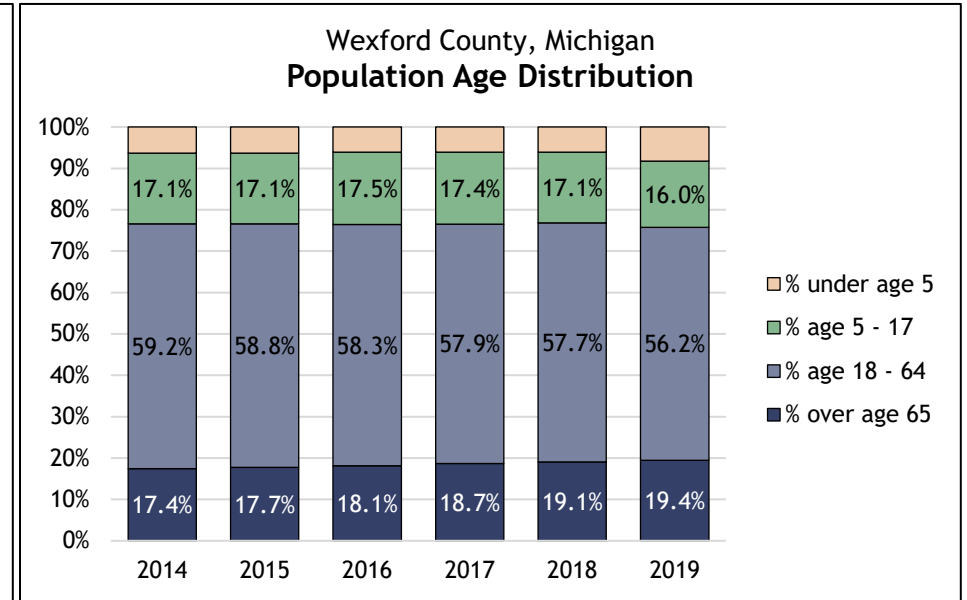
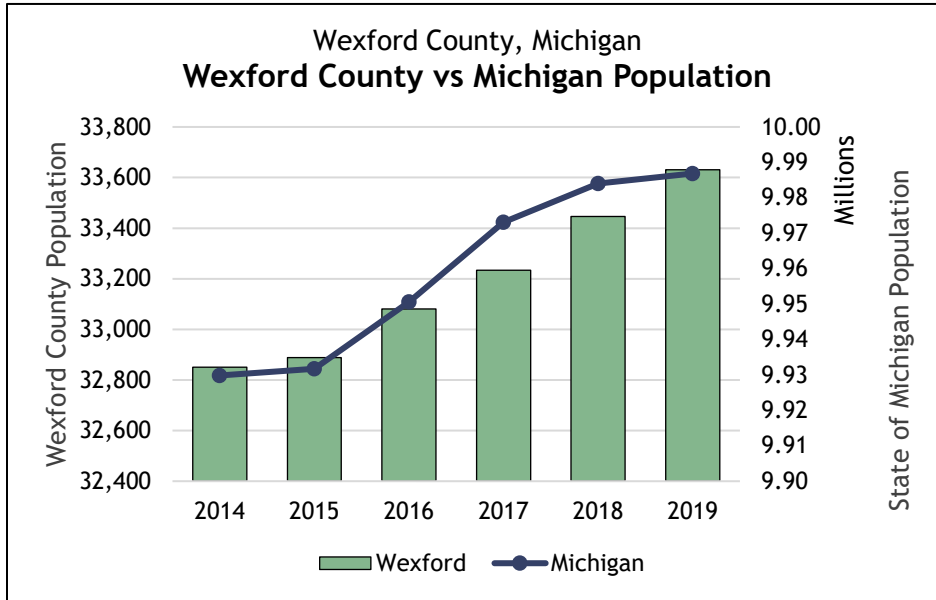
	2018	2019	% Change	Trend
POPULATION				
Wexford County population	33,446	33,631	0.6%	
Under 5 years old	6.1%	8.3%	36.1%	
Ages 5 - 17 years old	17.1%	16.1%	-6.0%	
Ages 18 - 65 years old	57.7%	56.2%	-2.6%	
Over 65 years old	19.1%	19.4%	1.8%	
	2017	2018	% Change	Trend
EMPLOYMENT AND INCOME				
Median household income	\$ 42,793	\$ 44,166	3.2%	
Per capita income	\$ 22,028	\$ 22,760	3.3%	
Unemployment rate	7.2%	6.1%	-15.3%	
Percent living below poverty level	17.3%	16.3%	-5.8%	
EDUCATION				
Percent of population with Bachelor's degree or higher	17.6%	17.9%	1.7%	
Percent of population with High School degree or higher	89.3%	89.5%	0.2%	

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ECONOMIC STRENGTH INDICATORS

