



Wexford County

Michigan

ACCOUNTABILITY AND TRANSPARENCY REPORT

PREPARED NOVEMBER 2021

Performance Dashboard

for Fiscal Year ending December 31, 2020



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



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FISCAL STABILITY INDICATORS

EXPENDITURES, REVENUES, & DEBTS - 2 YEAR COMPARISONS

	2019	2020	% Change	Trend
General Fund				
General Fund expenditures, per capita	\$ 400.45	\$ 423.41	5.7%	↗
General Fund revenues, per capita	\$ 423.33	\$ 448.89	6.0%	↗
General Fund balance, as % of expenditures	49.3%	52.1%	5.7%	↗
Governmental Funds				
Expenditures, all governmental funds, per capita	\$ 626.21	\$ 627.90	0.3%	↗
Revenues, all governmental funds, per capita	\$ 655.78	\$ 643.22	-1.9%	↘
Governmental funds, fund balance	\$ 9,288,873	\$ 9,804,787	5.6%	↗
Governmental Long-Term Debts				
Total governmental long-term debt obligations	\$ 22,967,787	\$ 22,181,591	-3.4%	↘
General obligation refunding bonds	\$ 4,190,000	\$ 3,939,914	-6.0%	↘
USDA Community Facilities loans	\$ 10,998,000	\$ 10,823,000	-1.6%	↘
Interest	\$ 7,459,521	\$ 7,057,756	-5.4%	↘
Compensated absences	\$ 320,266	\$ 360,921	12.7%	↗
Governmental total long-term debt, per capita	\$ 690.64	\$ 658.74	-4.6%	↘
Payment on long-term debt, due within one year	\$ 1,147,117	\$ 1,188,080	3.6%	↗

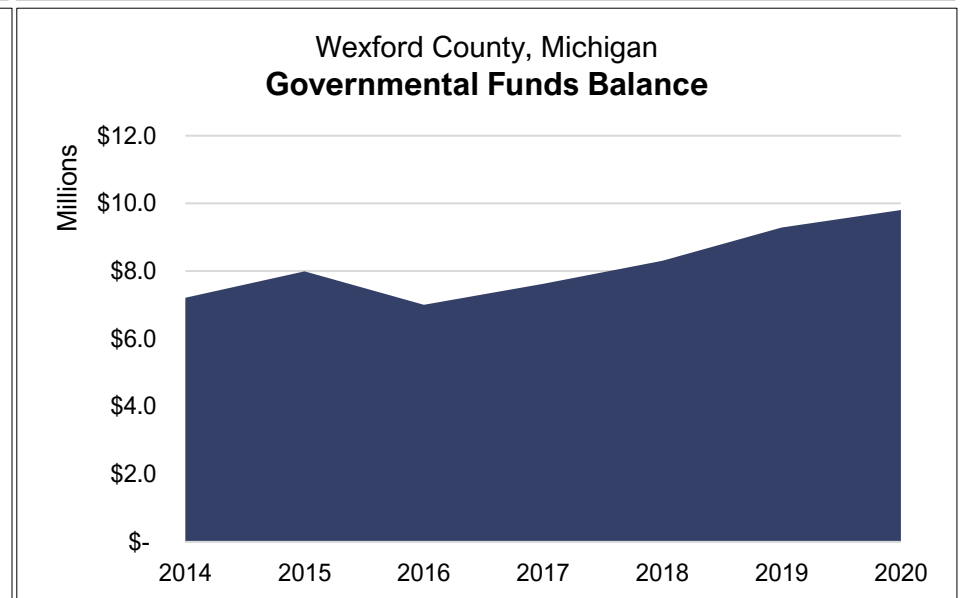
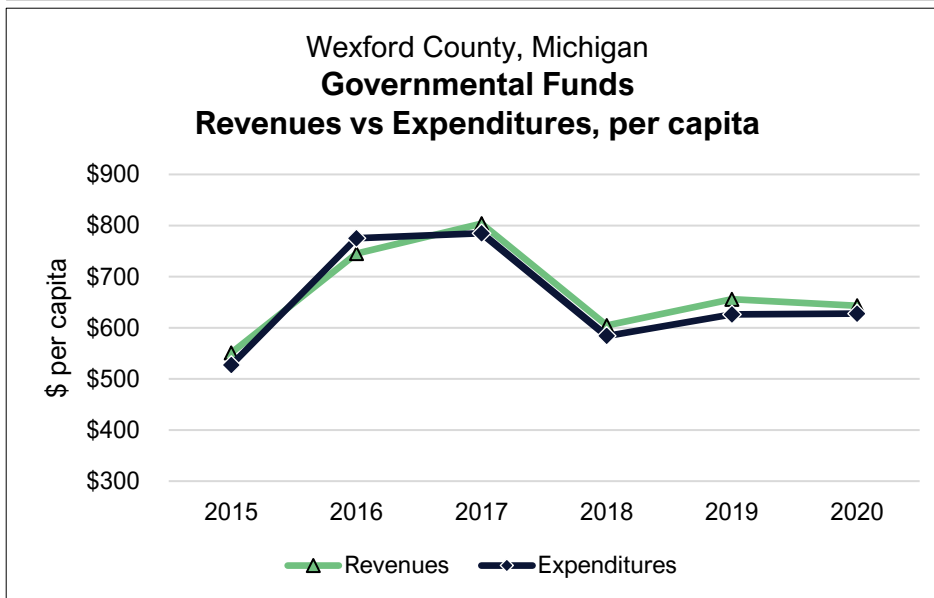
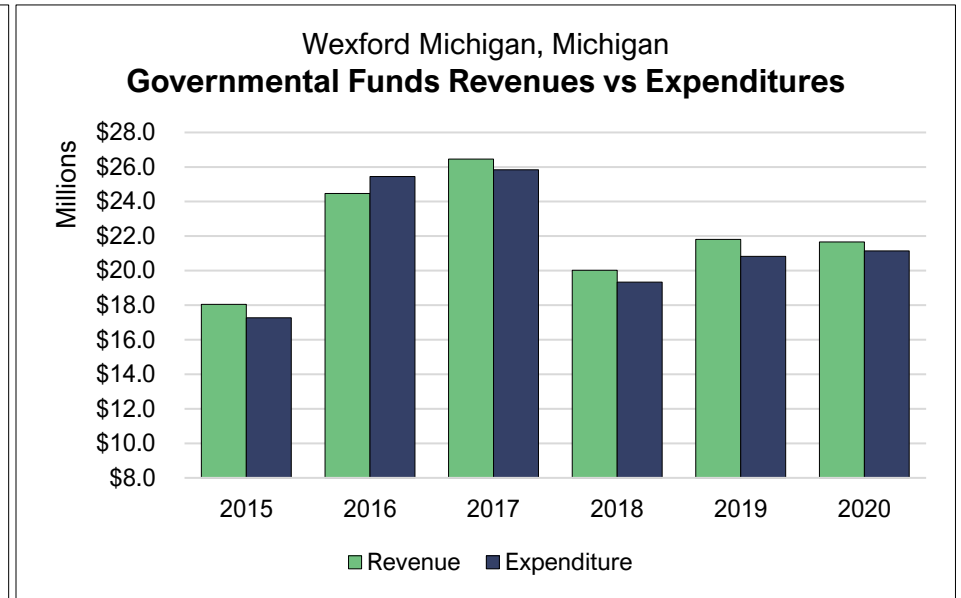
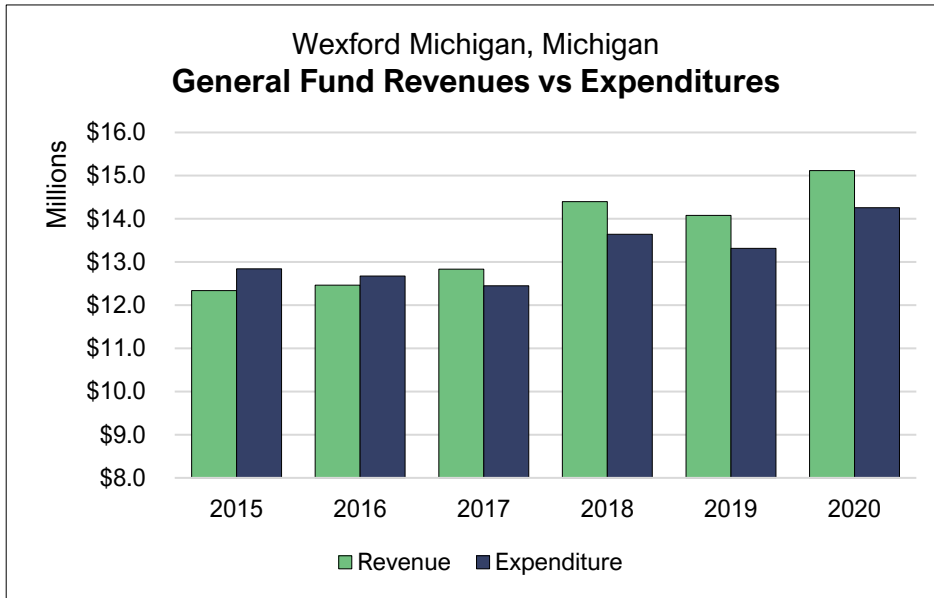
- ↗ Change is positive; Performance is improving
- ↘ Change is negative; Performance is improving
- ↔ Change is positive; Performance is neutral/not applicable
- ↔ Change is neutral; Performance is neutral/not applicable

