

---

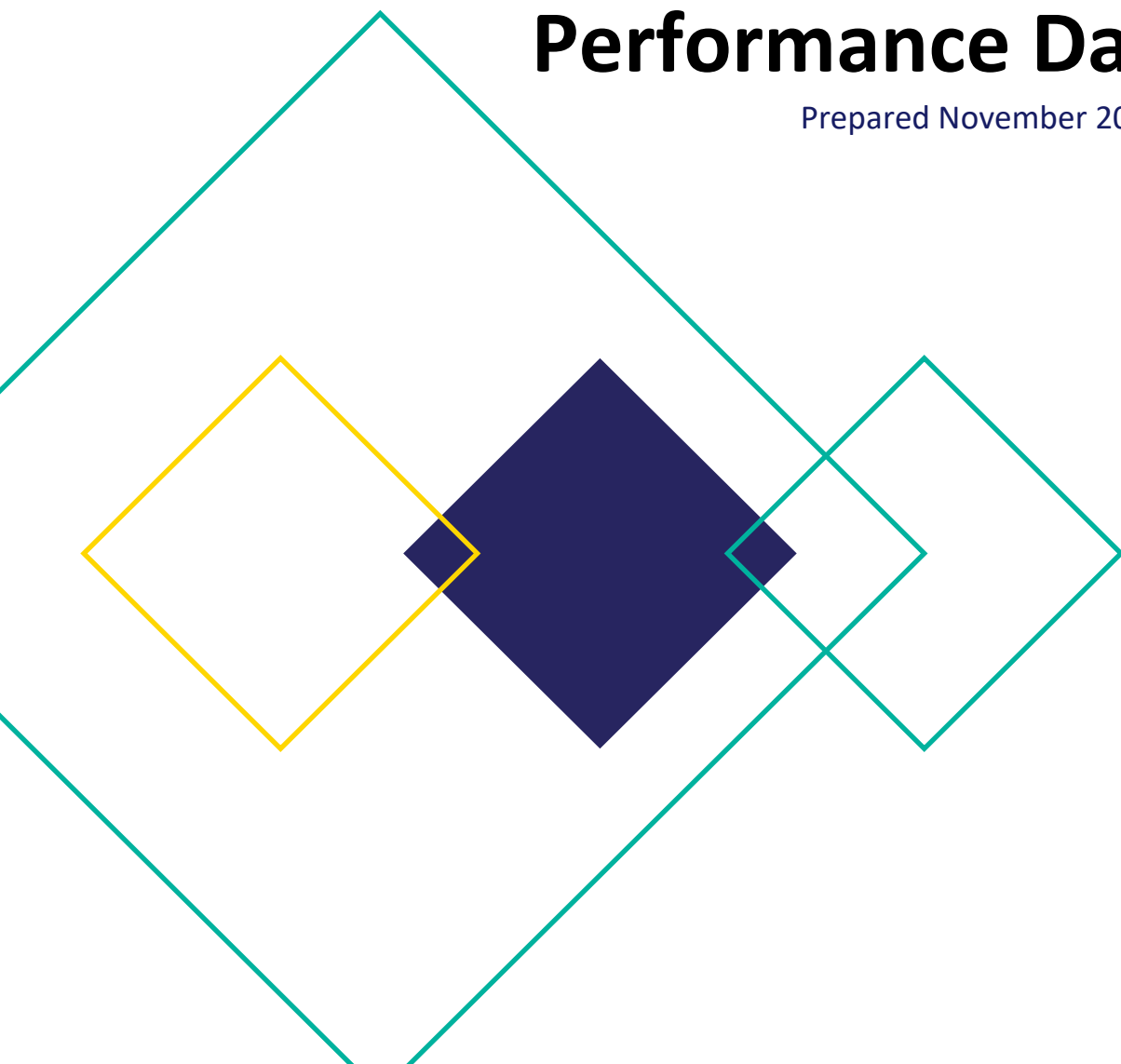
# WEXFORD COUNTY, MICHIGAN

---

Accountability & Transparency Report

## Performance Dashboard

Prepared November 2022



© 2022 MGT

2343 Delta Road

Bay City, Michigan 48706

989.316.2220

[mgtconsulting.com](http://mgtconsulting.com)



# Table of Contents

---

- Fiscal Stability Indicators**
  - 2 Year Comparisons 2
  - Multiple Year Trends 4
- Economic Strength Indicators**
  - 2 Year Comparisons 7
  - Multiple Year Trends 8
- Public Safety Expenditures and Crime Statistics**
  - 2 Year Comparisons 10
  - Multiple Year Trends 11
- Infrastructure – Roads & Bridges, Safety, and Conditions**
  - 2 Year Comparisons 12
  - Multiple Year Trends 14
- Quality of Life**
  - Quality of Life Indicators 17
- Recreation & Culture**
  - 2 Year Comparisons 20
  - Multiple Year Trends 20
- Population Demographics**
  - Racial Diversity 21
- Multi-County Agencies**
  - District Health Department #10 22
  - Northern Lakes Community Mental Health 23

### Fiscal Stability Indicators

#### 2 Year Comparisons

	2020	2021	% Change	Trend
<b>General Fund</b>				
General Fund expenditures, per capita	\$ 423.41	\$ 452.86	7.0%	↗
General Fund revenues, per capita	\$ 448.89	\$ 465.99	3.8%	↗
General Fund balance, as % of expenditures	52.1%	51.3%	-1.6%	↘
<b>Governmental Funds</b>				
Expenditures, all governmental funds, per capita	\$ 627.90	\$ 647.16	3.1%	↗
Revenues, all governmental funds, per capita	\$ 643.22	\$ 655.06	1.8%	↗
Governmental funds, fund balance	\$ 9,804,787	\$ 10,072,376	2.7%	↗
<b>Governmental Long-Term Debts</b>				
Total governmental long-term debt obligations	\$ 22,181,591	\$ 21,345,724	-3.8%	↘
General obligation refunding bonds	\$ 3,939,914	\$ 3,683,552	-6.5%	↘
USDA Community Facilities loans	\$ 10,823,000	\$ 10,643,000	-1.7%	↘
Interest	\$ 7,057,756	\$ 6,666,959	-5.5%	↘
Compensated absences	\$ 360,921	\$ 352,213	-2.4%	↘
Governmental total long-term debt, per capita	\$ 658.74	\$ 629.65	-4.4%	↘
Payment on long-term debt, due within one year	\$ 1,188,080	\$ 1,173,645	-1.2%	↘