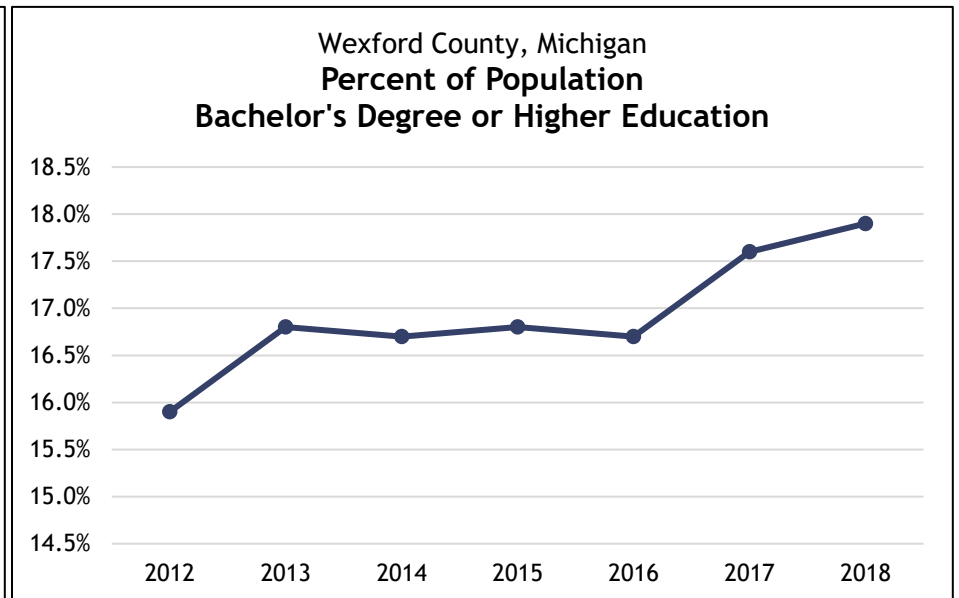
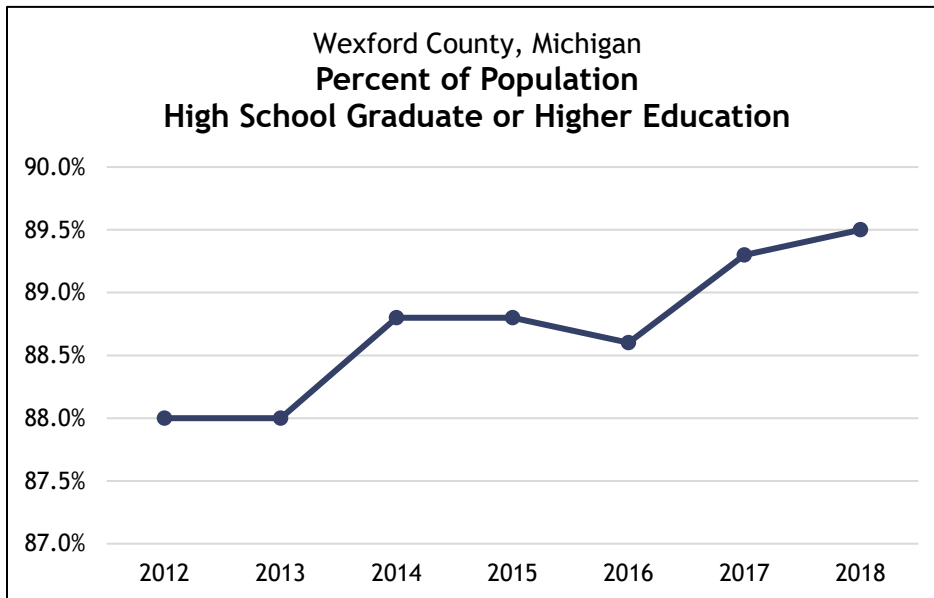
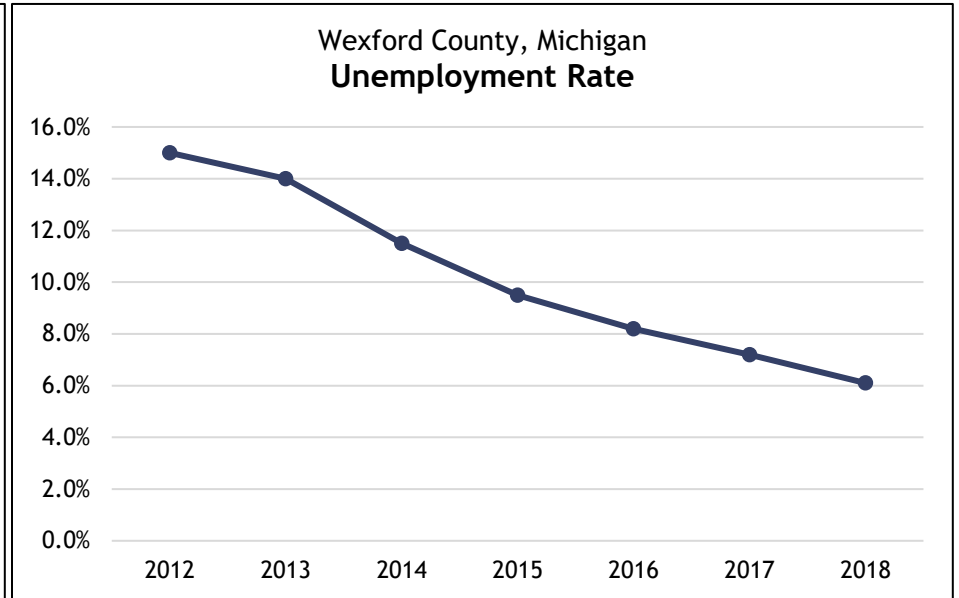
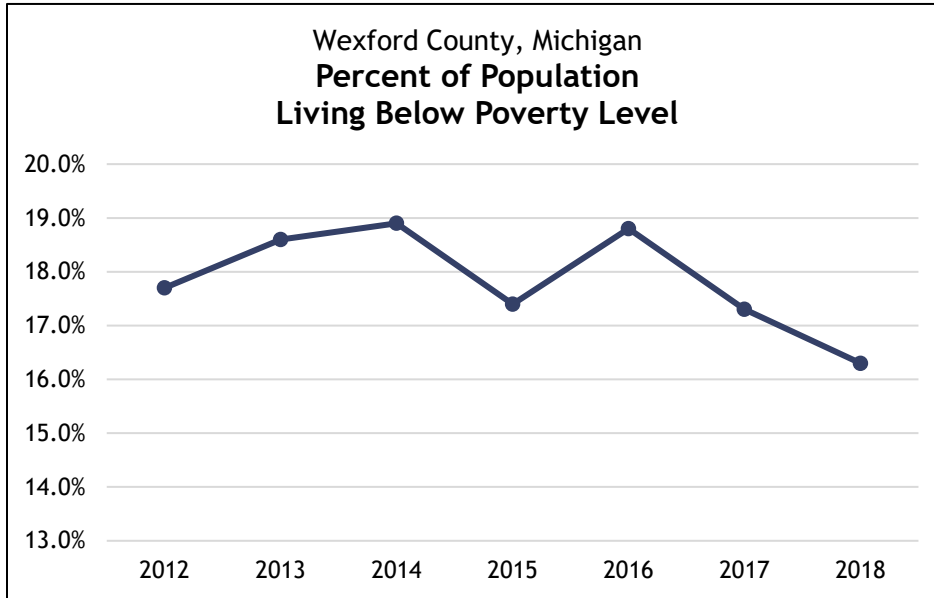
MULTI-YEAR TRENDS





ECONOMIC STRENGTH INDICATORS

MULTI-YEAR TRENDS (CONTINUED)