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



FISCAL STABILITY INDICATORS

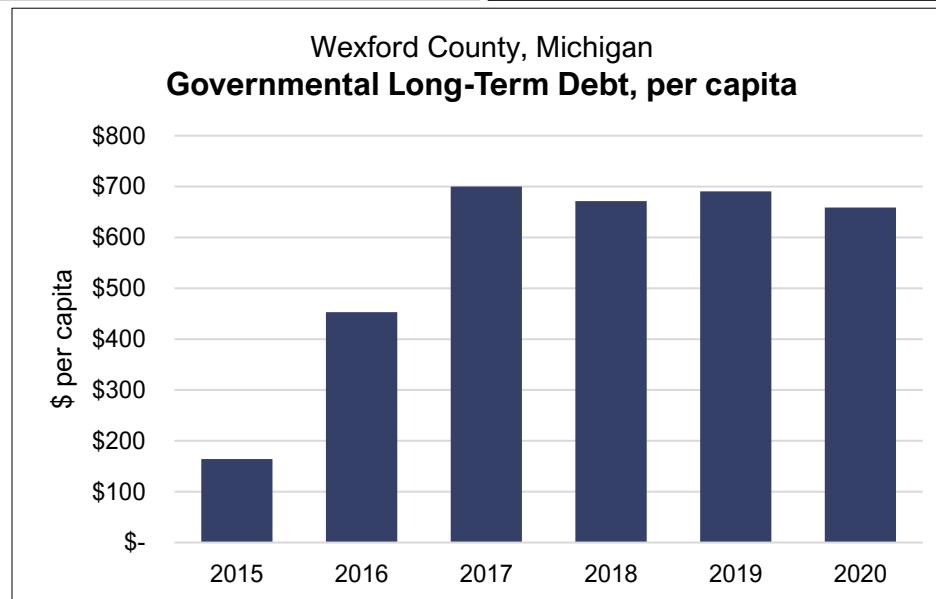
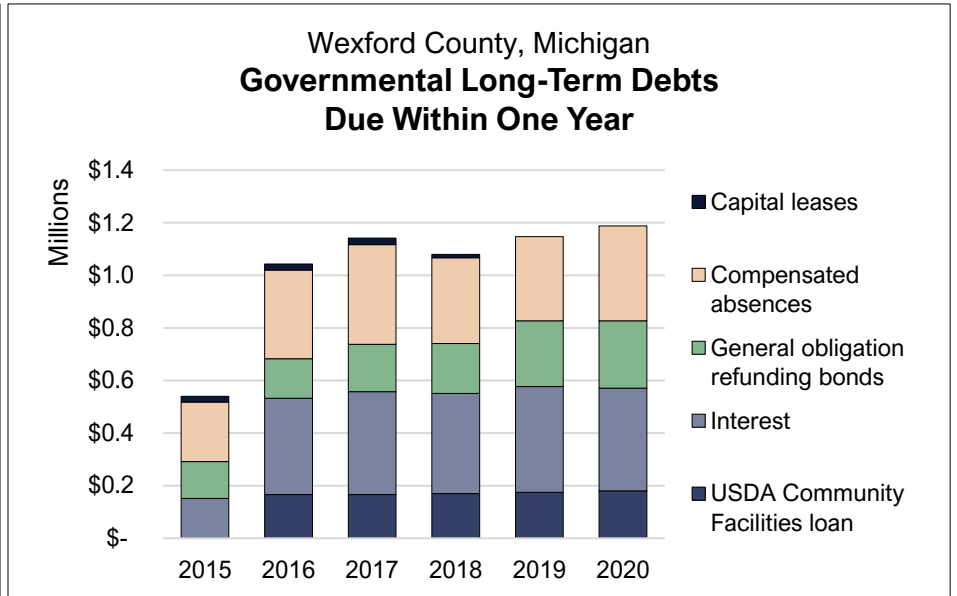
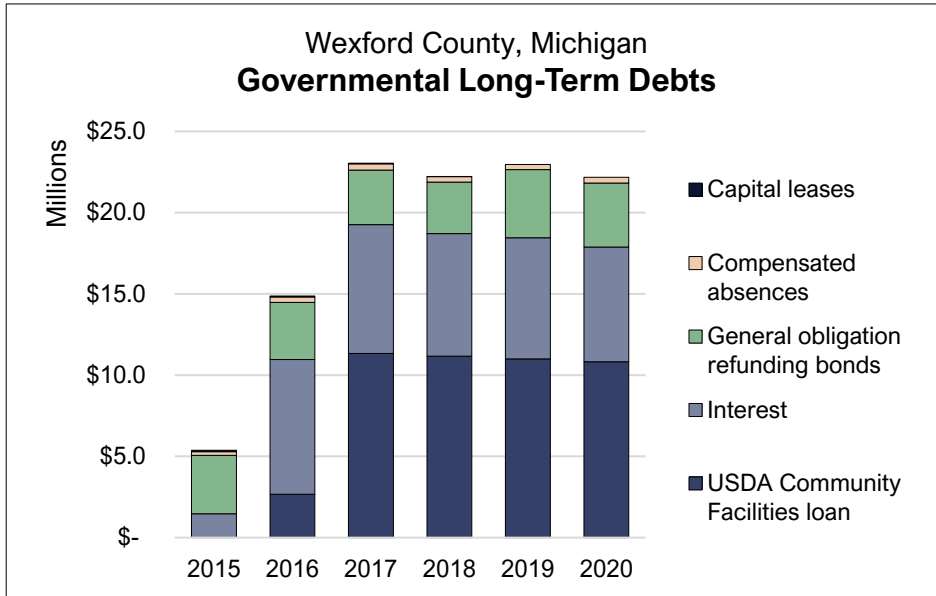
EXPENDITURES, REVENUES, & DEBTS – 6 YEAR TRENDS





FISCAL STABILITY INDICATORS

EXPENDITURES, REVENUES, & DEBTS - 6 YEAR TRENDS (CONTINUED)



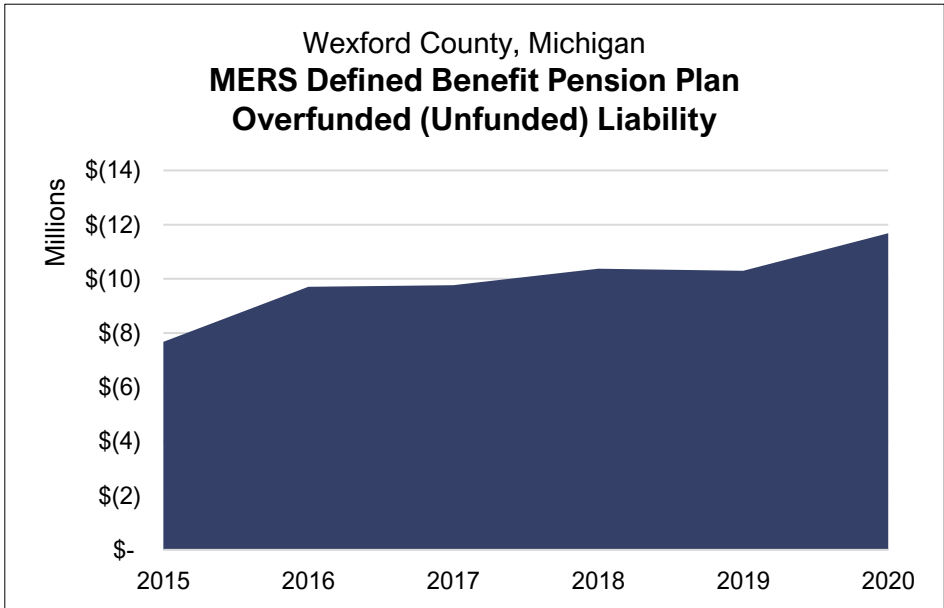
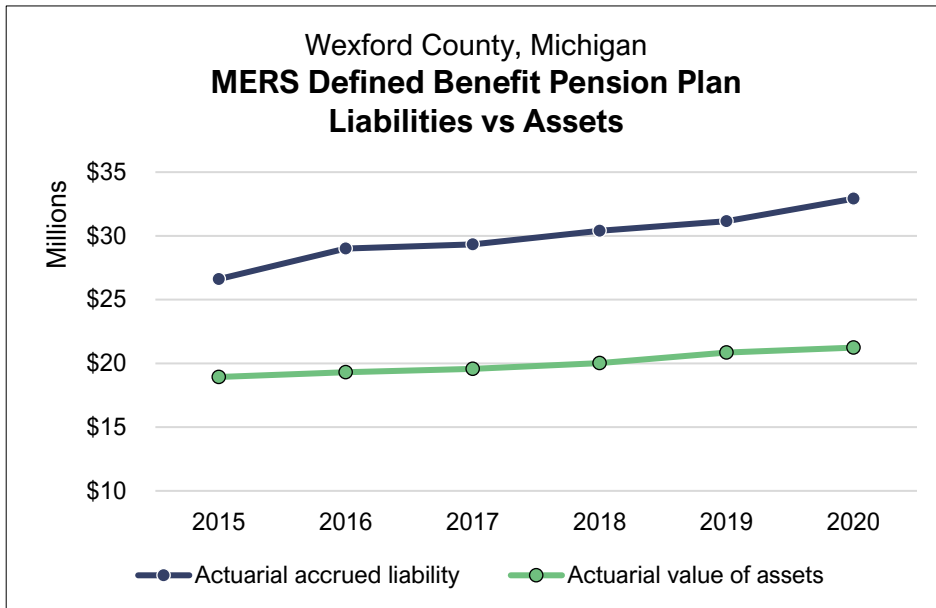