- ↗ 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

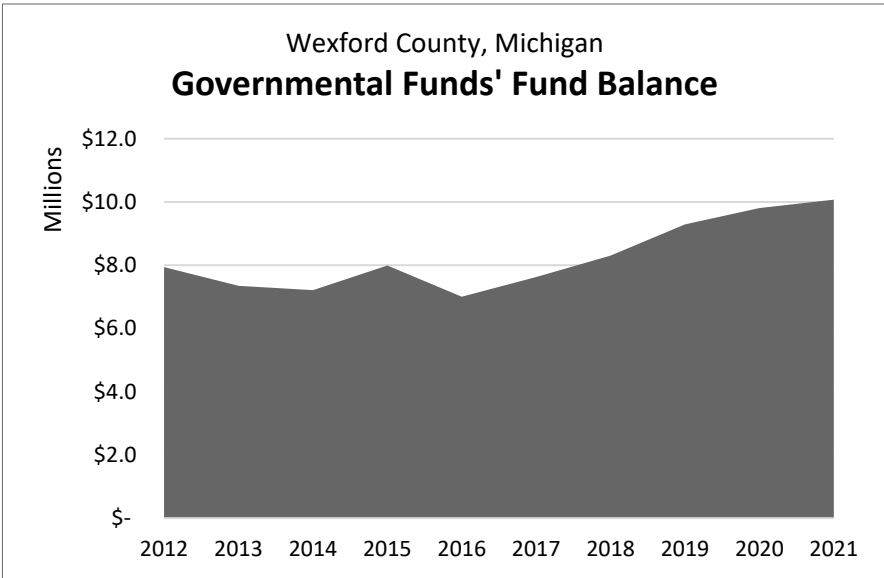
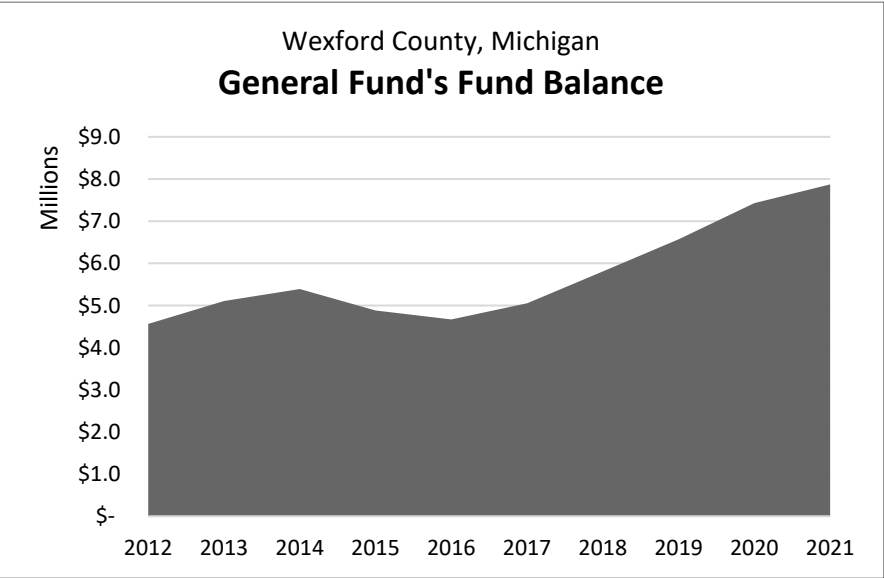
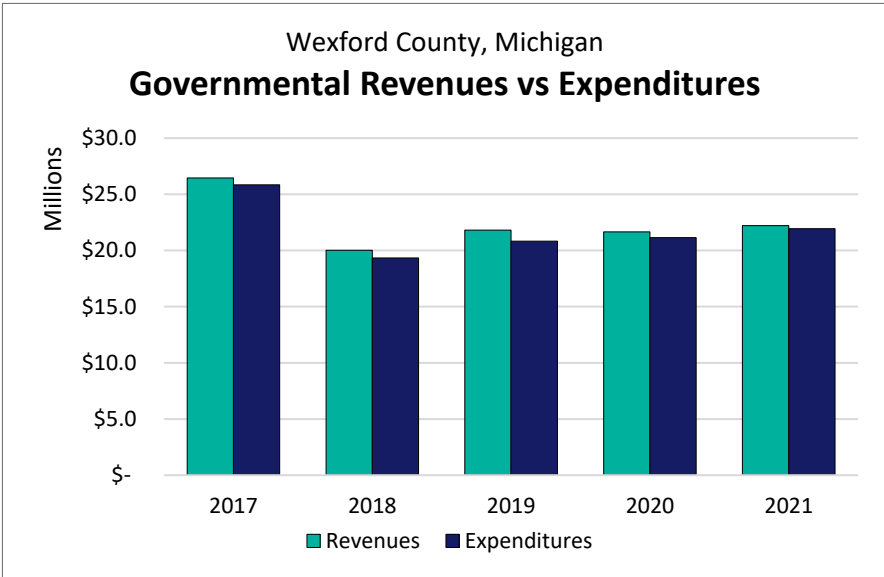
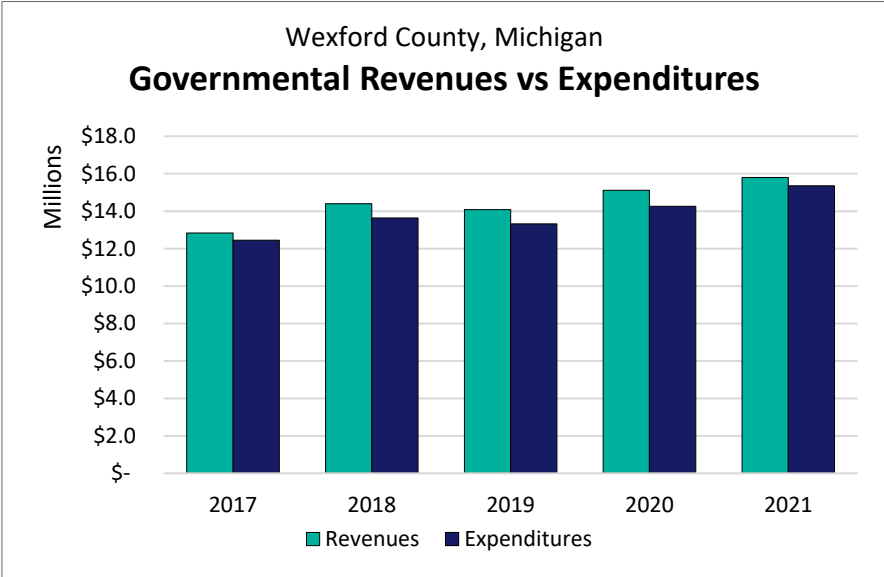
## Fiscal Stability Indicators