PUBLIC SAFETY, CRIME, AND CRASH STATISTICS

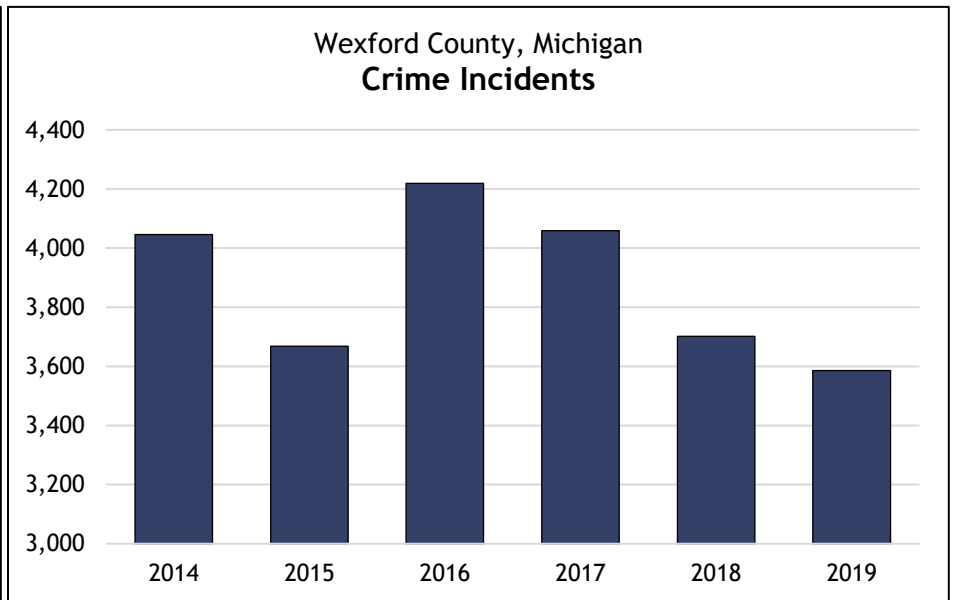
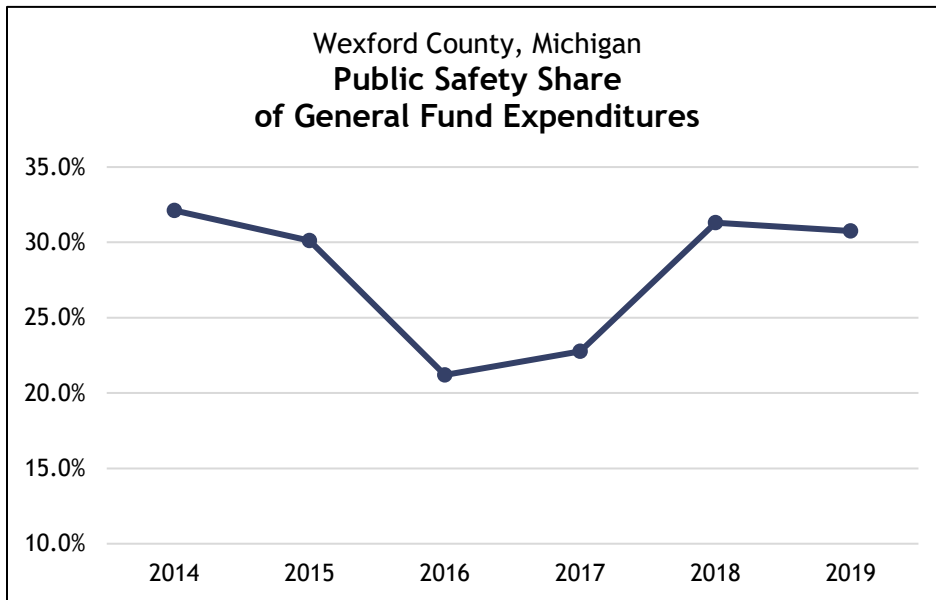
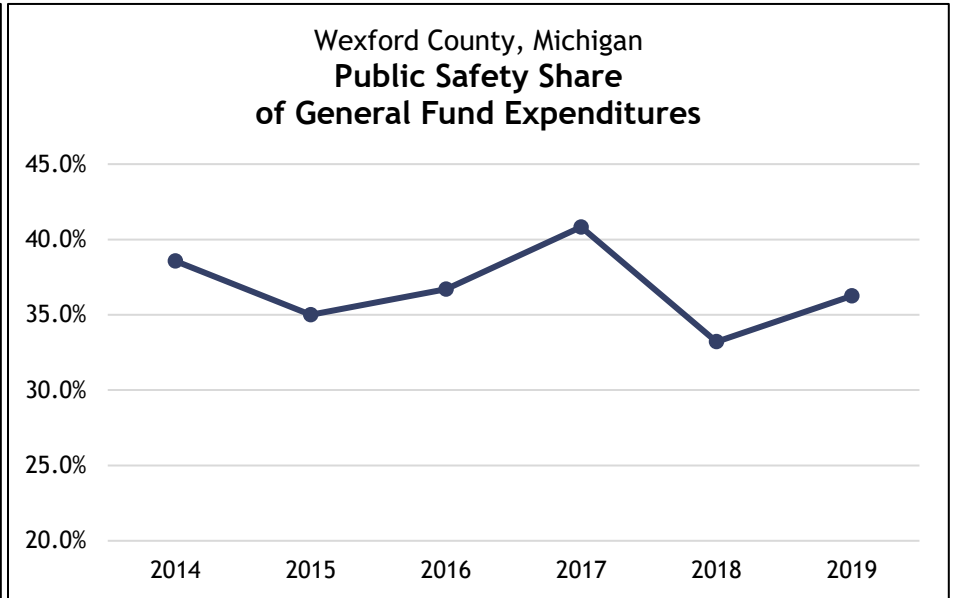
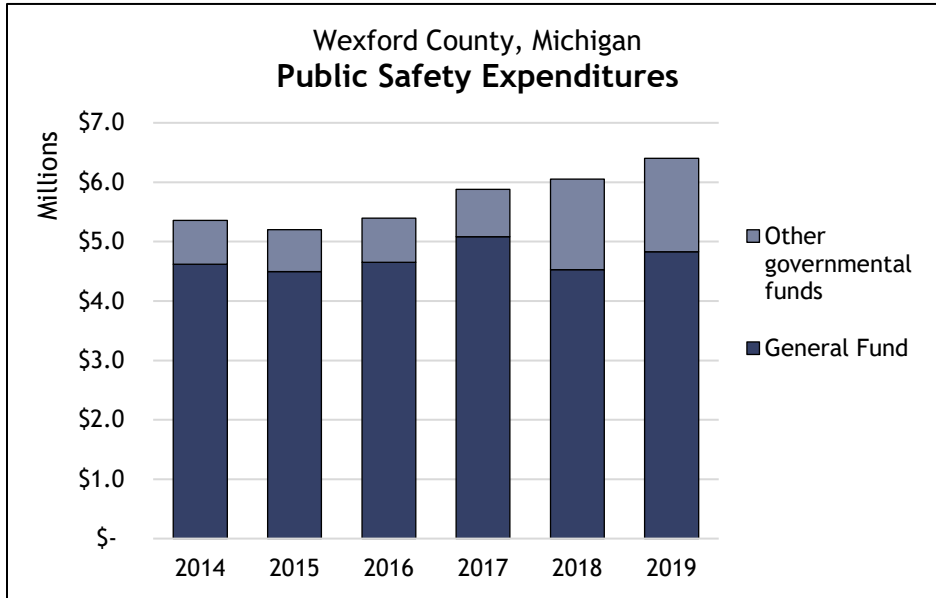
2 YEAR COMPARISONS

	2018	2019	% Change	Trend
PUBLIC SAFETY EXPENDITURES				
Public Safety expenditures - General Fund	\$ 4,529,743	\$ 4,828,867	6.6%	↗
Public Safety's share of total General Fund expenditures	33.2%	36.3%	9.2%	↗
Public Safety expenditures - all governmental funds	\$ 6,051,890	\$ 6,403,708	5.8%	↗
Public Safety's share of total governmental expenditures	31.3%	30.8%	-1.8%	↘
Public Safety expenditures, per capita	\$ 180.95	\$ 190.41	5.2%	↗
CRIME STATISTICS				
Total number of incidents	3,702	3,586	-3.1%	↘
Crimes per 1,000 population	110.68	106.63	-3.7%	↘
TRAFFIC CRASHES				
Total traffic crashes	1,307	1,253	-4.1%	↘
Injuries from crashes	230	222	-3.5%	↘
Fatalities from crashes	6	3	-50.0%	↘
Alcohol- or drug-related crashes	49	37	-24.5%	↘
Crashes involving deer	435	402	-7.6%	↘
LICENSED DRIVERS				
Total number of licensed drivers	24,629	24,849	0.9%	↗