FISCAL STABILITY INDICATORS

PENSION PLANS – 2 YEAR COMPARISONS

MERS Defined Benefit Pension Plan

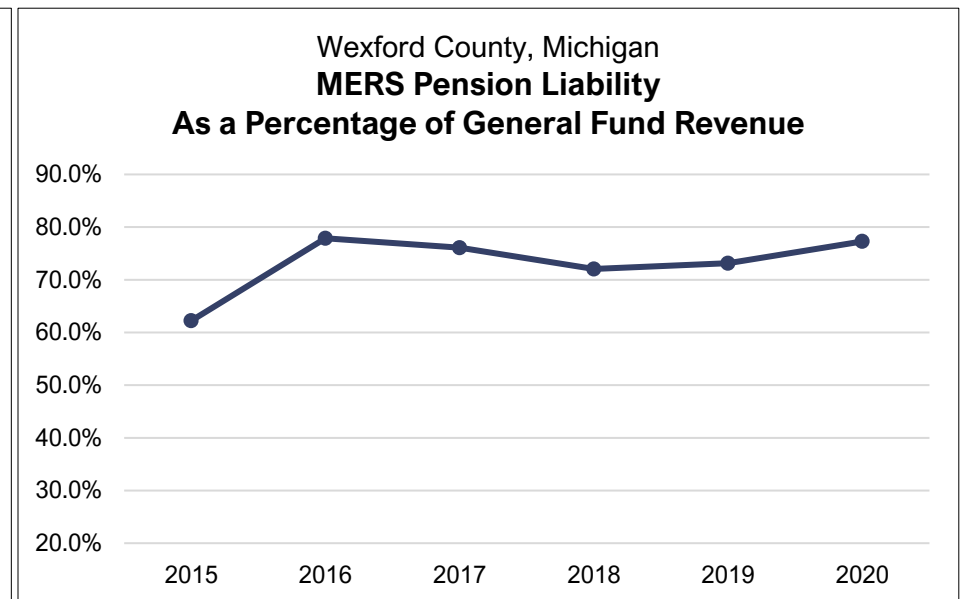
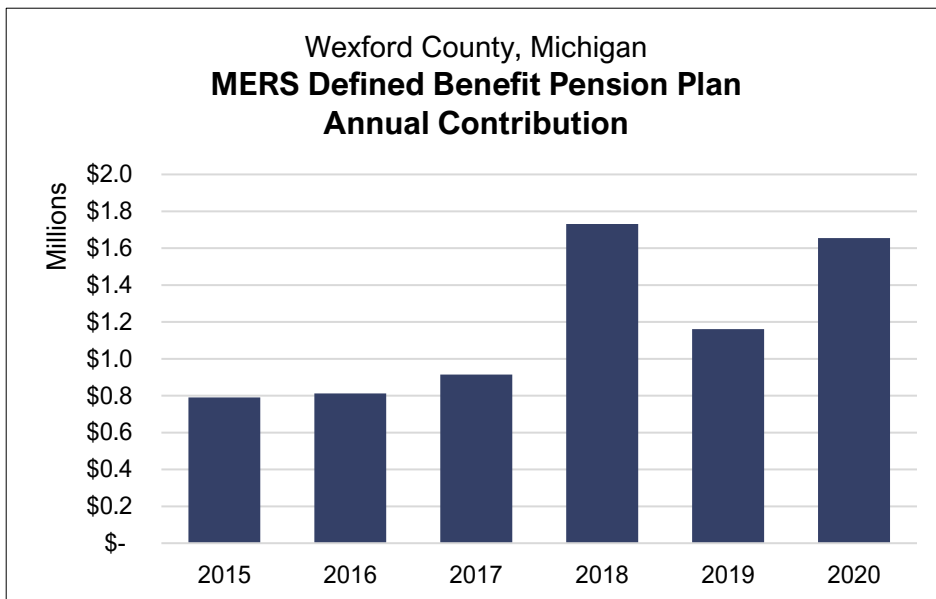
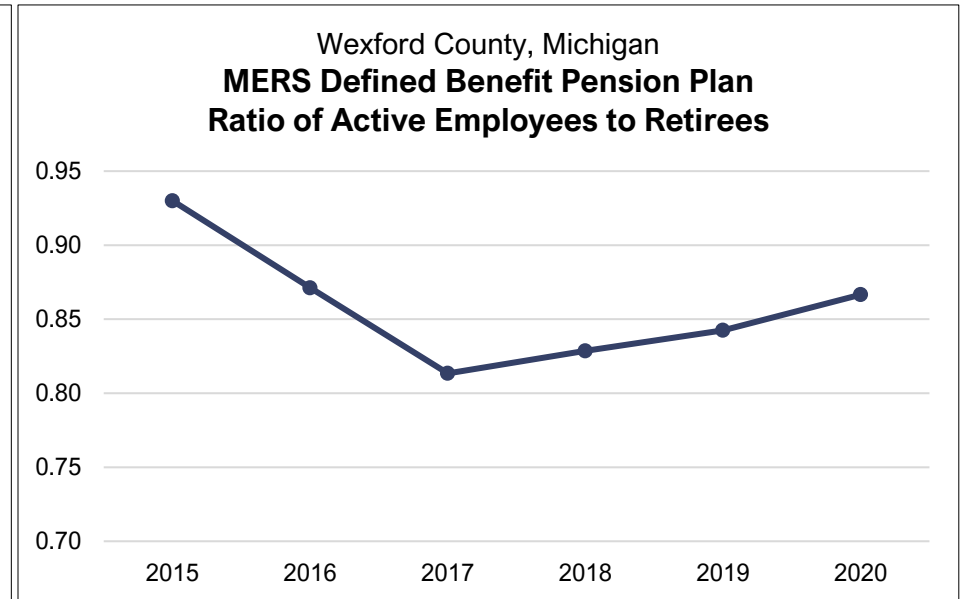
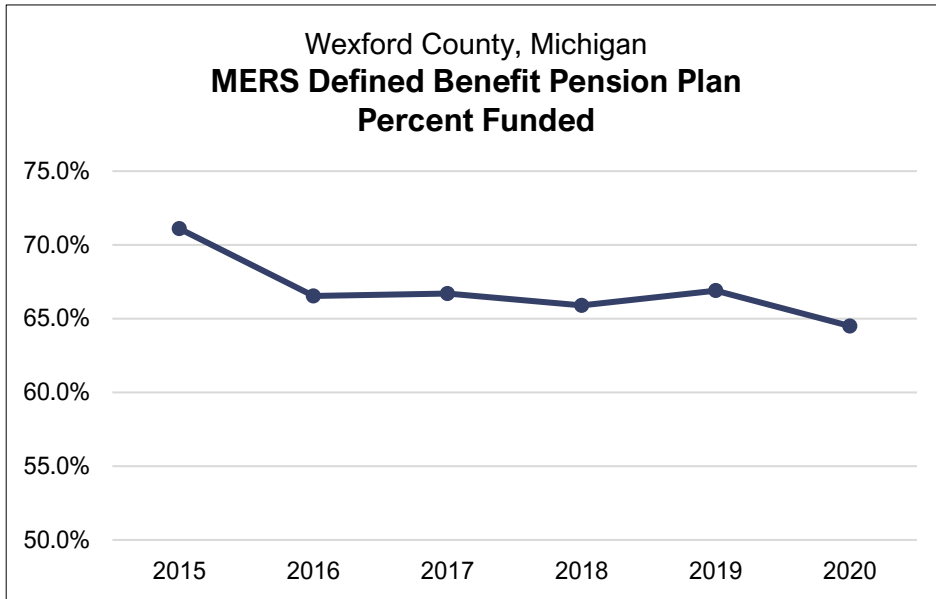
	2019	2020	% Change	Trend
Over- (Under-) funded defined benefit pension plan liability	\$ (10,297,092)	\$ (11,682,183)	13.5%	↗
Percent funded	66.9%	64.5%	-3.6%	↘
Pension liability as a % of General Fund Revenue	73.1%	77.3%	5.7%	↗
Ratio of employees to retirees	0.84	0.87	2.9%	↗
Annual employer required contribution	\$ 1,113,564	\$ 1,315,704	18.2%	↗
Contribution	\$ 1,161,398	\$ 1,654,471	42.5%	↗





FISCAL STABILITY INDICATORS

6 YEAR TRENDS (CONTINUED)





FISCAL STABILITY INDICATORS

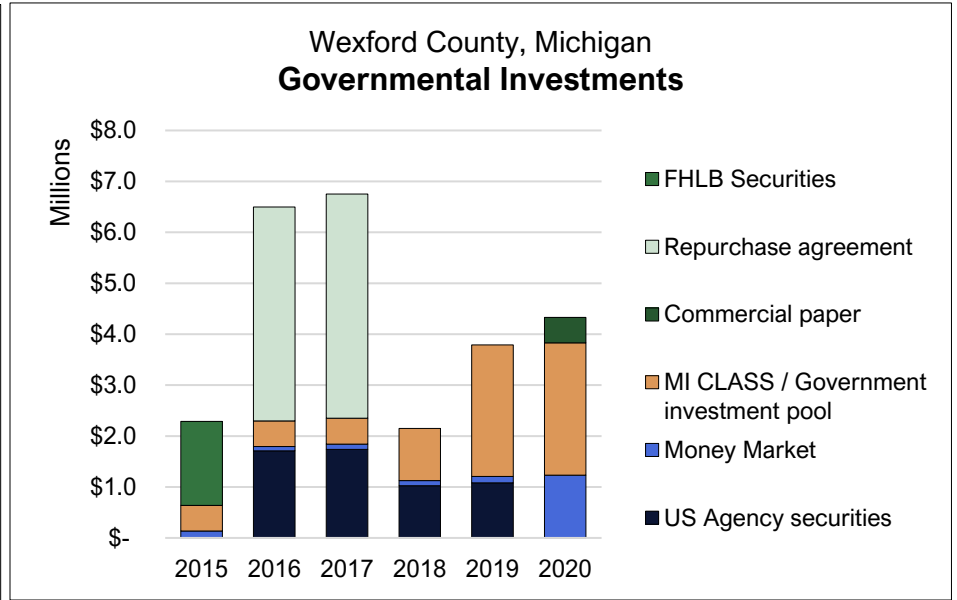
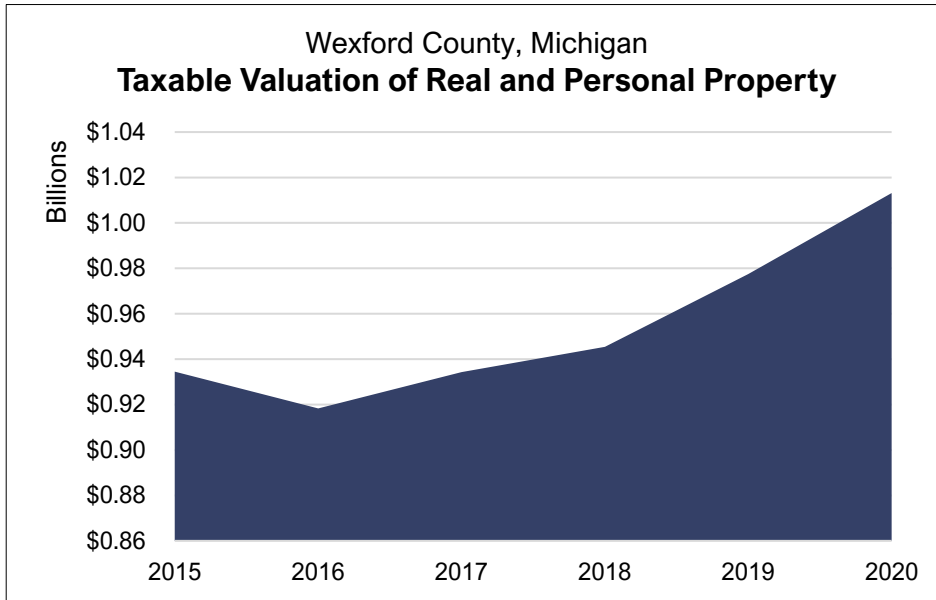
OTHER FISCAL STABILITY INDICATORS – 2 YEAR COMPARISONS

	2019	2020	% Change	Trend
Taxable Value				
Taxable valuation of property (in \$1,000s)	\$ 977,464	\$ 1,013,147	3.7%	↑
Governmental Capital Assets				
Net governmental capital assets, less depreciation	\$ 20,326,336	\$ 20,533,170	1.0%	↑
Governmental Deposit Credit Risk				
Percent of bank balance exposed to risk (uninsured/uncollateralized)	95.4%	93.6%	-1.9%	↓
Governmental Investments				
Money market	\$ 125,306	\$ 1,231,517	882.8%	↑
Commercial paper (A2 S&P)	\$ -	\$ 498,962	n/a	↑
US Agency securities (AA+ S&P)	\$ 1,081,179	\$ -	n/a	↓
Michigan CLASS (AAAm S&P)	\$ 2,581,575	\$ 2,598,825	0.7%	↑
Total Investments	\$ 3,788,060	\$ 4,329,304	14.3%	↑



FISCAL STABILITY INDICATORS

OTHER FISCAL STABILITY INDICATORS – 6 YEAR TRENDS





ECONOMIC STRENGTH INDICATORS

2 YEAR COMPARISONS

	2019	2020	% Change	Trend
Population				
Wexford County population	33,256	33,673	1.3%	
Under 5 years old	6.0%	6.1%	1.7%	
Ages 5 - 17 years old	17.3%	16.9%	-2.3%	
Ages 18 - 65 years old	58.1%	57.4%	-1.2%	
Over 65 years old	18.6%	19.6%	5.4%	
	2018	2019	% Change	Trend
Employment and Income				
Median household income	\$ 44,166	\$ 47,193	6.9%	
Per capita income	\$ 22,760	\$ 25,149	10.5%	
Unemployment rate	6.1%	6.2%	1.6%	
Percent living below poverty level	16.3%	14.2%	-12.9%	
Education				
Percent of population with Bachelor's degree or higher	17.9%	18.2%	1.7%	
Percent of population with High School degree or higher	89.5%	89.6%	0.1%	