### 2 Year Comparisons - Continued

	2020	2021	% Change	Trend
<b>MERS Defined Benefit Pension Plan</b>				
Over- (Under-) funded defined benefit pension plan liability	\$ (11,682,183)	\$ (12,656,113)	8.3%	↗
Percent funded	64.5%	64.2%	-0.5%	↘
Pension liability as a % of General Fund Revenue	77.3%	80.1%	3.6%	↗
Ratio of employees to retirees	0.87	0.87	0.2%	↗
Annual employer required contribution	\$ 1,315,704	\$ 3,048,144	131.7%	↗
Contribution	\$ 1,654,471	\$ 1,844,914	11.5%	↗
<b>Taxable Value</b>				
Taxable valuation of property (in \$1,000s)	\$ 1,029,627	\$ 1,073,341	4.2%	↗
<b>Governmental Capital Assets</b>				
Net governmental capital assets, less depreciation	\$ 20,533,170	\$ 20,566,743	0.2%	↗
<b>Governmental Deposit Credit Risk</b>				
Percent of bank balance exposed to risk (uninsured/uncollateralized)	93.6%	93.9%	0.4%	↗
<b>Governmental Investments</b>				
Money market	\$ 1,231,517	\$ 1,231,796	0.0%	↗
Commercial paper (A2 S&P)	\$ 498,962	\$ -	n/a	↗
Michigan CLASS (AAAm S&P)	\$ 2,598,825	\$ 2,599,813	0.0%	↗
<b>Total Investments</b>	<b>\$ 4,329,304</b>	<b>\$ 3,831,609</b>	<b>-11.5%</b>	<b>↘</b>

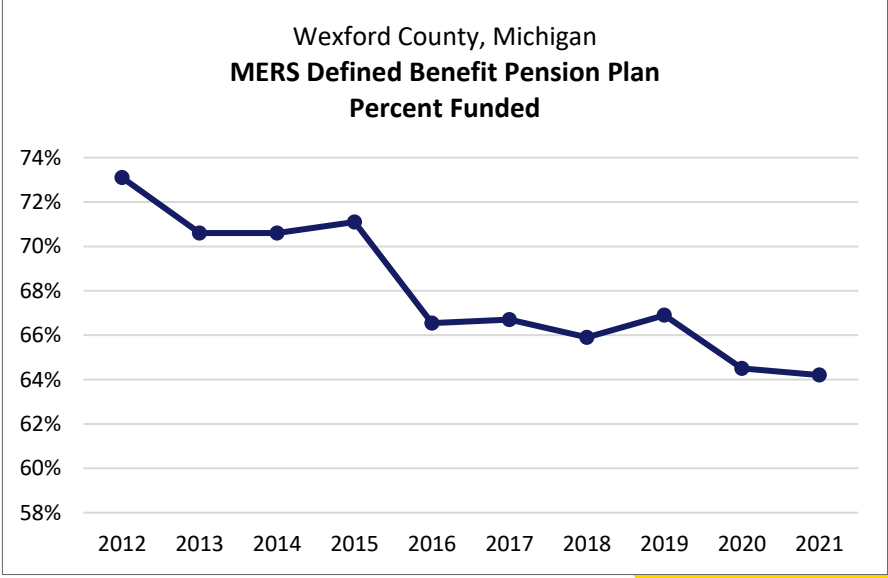
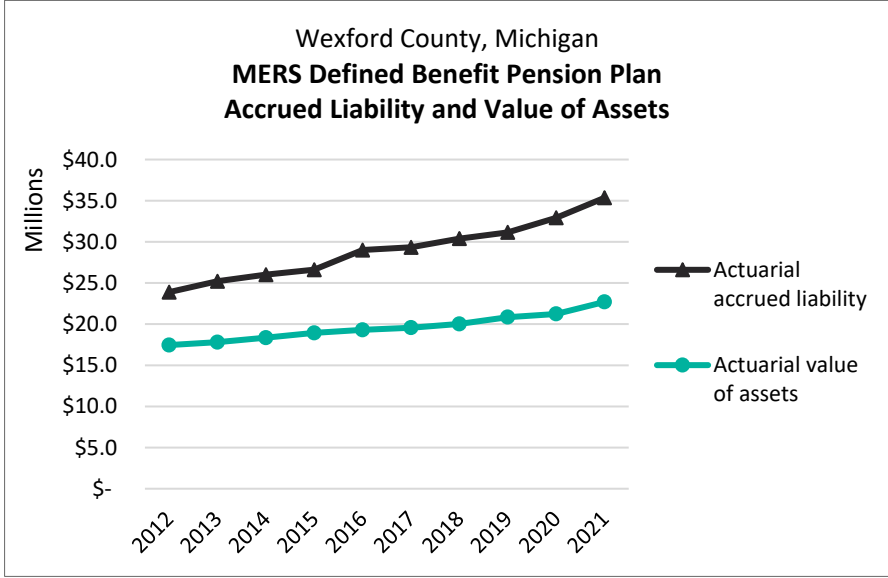
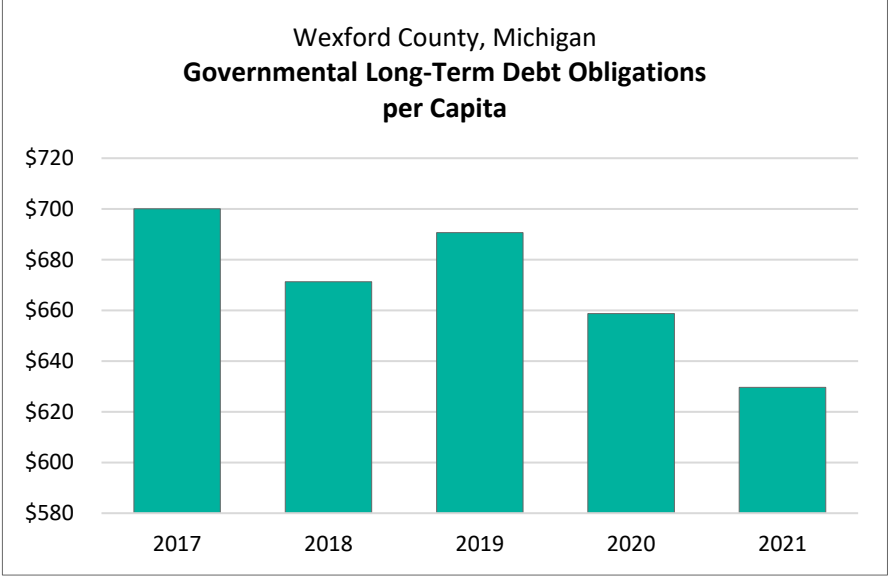
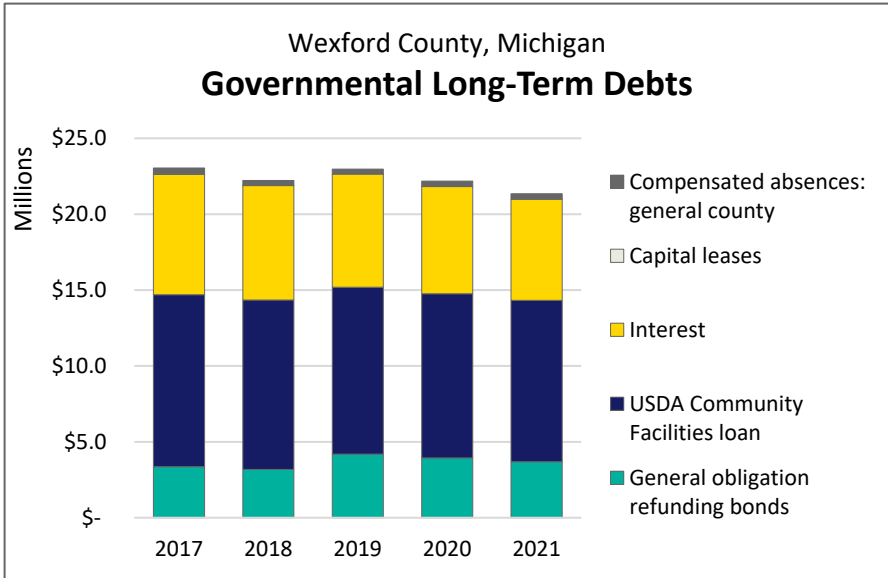
### Fiscal Stability Indicators