PUBLIC SAFETY, CRIME, AND CRASH STATISTICS

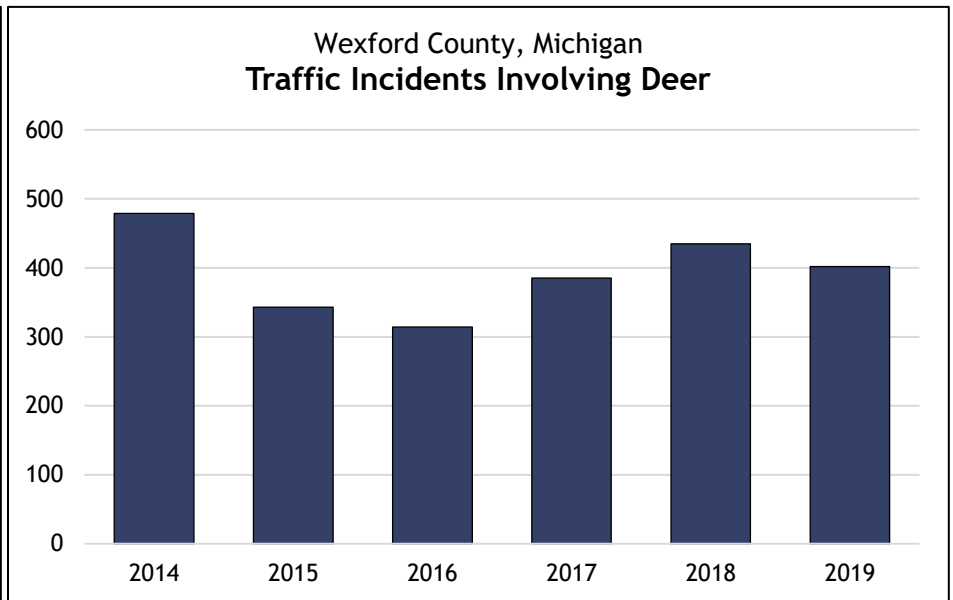
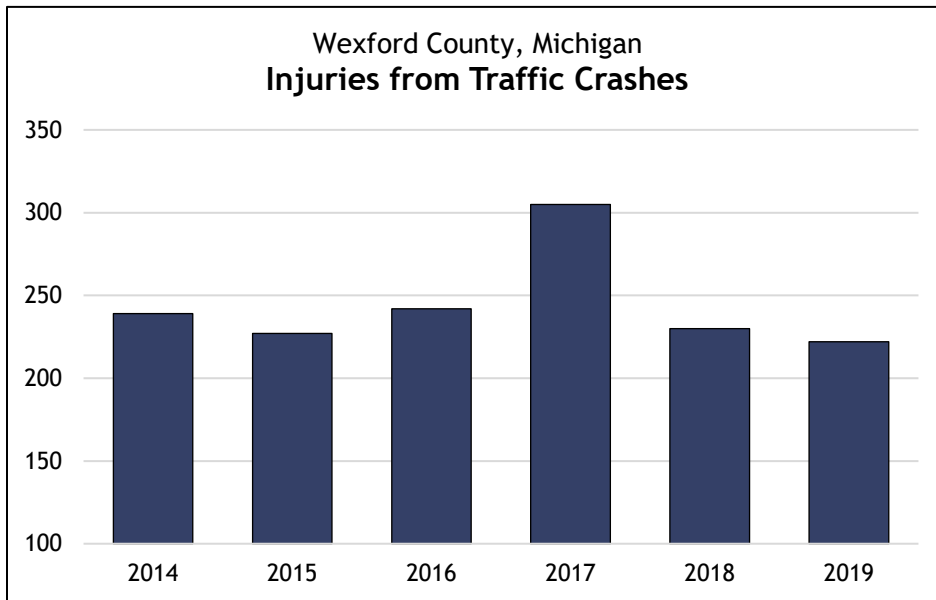
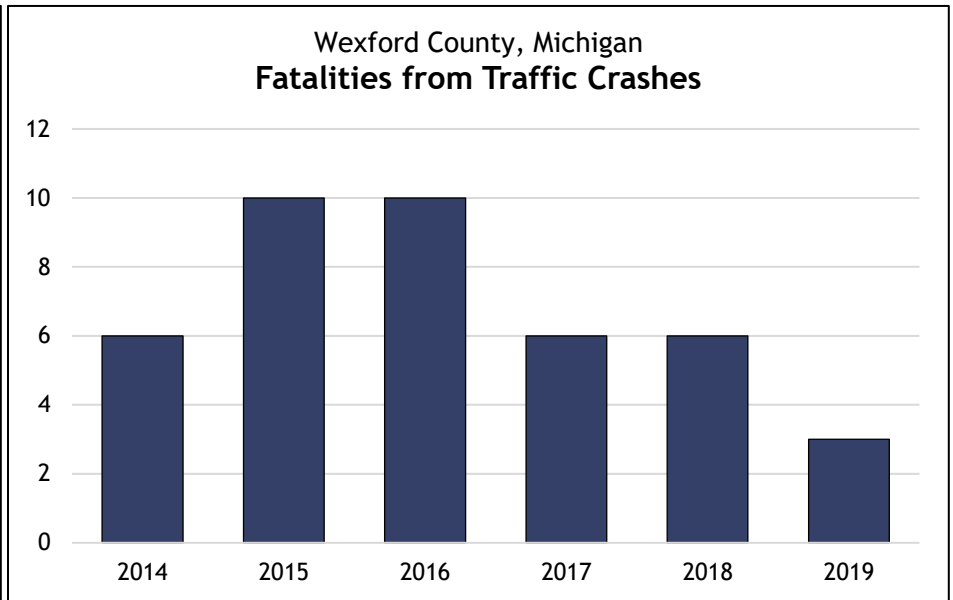
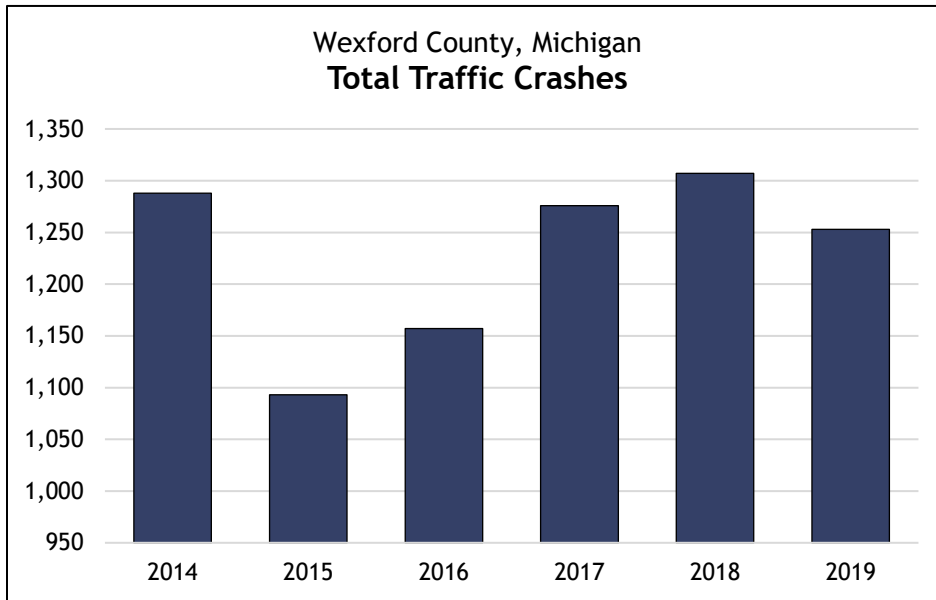
6 YEAR TRENDS