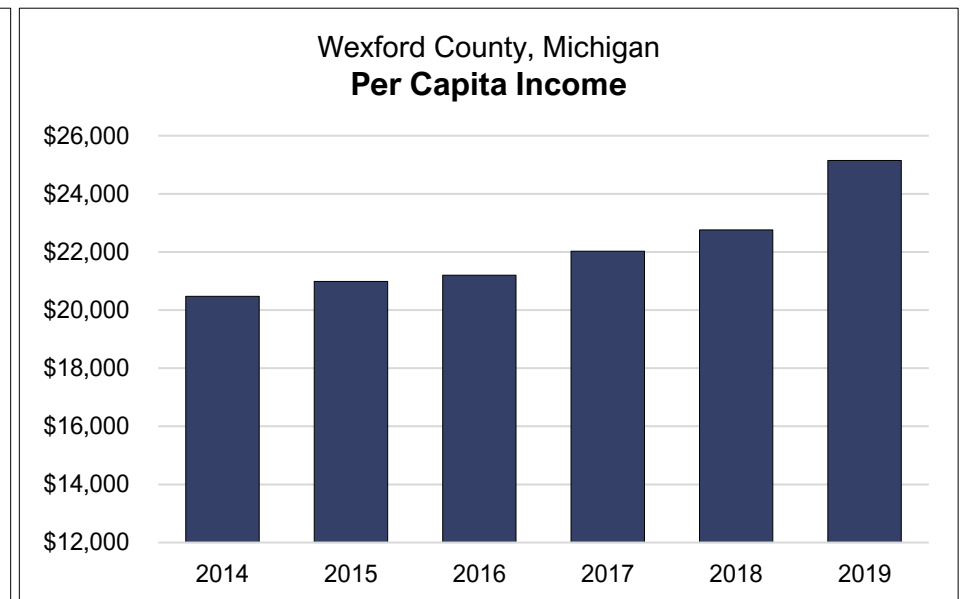
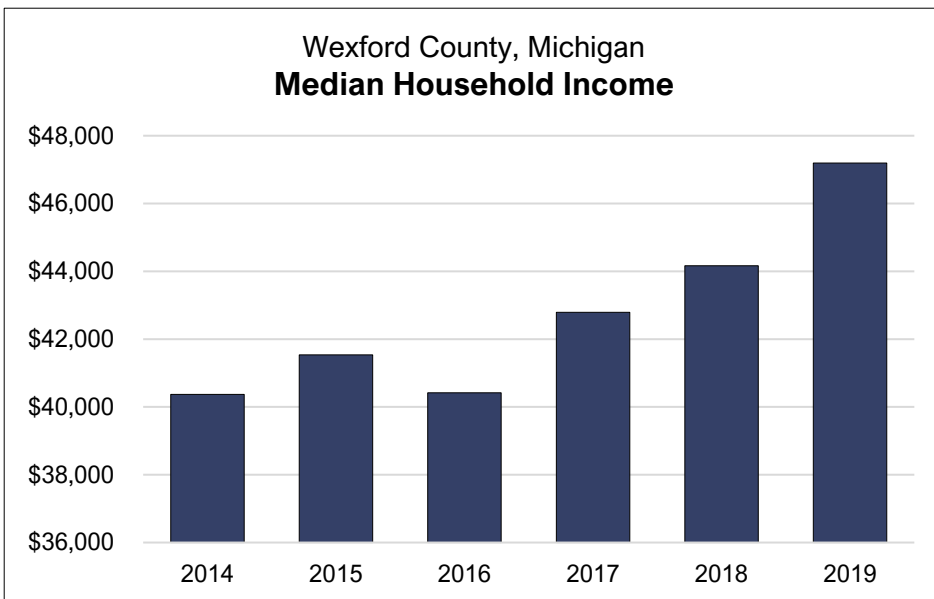
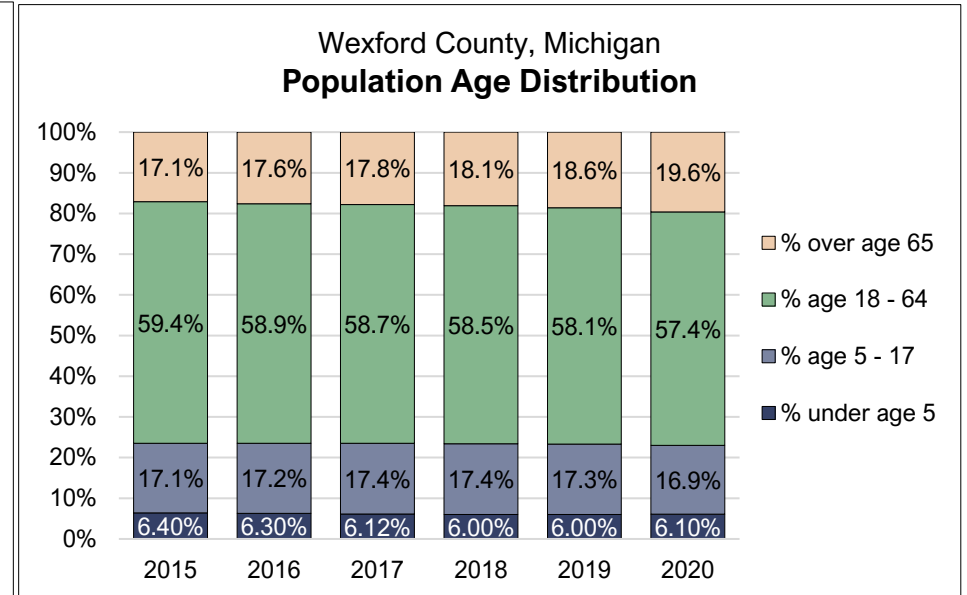
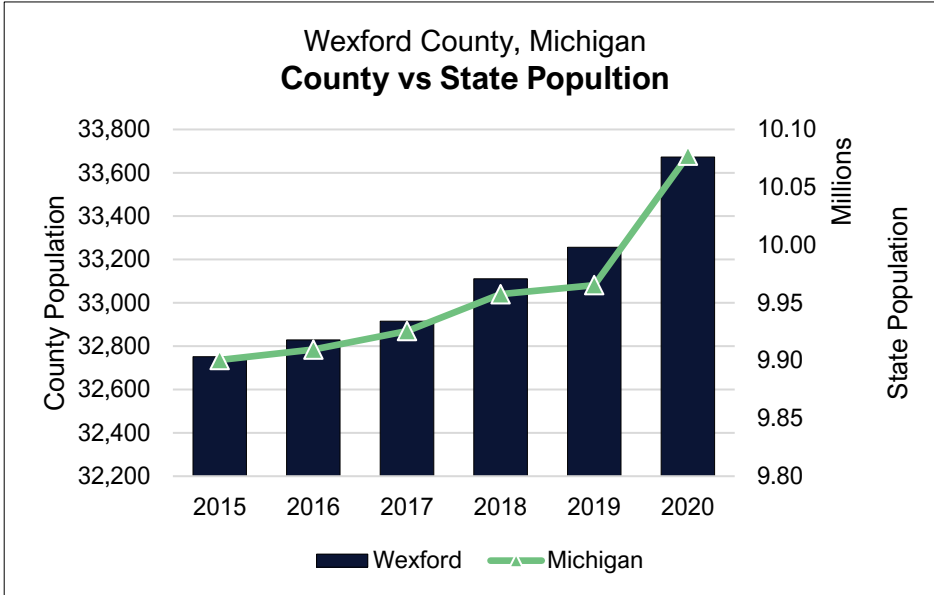
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ECONOMIC STRENGTH INDICATORS

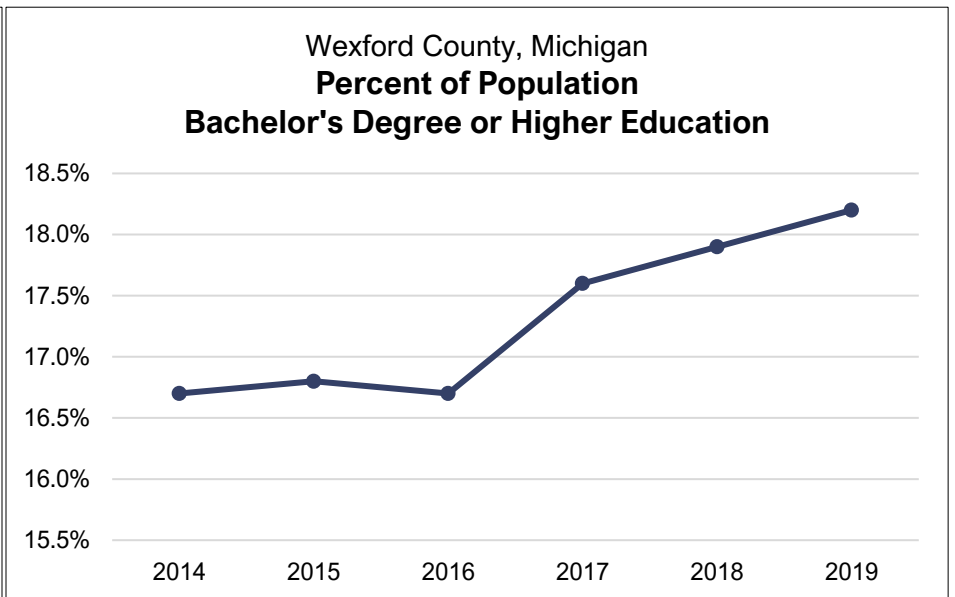
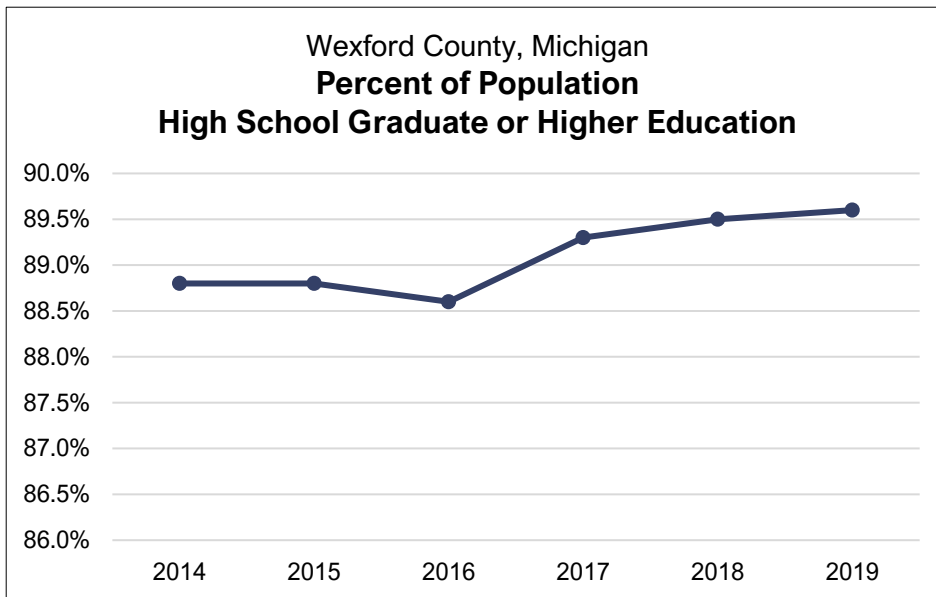
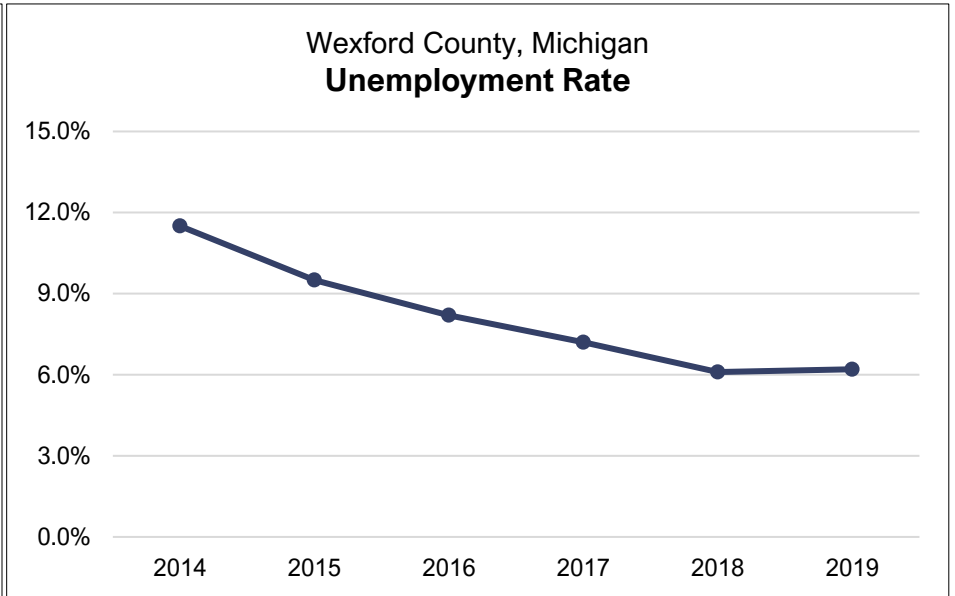
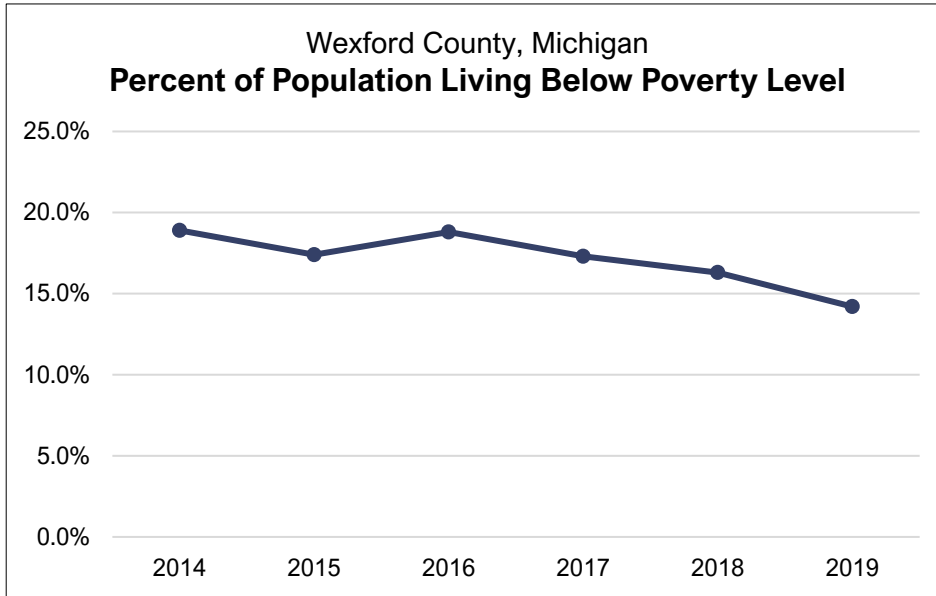
MULTI-YEAR TRENDS