#### Multiple Year Trends



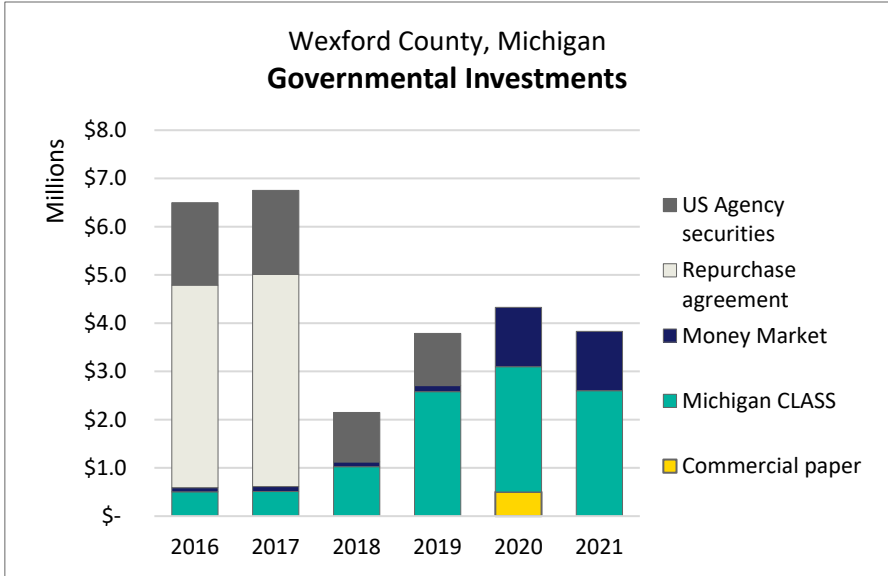
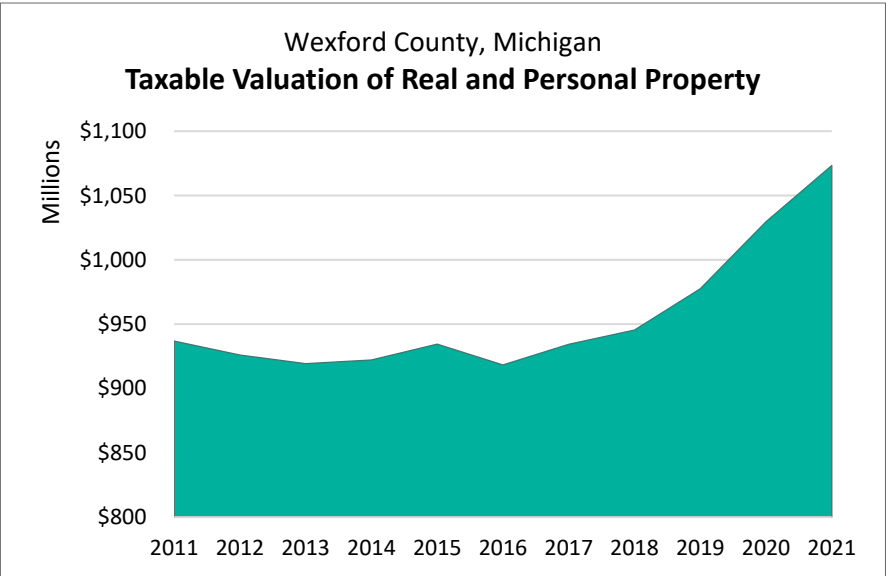
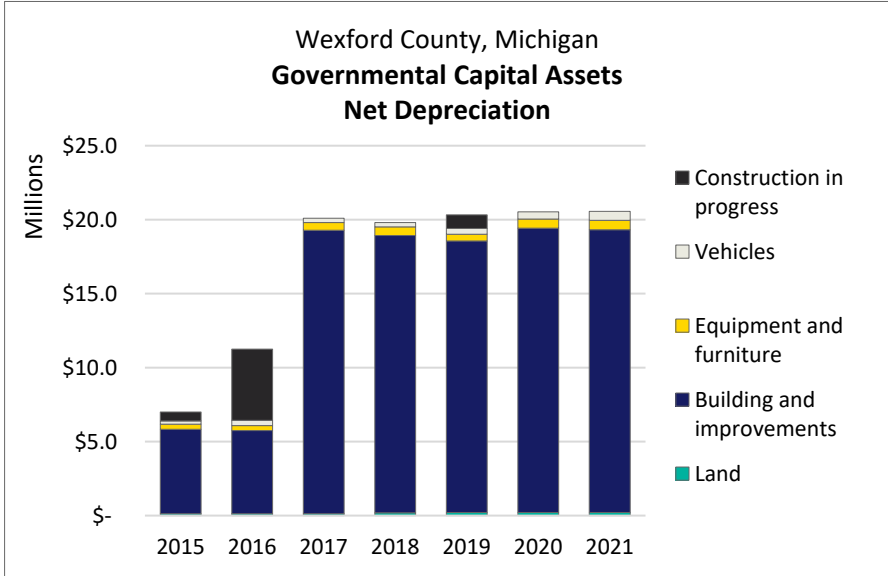
### Fiscal Stability Indicators