PUBLIC SAFETY, CRIME, AND CRASH STATISTICS

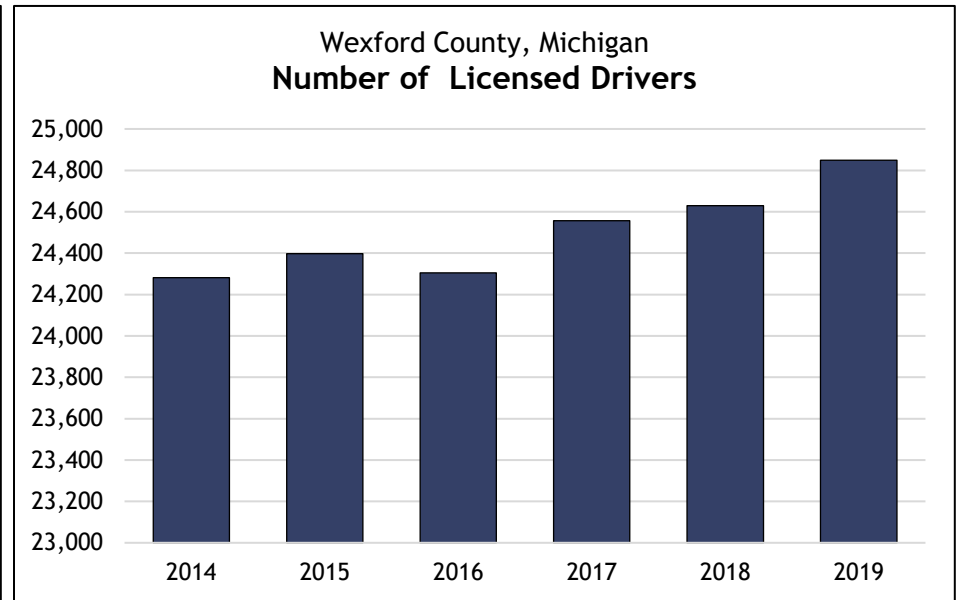
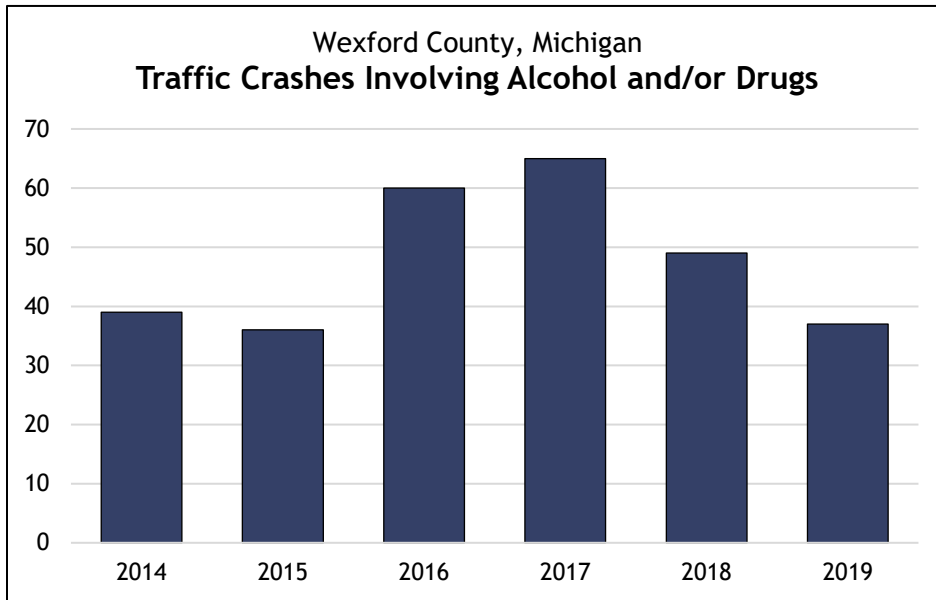
6 YEAR TRENDS (CONTINUED)





PUBLIC SAFETY, CRIME, AND CRASH STATISTICS

6 YEAR TRENDS (CONTINUED)





QUALITY OF LIFE

INDICATORS AND GENERAL STATISTICS

BROADBAND ACCESS

Data as of December 2019:

- 100% of the population has access to 2 or more providers of >25Mbps broadband
- 65.2% of the population has access to >100Mbps broadband

LAND USE

Total area of 575 square miles

National Forest

Manistee National Forest, 96,877 acres

State Parks

Mitchell State Park, 334 acres

State Forest

Cadillac State Forest, with 4 Campgrounds across the County

Lakes

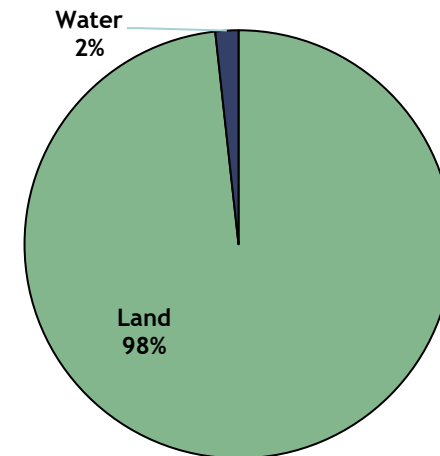
Over 6,000 acres of inland lakes. The largest are:

- Mitchell Lake, 2,580 acres
- Hodendyle Dam Lake, 1,680 acres
- Cadillac Lake, 1,150 acres

Trails

- Over 270 miles of hiking, biking, cross-country skiing trails. Including:
 - White Pine Trail, 92 miles which includes segments in Kent, Mecosta, Missaukee, Osceola, and Montcalm counties)
 - Cadillac Pathway, 60 miles
 - The Big M Trail, 40 miles
- Over 250 miles of ATV/ORV/Snowmobile trails. Including:
 - North Missaukee Trail, 146 miles including segments in Grand Traverse, Kalkaska, and Missaukee counties)
 - White Pine Trail, 92 miles through multiple counties; snowmobiling in the winter

Wexford County, Michigan





QUALITY OF LIFE

INDICATORS AND GENERAL STATISTICS (CONTINUED)