ECONOMIC STRENGTH INDICATORS

MULTI-YEAR TRENDS (CONTINUED)





PUBLIC SAFETY, CRIME, AND CRASH STATISTICS

PUBLIC SAFETY & CRIME - 2 YEAR COMPARISONS

	2019	2020	% Change	Trend
Public Safety Expenditures				
Public Safety expenditures - General Fund	\$ 4,828,867	\$ 5,251,971	8.8%	▲
Public Safety's share of total General Fund expenditures	36.3%	36.8%	1.6%	▲
Public Safety expenditures - all governmental funds	\$ 6,403,708	\$ 6,687,863	4.4%	▲
Public Safety's share of total governmental expenditures	30.8%	31.6%	2.9%	▲
Public Safety expenditures, per capita	\$ 192.56	\$ 198.61	3.1%	▲

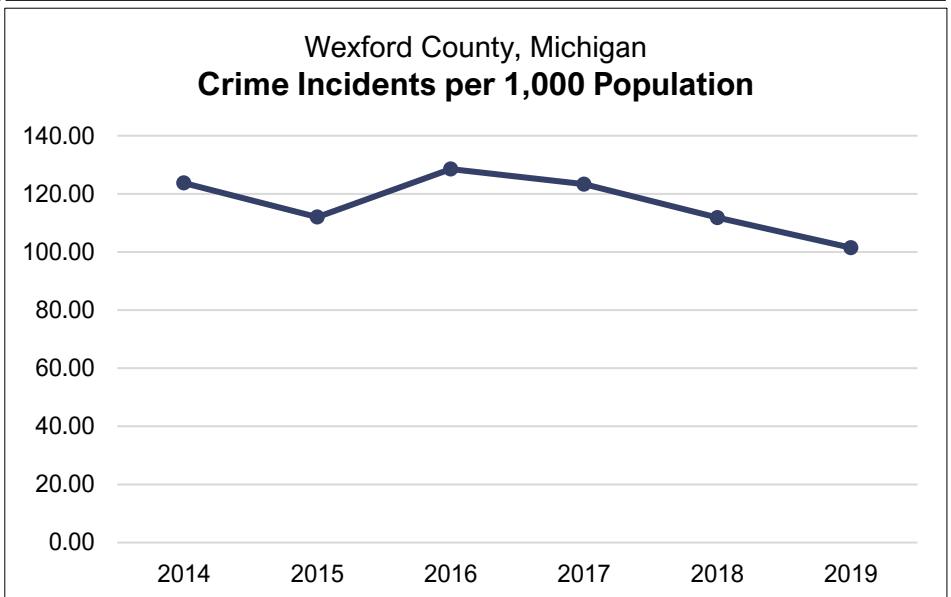
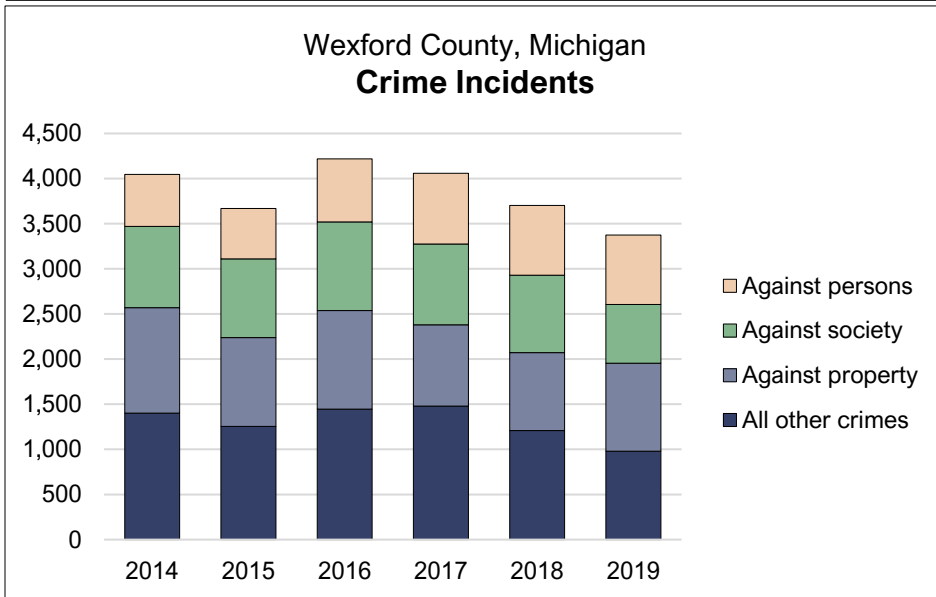
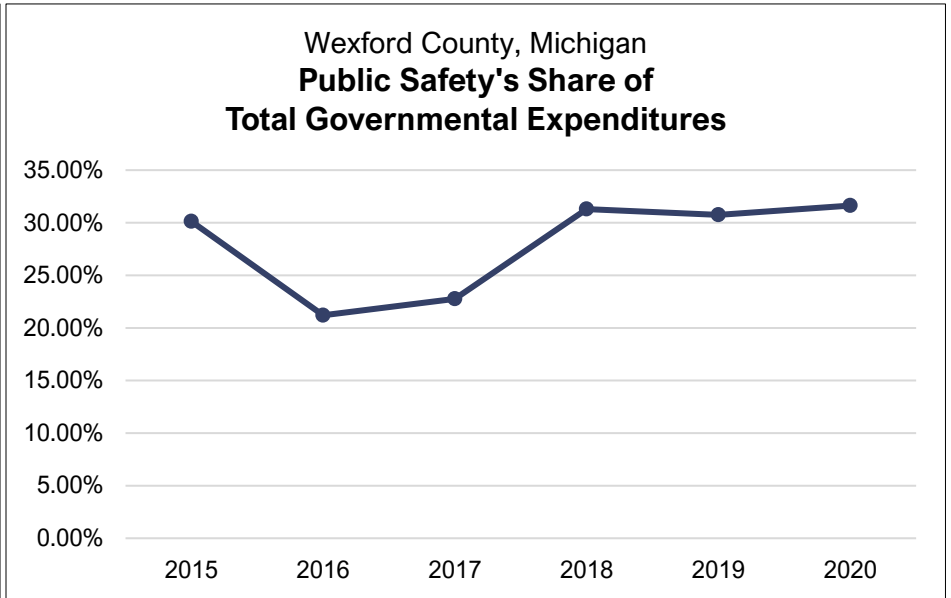
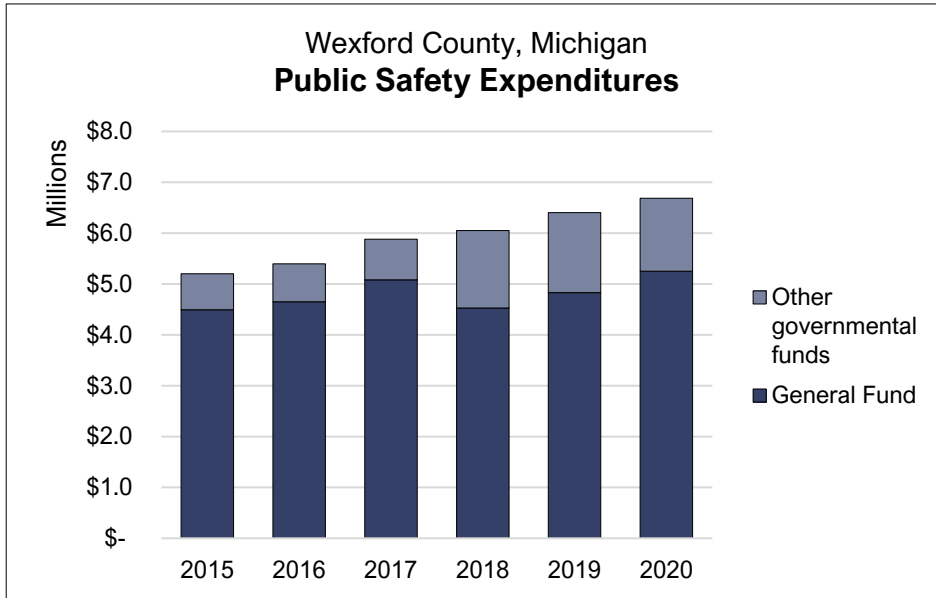
	2018	2019	% Change	Trend
Crime Statistics				
Crimes against persons	773	769	-0.5%	▼
Crimes against property	864	974	12.7%	▲
Crimes against society	857	651	-24.0%	▼
All other crimes	1,208	980	-18.9%	▼
Total number of incidents	3,702	3,374	-8.9%	▼
Crimes per 1,000 population	111.81	101.46	-9.3%	▼