#### Multiple Year Trends – Continued



### Fiscal Stability Indicators

#### Multiple Year Trends - Continued



# Economic Strength Indicators

## 2 Year Comparisons

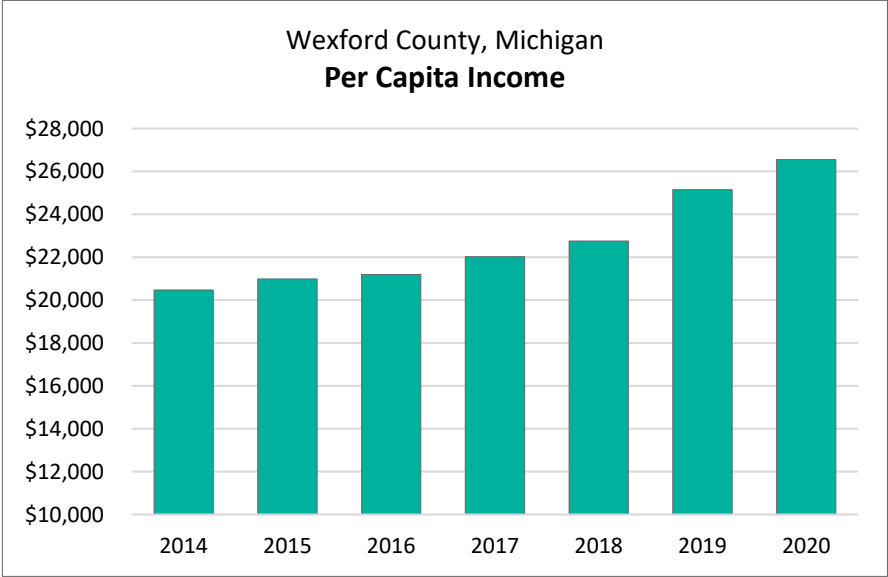
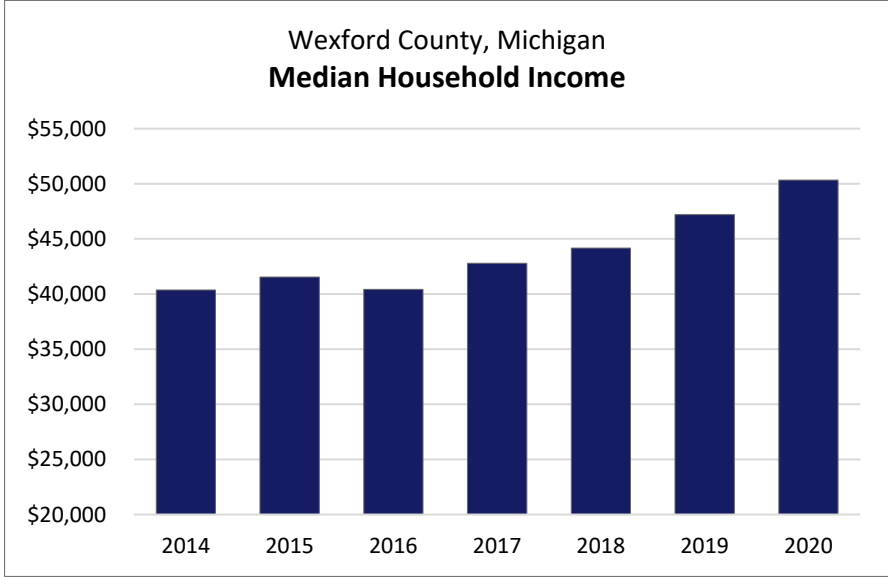
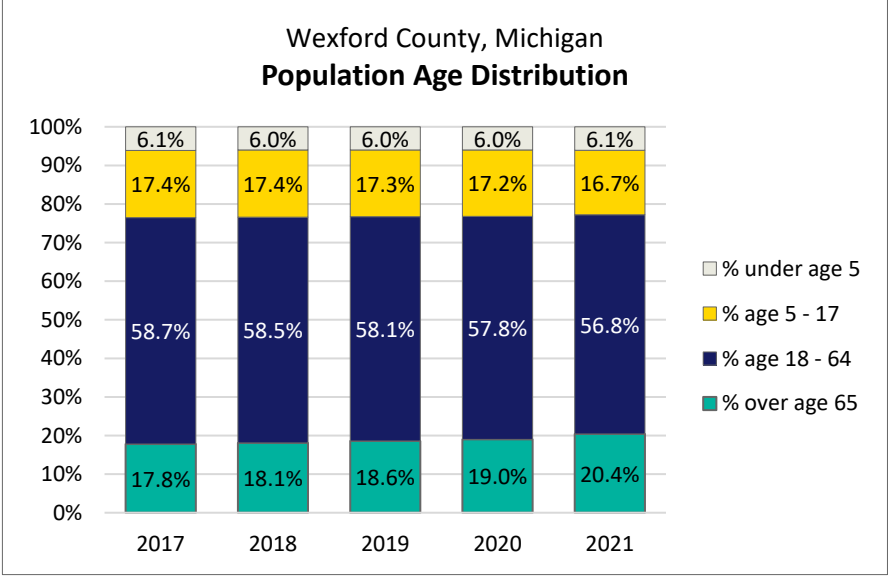
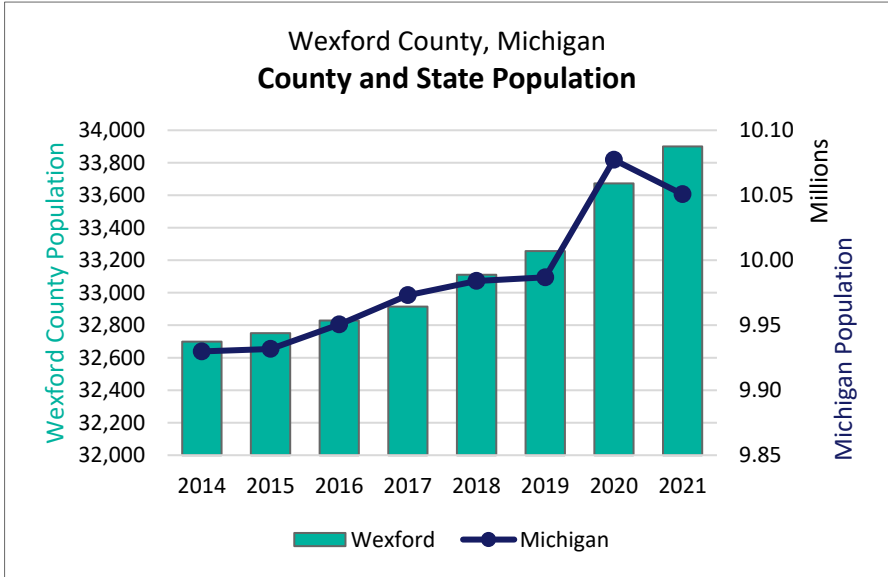
	2020	2021	% Change	Trend
<b>Population</b>				
Wexford County population	33,673	33,901	0.7%	
Under 5 years old	6.0%	6.1%	1.7%	
Ages 5 - 17 years old	17.2%	16.7%	-2.9%	
Ages 18 - 65 years old	57.8%	56.8%	-1.7%	
Over 65 years old	19.0%	20.4%	7.4%	
	2019	2020	% Change	Trend
<b>Employment and Income</b>				
Median household income	\$ 47,193	\$ 50,335	6.7%	
Per capita income	\$ 25,149	\$ 26,554	5.6%	
Unemployment rate	6.2%	6.1%	-1.6%	
Percent living below poverty level	14.2%	13.7%	-3.5%	
<b>Education</b>				
Percent of population with Bachelor's degree or higher	18.2%	19.7%	8.2%	
Percent of population with High School degree or higher	89.6%	89.9%	0.3%	

- Change is positive; Performance is improving
- Change is positive; Performance is declining
- Change is negative; Performance is improving
- Change is negative; Performance is declining
- Change is positive; Performance is neutral/not applicable
- Change is negative; Performance is neutral/not applicable
- Change is neutral; Performance is neutral/not applicable