TRANSPORTATION

County Airport

Wexford County Airport, 2 runways

CULTURAL

Historical Markers and Places

- 14 Historical markers
- 5 on the National Registry

Museums

- Wexford County Historical Society and Museum



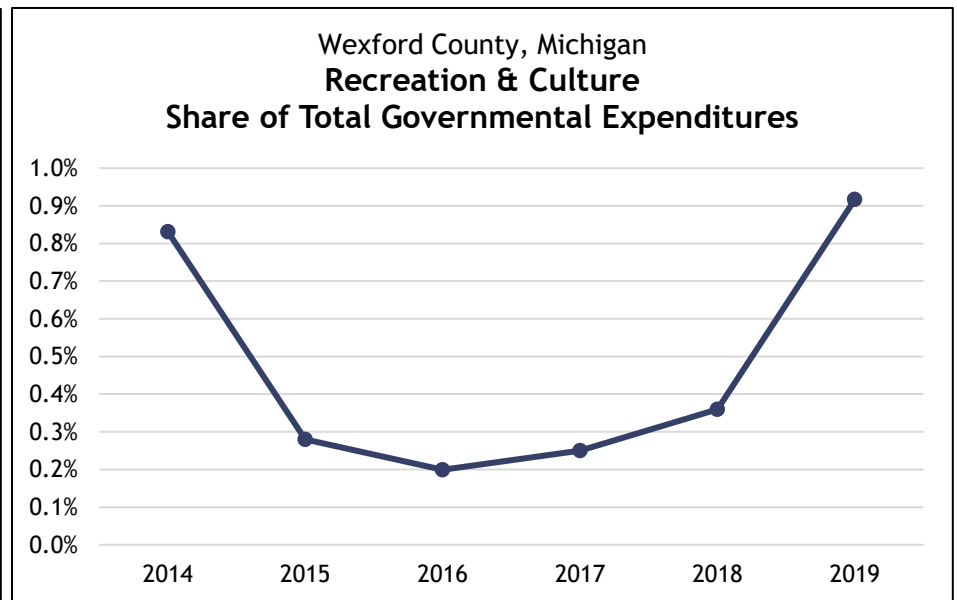
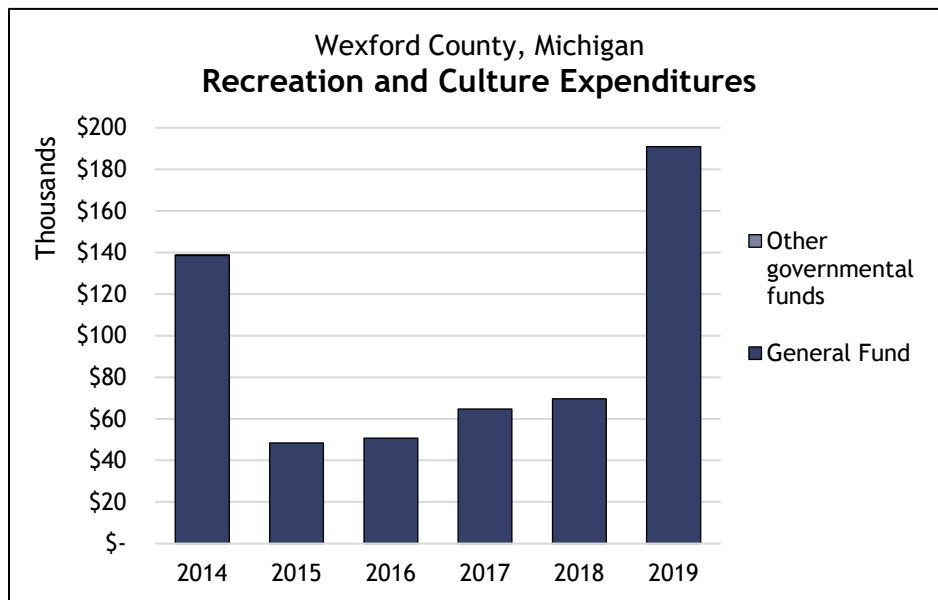
QUALITY OF LIFE

2 YEAR COMPARISONS

	2018	2019	% Change	Trend
RECREATION & CULTURAL GENERAL FUND EXPENDITURES				
Recreation & Cultural expenditures	\$ 69,586	\$ 190,858	174.3%	↗
Share of total General Fund expenditures	0.51%	1.43%	180.4%	↗
RECREATION & CULTURAL TOTAL GOVERNMENTAL EXPENDITURES				
Recreation & Cultural expenditures	\$ 69,586	\$ 190,858	174.3%	↗
Share of total governmental expenditures	0.36%	0.92%	155.6%	↗

QUALITY OF LIFE

6 YEAR TRENDS



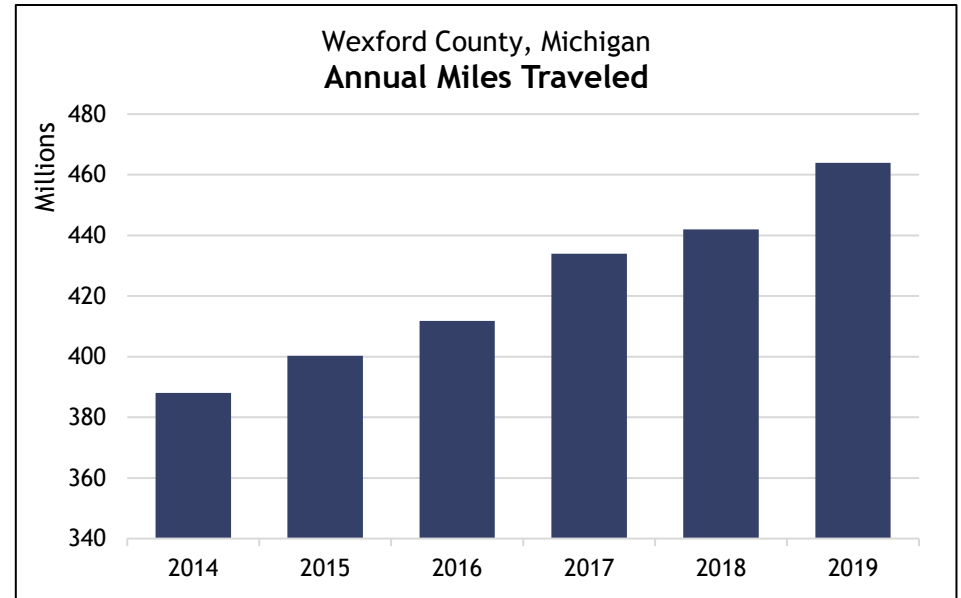
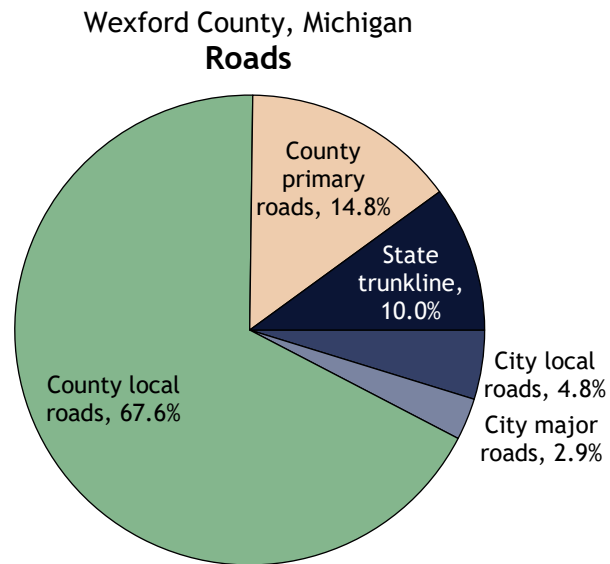