*NOTE: At the time of publication, the detailed crime statistics for 2020 were not available



PUBLIC SAFETY, CRIME, AND CRASH STATISTICS

PUBLIC SAFETY & CRIME - 6 YEAR TRENDS

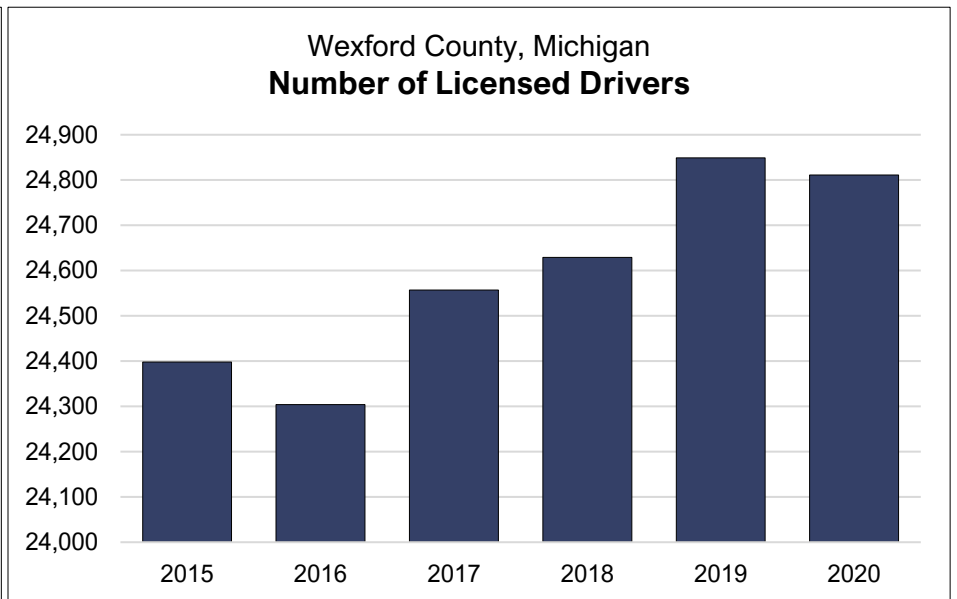
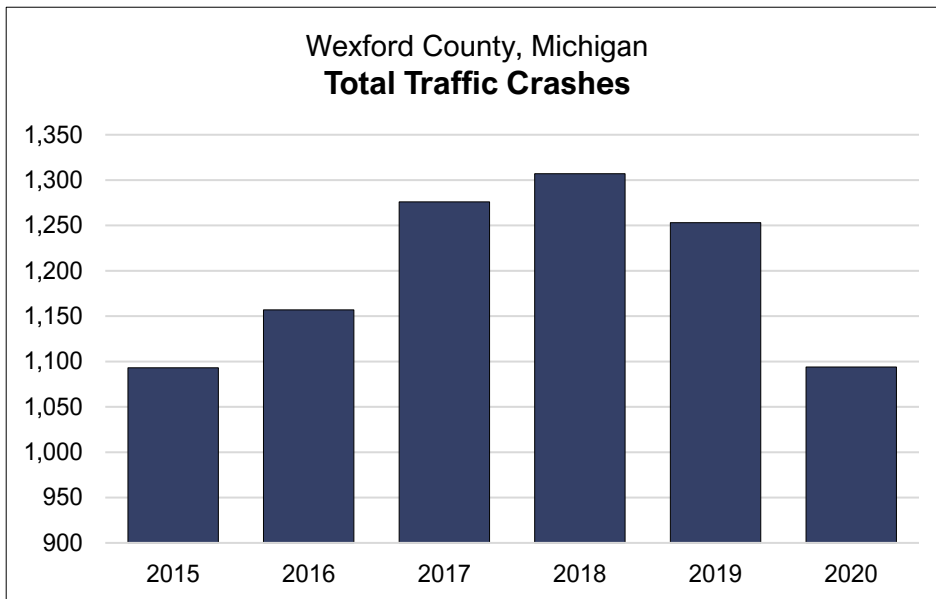




PUBLIC SAFETY, CRIME, AND CRASH STATISTICS

CRASH STATISTICS - 2 YEAR COMPARISONS

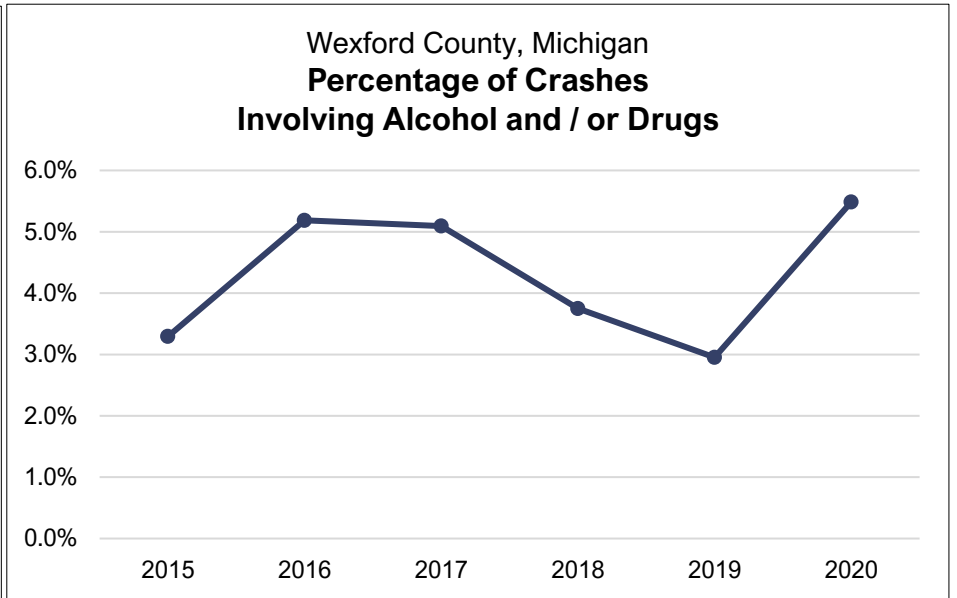
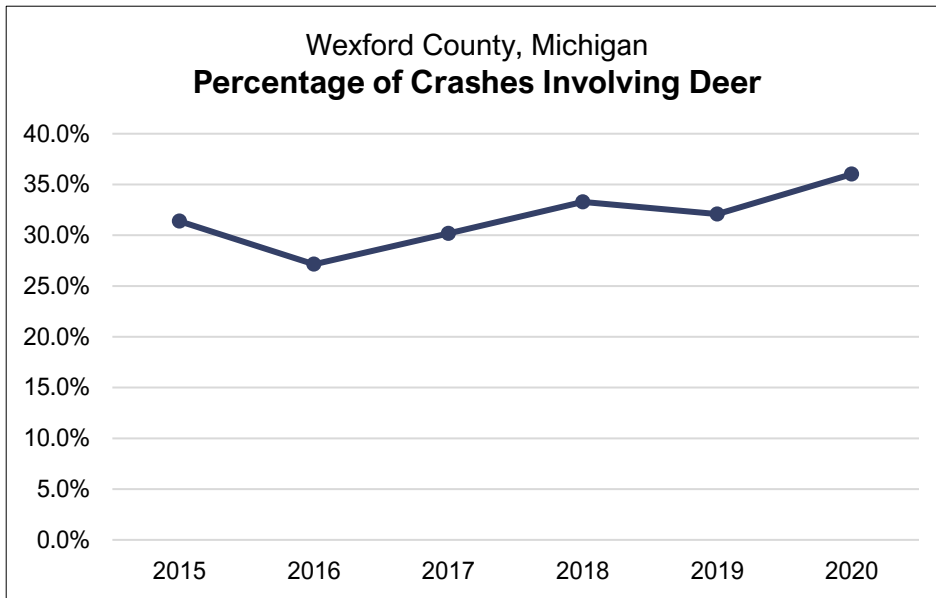
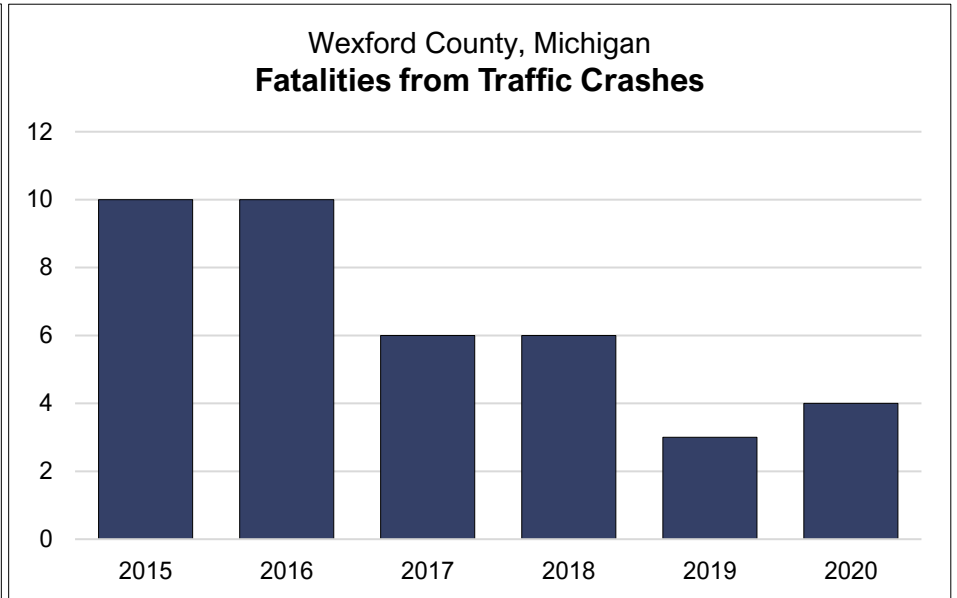
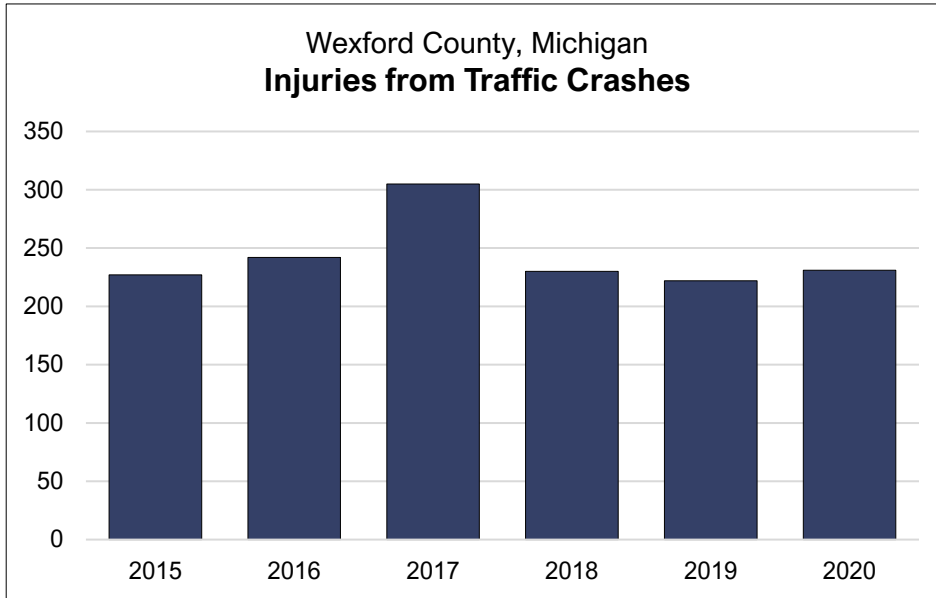
	2019	2020	% Change	Trend
Traffic Crashes				
Total traffic crashes	1,253	1,094	-12.7%	↓
Injuries from crashes	222	231	4.1%	↑
Fatalities from crashes	3	4	33.3%	↑
Alcohol- or drug-related crashes	37	60	62.2%	↑
Crashes involving deer	402	394	-2.0%	↓
Licensed Drivers				
Total number of licensed drivers	24,849	24,811	-0.2%	↓