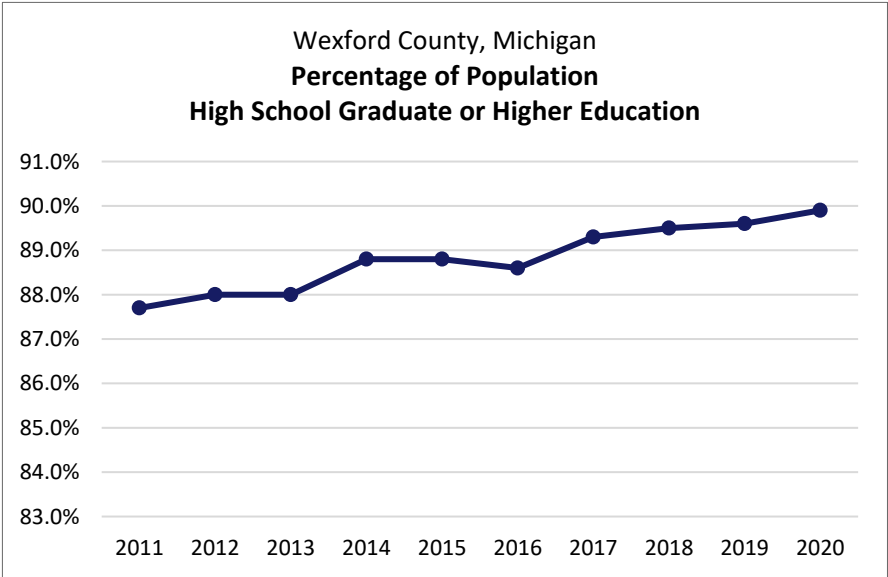
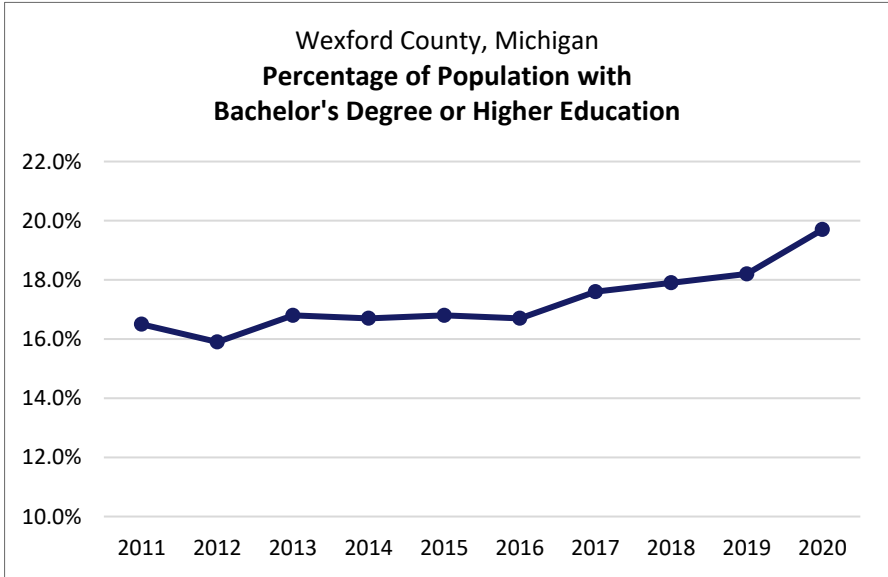
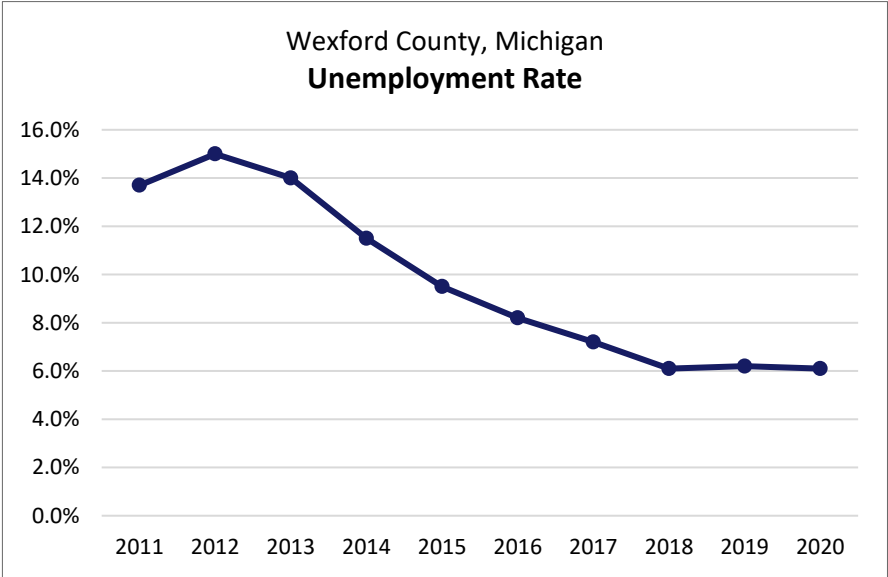
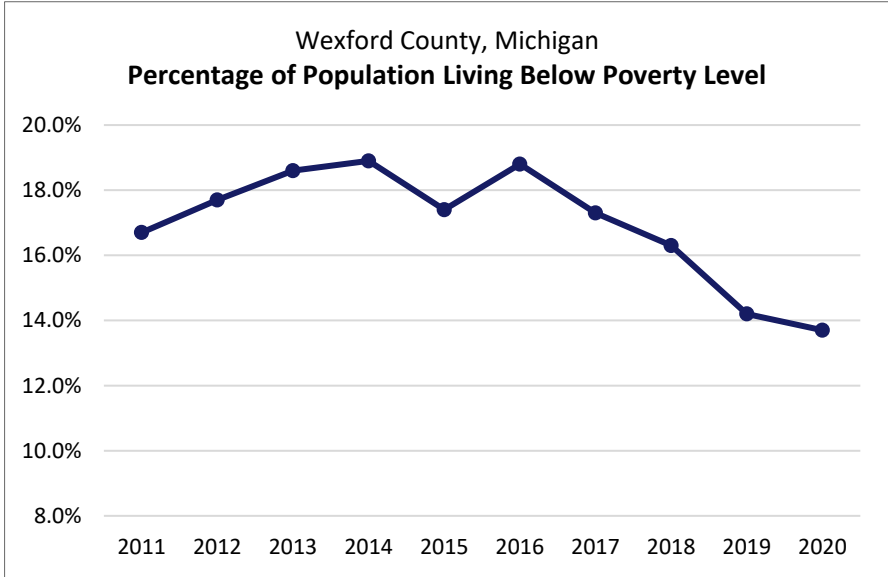
# Economic Strength Indicators