ROADS AND BRIDGES

GENERAL INFORMATION AND STATISTICS

County Road Miles

State Trunkline	122
County Primary	180
County Local	823
City Major	35
City Local	58





ROADS AND BRIDGES

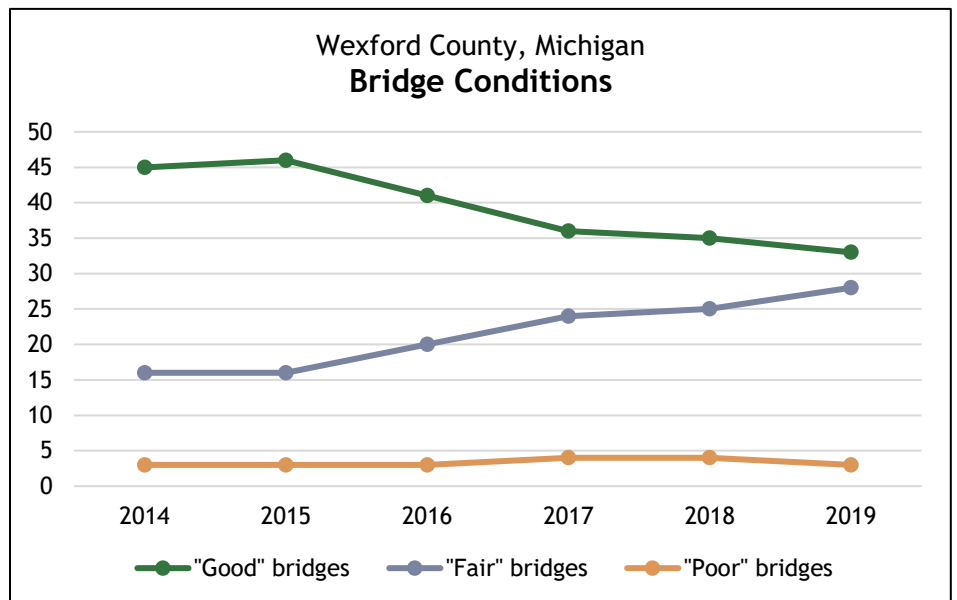
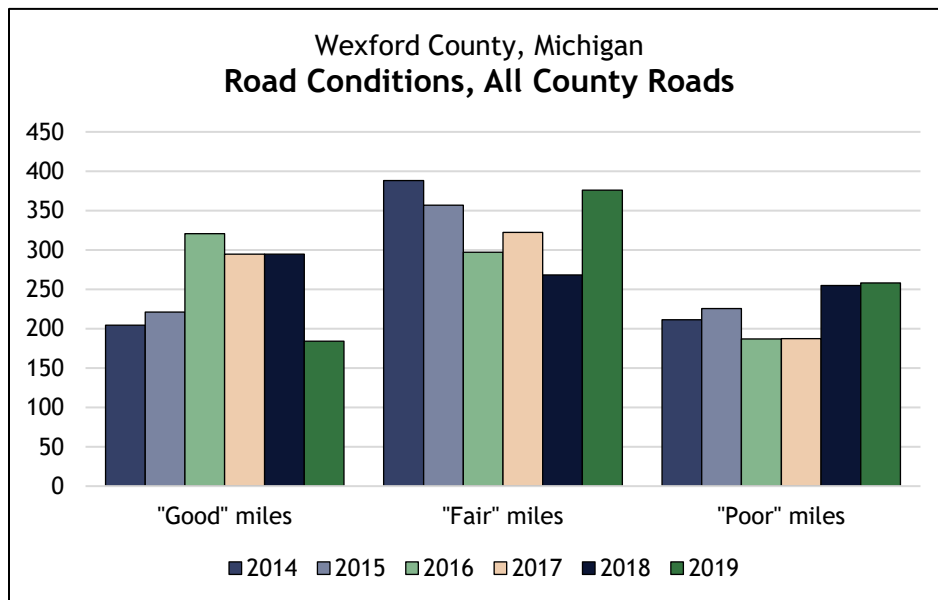
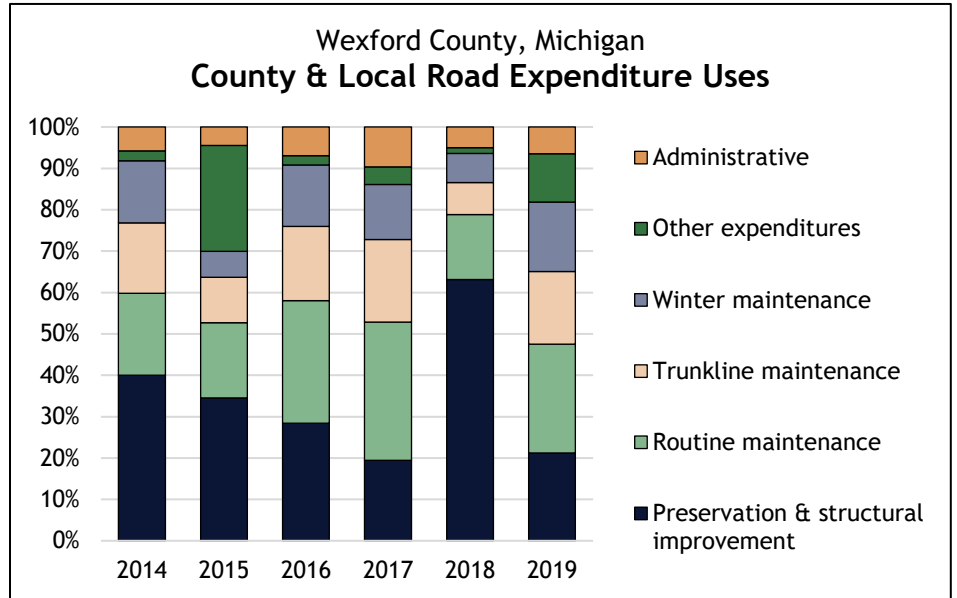
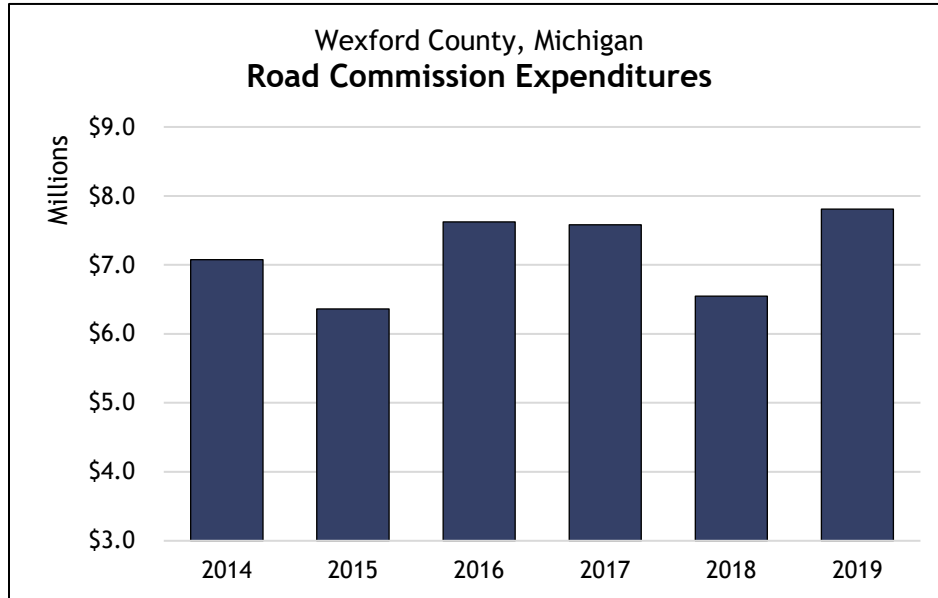
2 YEAR COMPARISONS