PUBLIC SAFETY, CRIME, AND CRASH STATISTICS

CRASH STATISTICS - 6 YEAR TRENDS





QUALITY OF LIFE

INDICATORS AND GENERAL STATISTICS

BROADBAND ACCESS

Data as of December 2020:

- 100% of the population has access to 2 or more providers of >25Mbps broadband
- 65% 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

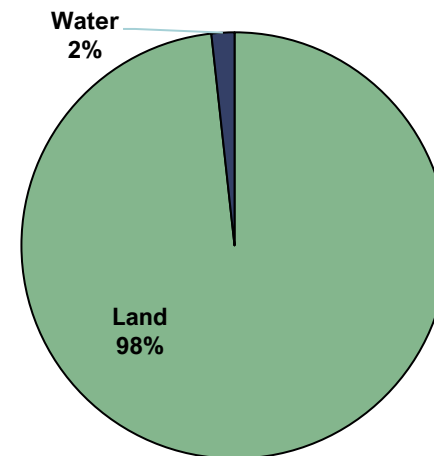
Over 6,000 acres of inland lakes. The largest are:

- 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



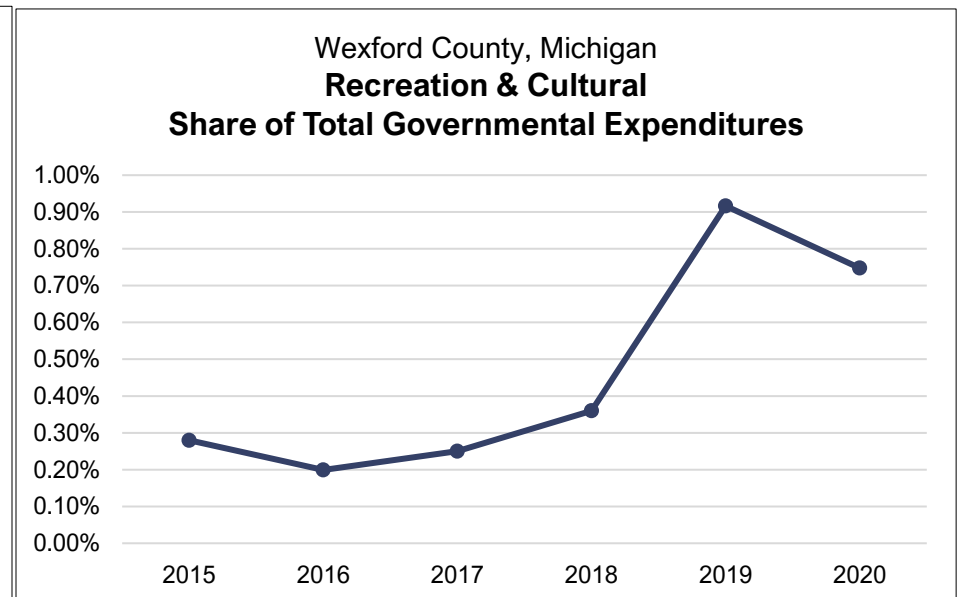
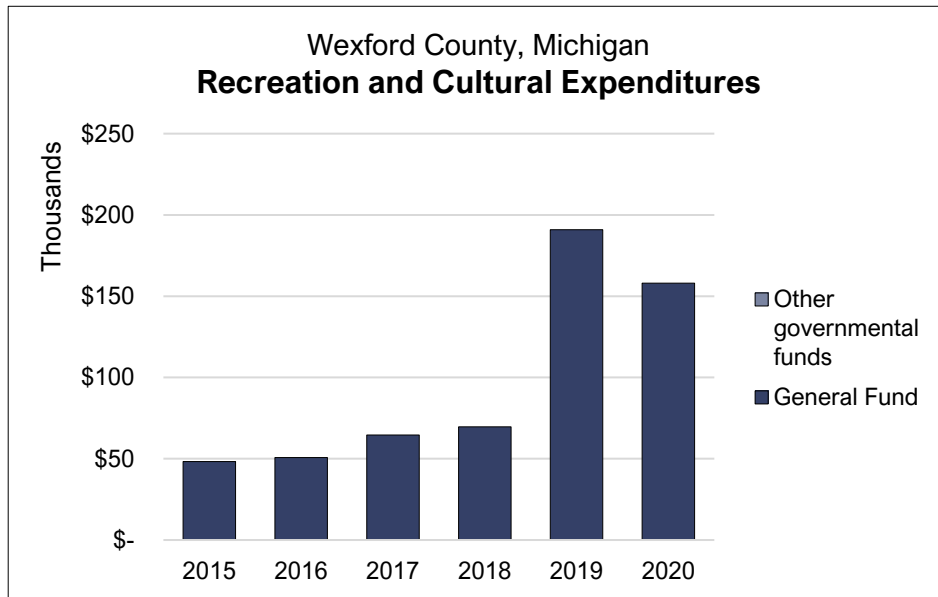
QUALITY OF LIFE

2 YEAR COMPARISONS

	2019	2020	% Change	Trend
Recreation & Cultural General Fund Expenditures				
Recreation & Cultural expenditures	\$ 190,858	\$ 158,053	-17.2%	↘
Share of total General Fund expenditures	1.43%	1.11%	-22.4%	↘
Recreation & Cultural Total Governmental Expenditures				
Recreation & Cultural expenditures	\$ 190,858	\$ 158,053	-17.2%	↘
Share of total governmental expenditures	0.92%	0.75%	-18.5%	↘

QUALITY OF LIFE

6 YEAR TRENDS



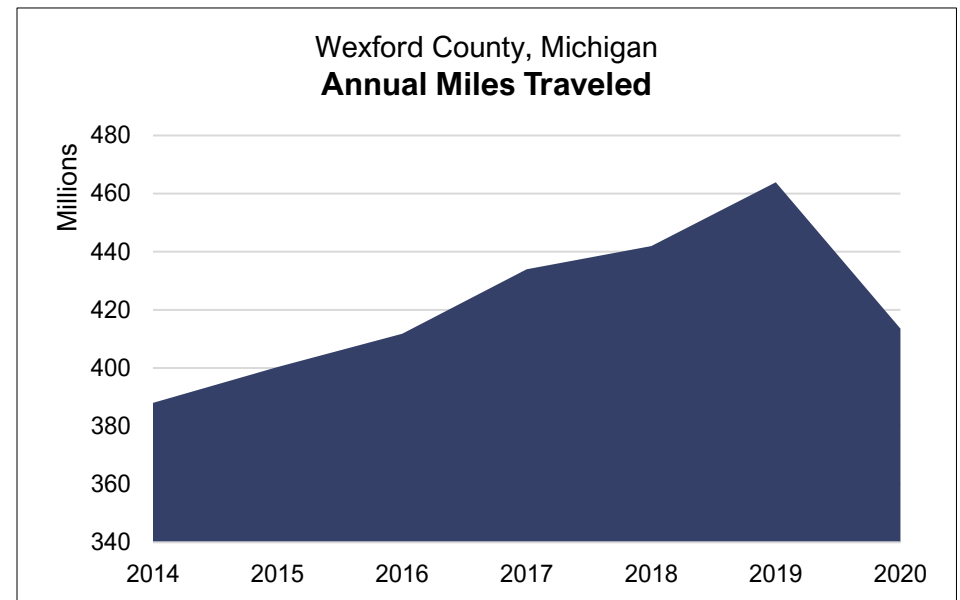
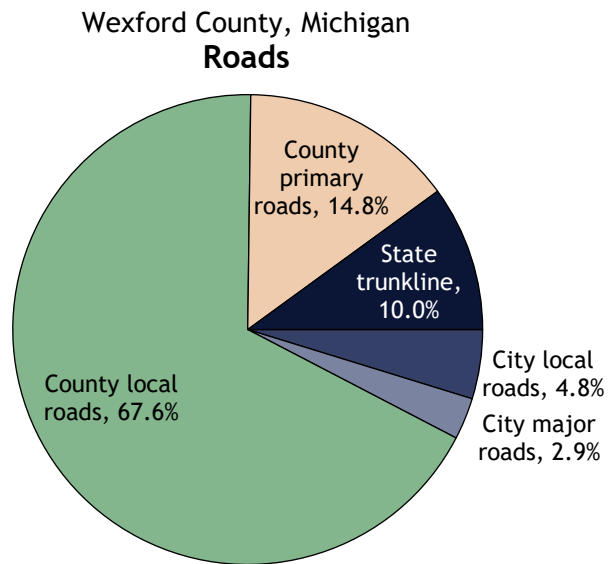


ROADS AND BRIDGES

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

	2019	2020	% Change	Trend
Roads Expenditures				
County Road Commission expenditures*	\$ 7,806,961	\$ 8,521,695	9.2%	↗
*Note: no expenditures for Roads in Governmental Funds				
Annual Miles Traveled	463,897,110	413,519,641	-10.9%	↘
Bridge Conditions				
"Good" bridges	33	31	-6.1%	↘
"Fair" bridges	28	29	3.6%	↗
"Poor" bridges	3	4	33.3%	↗