## Multiple Year Trends



### Economic Strength Indicators

#### Multiple Year Trends – Continued



# Public Safety Expenditures and Crime Statistics

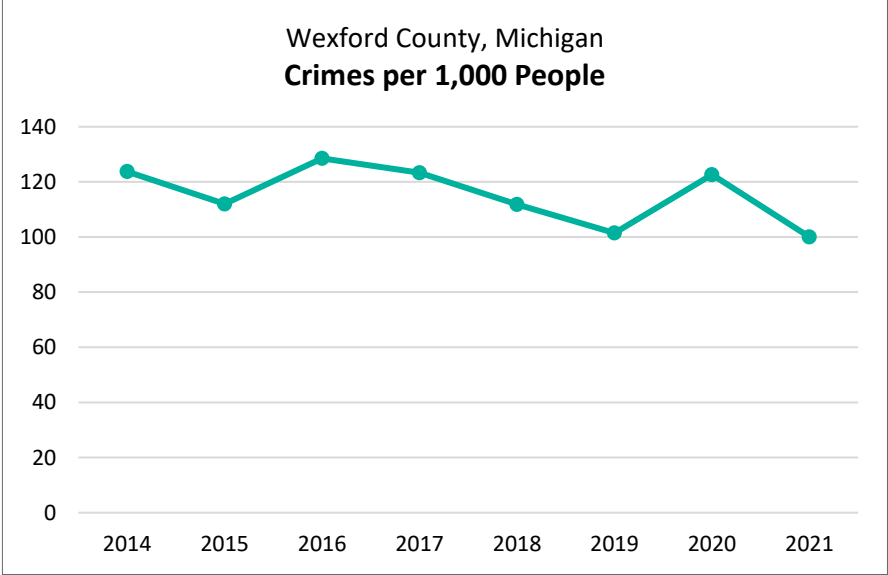
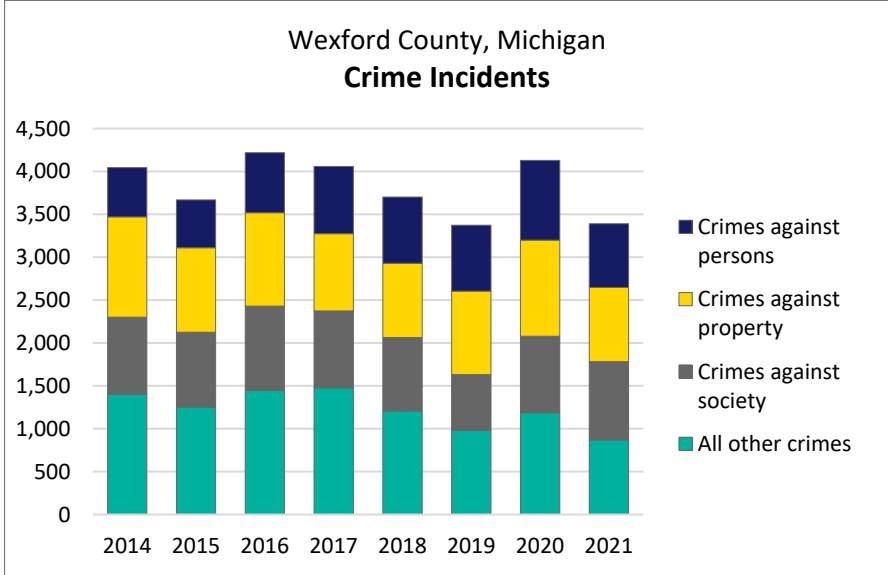
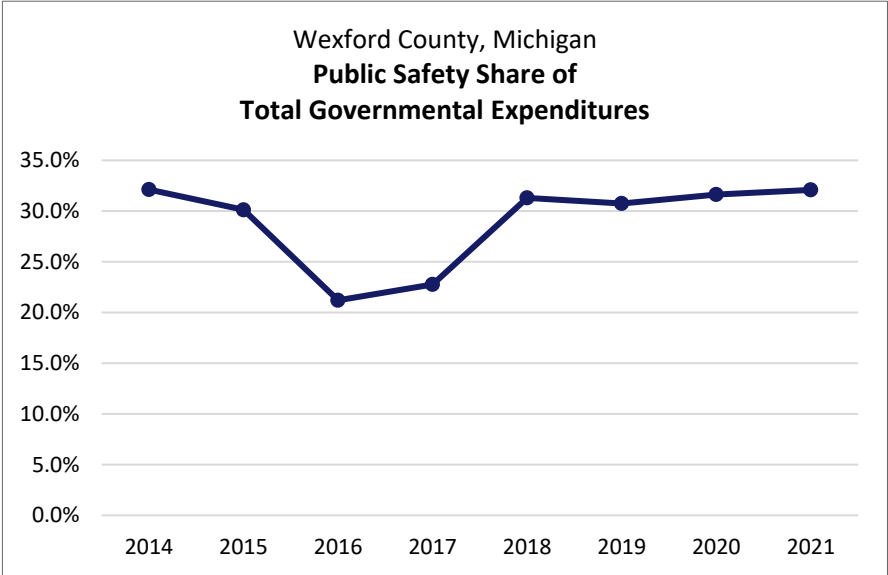
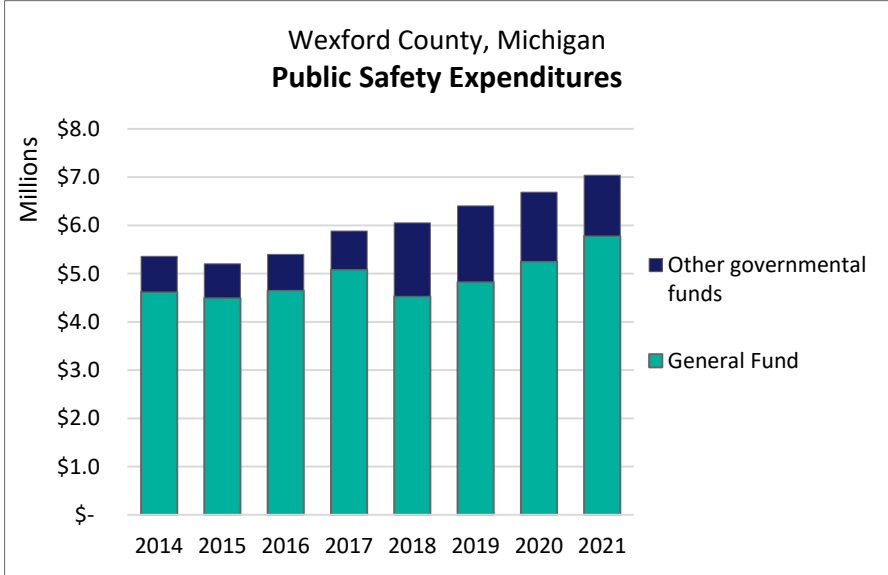
## 2 Year Comparisons

	2020	2021	% Change	Trend
<b>Public Safety Expenditures</b>				
Public Safety expenditures - General Fund	\$ 5,251,971	\$ 5,778,197	10.0%	↗
Public Safety's share of total General Fund expenditures	36.8%	37.6%	2.2%	↗
Public Safety expenditures - all governmental funds	\$ 6,687,863	\$ 7,039,569	5.3%	↗
Public Safety's share of total governmental expenditures	31.6%	32.1%	1.5%	↗
Public Safety expenditures, per capita	\$ 198.61	\$ 207.65	4.6%	↗
<b>Crime Statistics</b>				
Crimes against persons	929	743	-20.0%	↘
Crimes against property	1,121	865	-22.8%	↘
Crimes against society	892	913	2.4%	↗
All other crimes	1,187	870	-26.7%	↘
Total number of incidents	4,129	3,391	-17.9%	↘
Crimes per 1,000 population	122.62	100.03	-18.4%	↘