	2018	2019	% Change	Trend
ROAD EXPENDITURES				
County Road Commission expenditures*	\$ 6,548,912	\$ 7,806,961	19.2%	
*Note: no expenditures for Roads in Governmental Funds				
ROAD CONDITIONS, FEDERAL AID LANE MILES, ROAD COMMISSION ROADS				
"Good" miles	175.2	120.6	-31.2%	
"Fair" miles	135.4	199.5	47.3%	
"Poor" miles	67.8	58.4	-13.9%	
ROAD CONDITIONS, FEDERAL AID LANE MILES, ALL ROADS				
"Good" miles	294.8	184.0	-37.6%	
"Fair" miles	268.2	375.8	40.1%	
"Poor" miles	255.0	258.3	1.3%	
ANNUAL MILES TRAVELED	441,963,080	463,897,110	5.0%	
BRIDGE CONDITIONS				
"Good" bridges	35	33	-5.7%	
"Fair" bridges	25	28	12.0%	
"Poor" bridges	4	3	-25.0%	



ROADS AND BRIDGES

6 YEAR TRENDS





MULTI-COUNTY AGENCIES

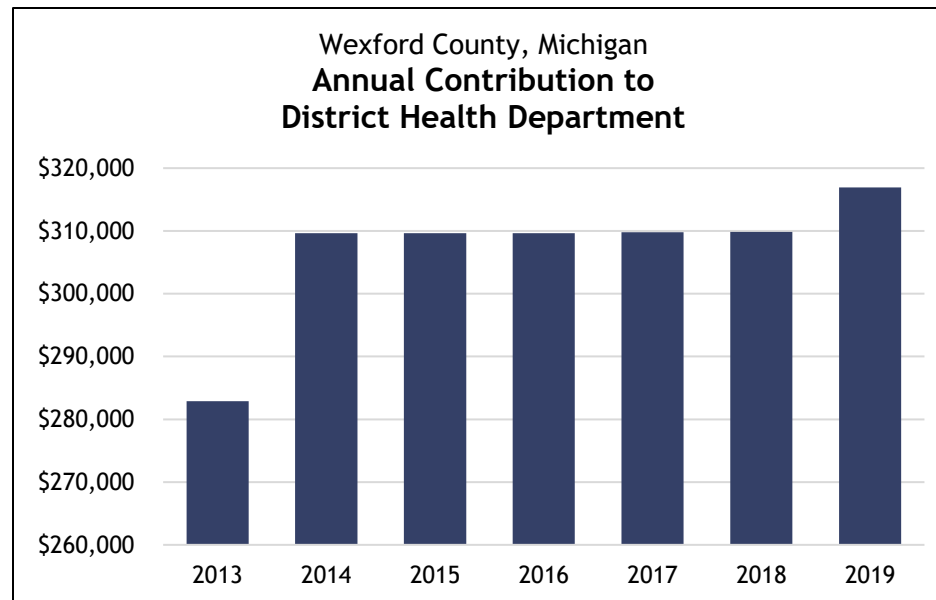
DESCRIPTIONS AND NOTES

District Health Department #10

Jointly operated by 10 counties.

The Board is composed of 20 members from each of the boards of the participating governments.

	2018	2019	% Change	Trend
Annual contribution	\$ 309,793	\$ 316,911	2.3%	↗





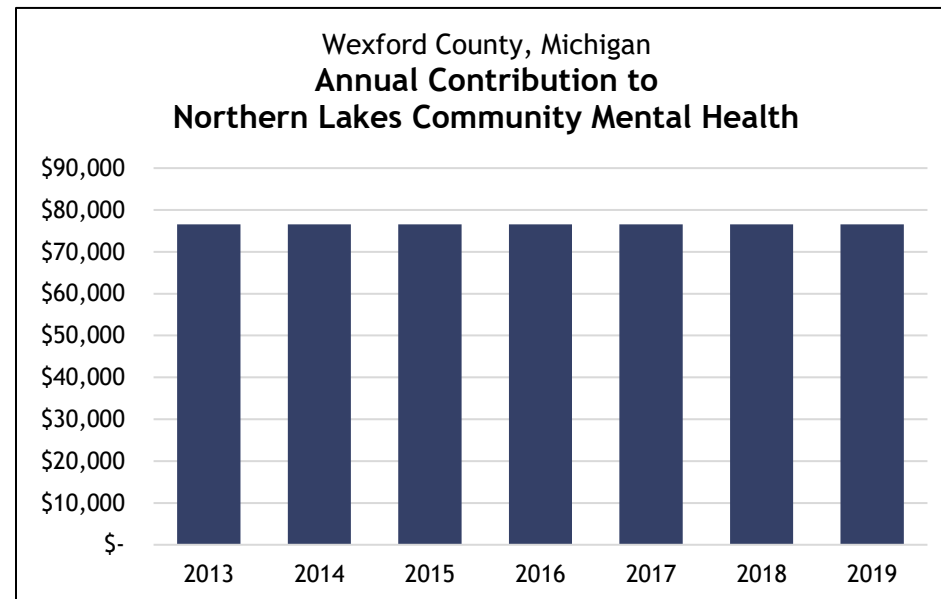
MULTI-COUNTY AGENCIES

DESCRIPTIONS AND NOTES

Northern Lakes Community Mental Health Department

Previously: North Central Michigan Mental Health Department
Jointly operated by 6 counties.
Board composed of 16 members from each of the boards of participating governments.

	2018	2019	% Change	Trend
Annual contribution	\$ 76,543	\$ 76,543	0.0%	↔





MULTI-COUNTY AGENCIES

DESCRIPTIONS AND NOTES

West Michigan Forensic Pathology Services Authority

Participates in conjunction with three other counties.
Each county appoints a board member.

	2018	2019	% Change	Trend
Annual contribution	\$ -	\$ 36,208	n/a	