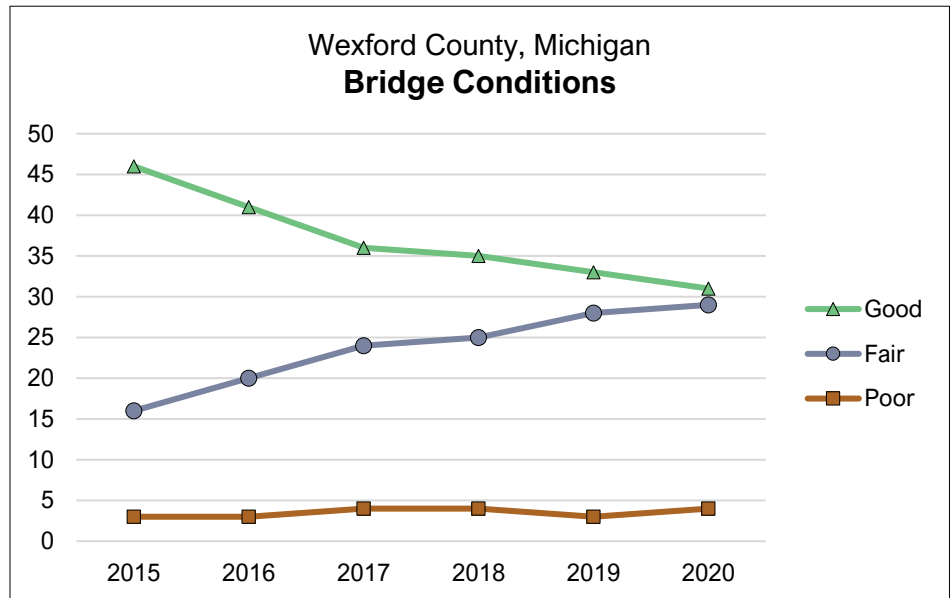
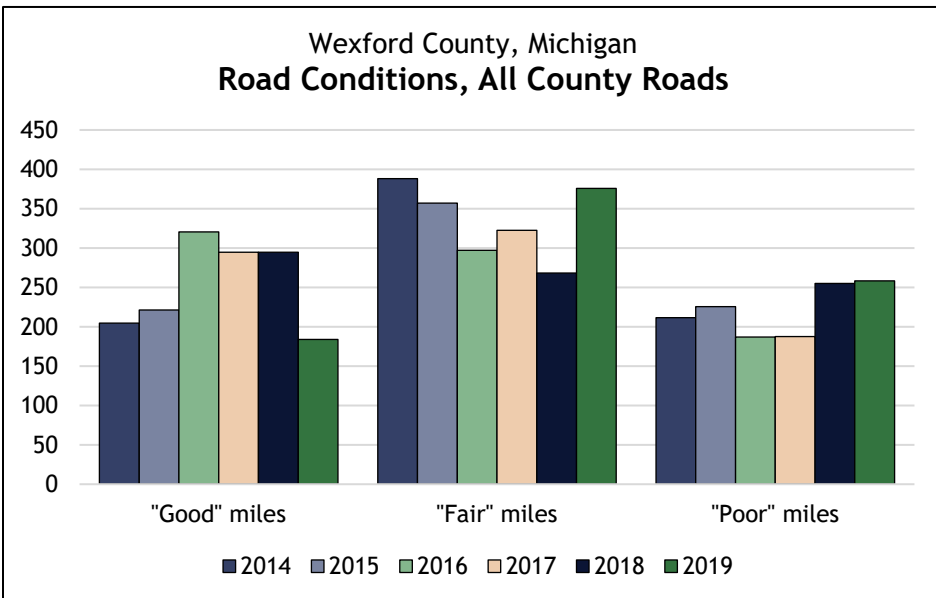
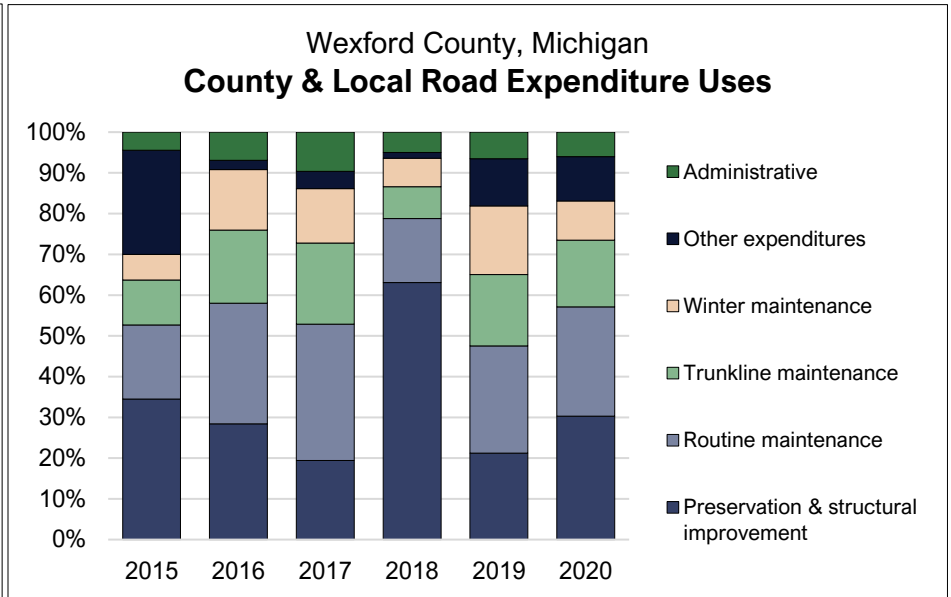
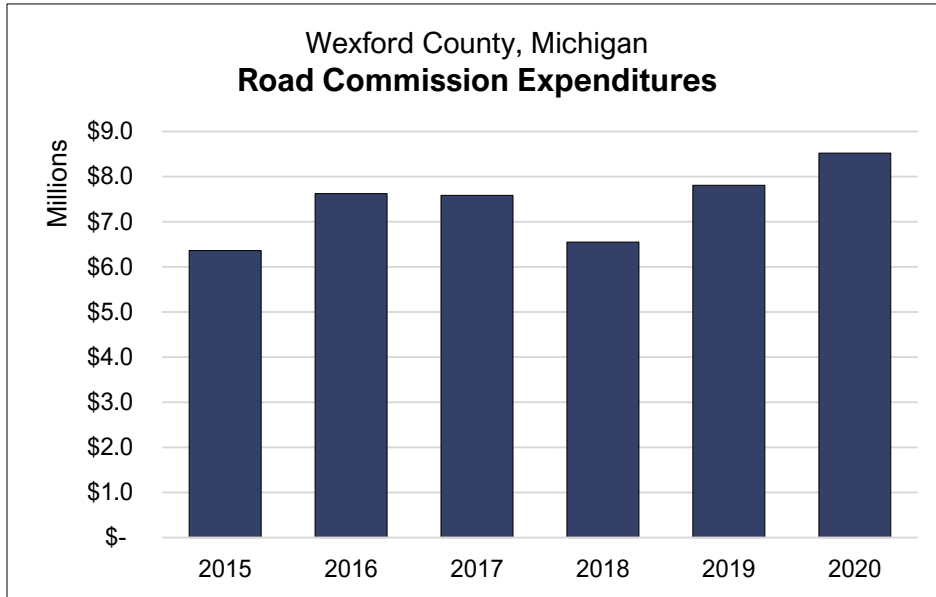
	* 2018	2019	% Change	Trend
Road Conditions, Federal Aid Lane Miles, Road Commission's Roads				
"Good" miles	175.2	120.6	-31.2%	↘
"Fair" miles	135.4	199.5	47.3%	↗
"Poor" miles	67.8	58.4	-13.9%	↘
Road Conditions, Federal Aid Lane Miles, All Roads				
"Good" miles	294.8	184.0	-37.6%	↘
"Fair" miles	268.2	375.8	40.1%	↗
"Poor" miles	255.0	258.3	1.3%	↗

*Note: Due to COVID, Road Condition reports were not updated by the Michigan Transportation Asset Management Council for 2020



ROADS AND BRIDGES

6 YEAR TRENDS





MULTI-COUNTY AGENCIES

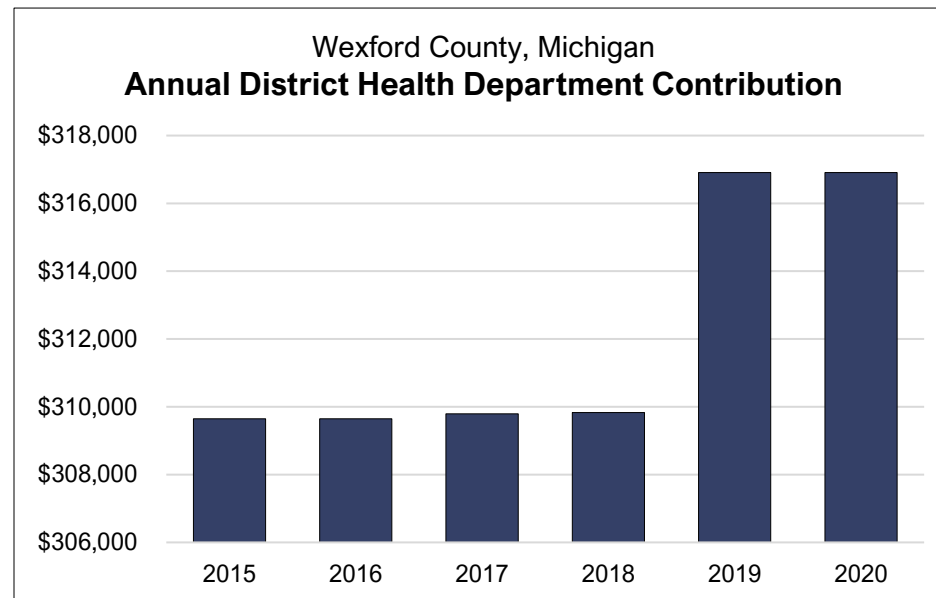
DESCRIPTIONS AND NOTES

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.

	2019	2020	% Change	Trend
Annual contribution	\$ 316,911	\$ 316,911	0.0%	↔





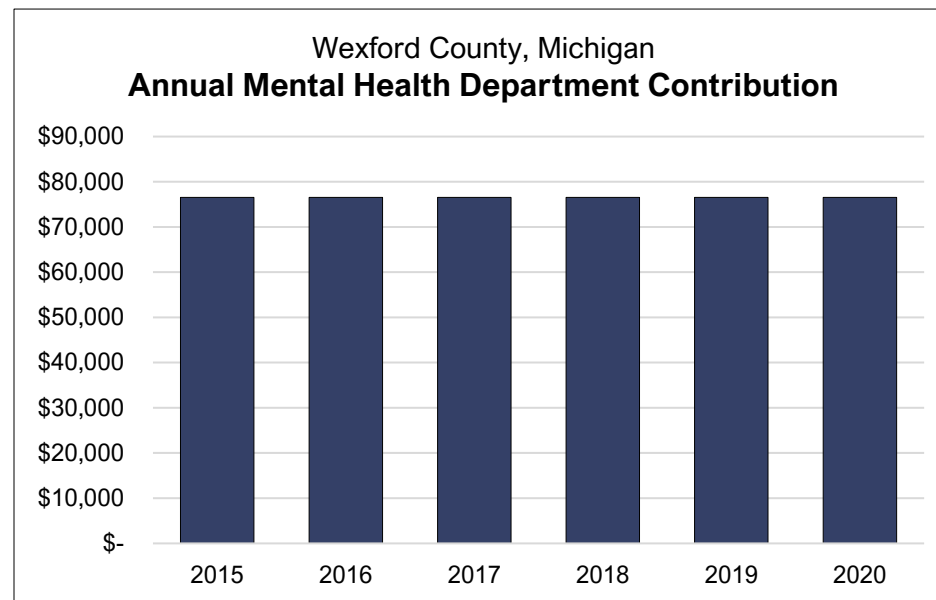
MULTI-COUNTY AGENCIES

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.

	2019	2020	% 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.

Authority was dissolved in 2020.

	2019	2020	% Change	Trend
Annual contribution	\$ 36,208	dissolved	n/a	↓