-  Change is positive; Performance is improving
-  Change is positive; Performance is declining
-  Change is negative; Performance is improving
-  Change is negative; Performance is declining
-  Change is positive; Performance is neutral/not applicable
-  Change is negative; Performance is neutral/not applicable
-  Change is neutral; Performance is neutral/not applicable

# Public Safety and Crime Statistics

## Multiple Year Trends



## Infrastructure – Roads & Bridges, Safety, and Conditions

### 2 Year Comparisons

	2020	2021	% Change	Trend
<b>Roads Expenditures</b>				
County Road Commission expenditures*	\$ 8,521,695	\$ 9,349,384	9.7%	↗
*Note: no expenditures for Roads in Governmental Funds				
<b>Annual Miles Traveled</b>	413,519,641	456,315,520	10.3%	↗
<b>Bridge Conditions</b>				
"Good" bridges	31	25	-19.4%	↘
"Fair" bridges	29	36	24.1%	↗
"Poor" bridges	4	3	-25.0%	↘







	** 2019	2021	% Change	Trend
<b>Road Conditions, Federal Aid Lane Miles, Road Commission's Roads</b>				
"Good" miles	120.6	163.2	35.3%	↗
"Fair" miles	199.5	170.6	-14.5%	↘
"Poor" miles	58.4	45.0	-22.9%	↘
<b>Road Conditions, Federal Aid Lane Miles, All Roads</b>				
"Good" miles	184.0	268.1	45.7%	↗
"Fair" miles	375.8	334.8	-10.9%	↘
"Poor" miles	258.3	202.5	-21.6%	↘

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

- ↗ 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

### Infrastructure – Roads & Bridges, Safety, and Conditions

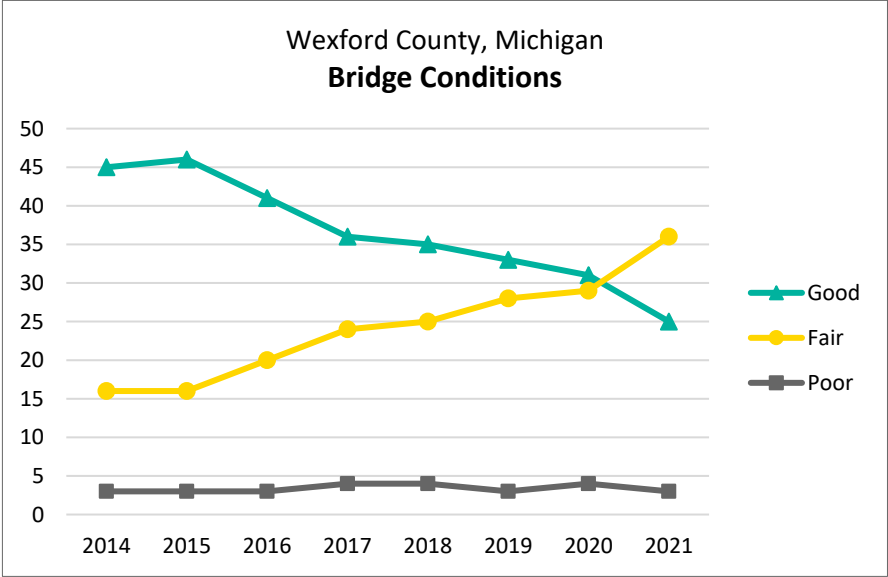
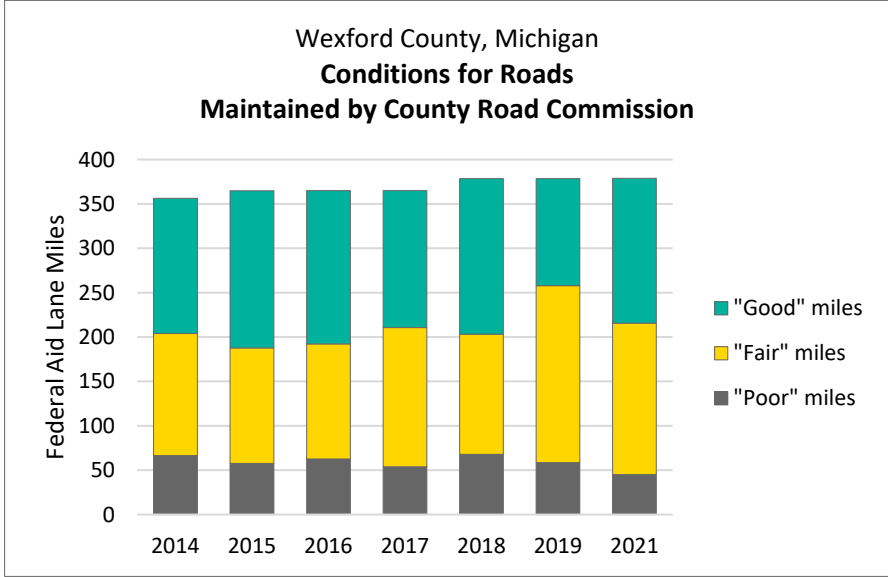
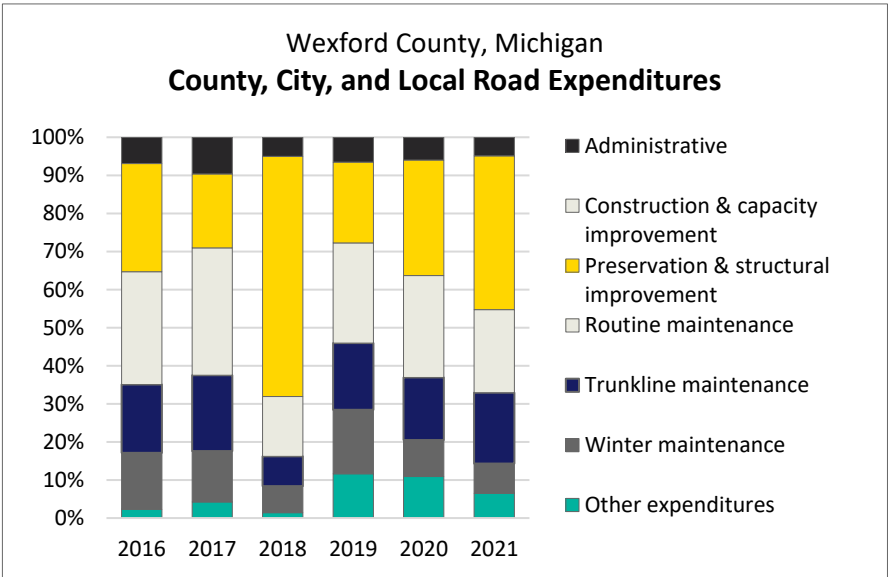
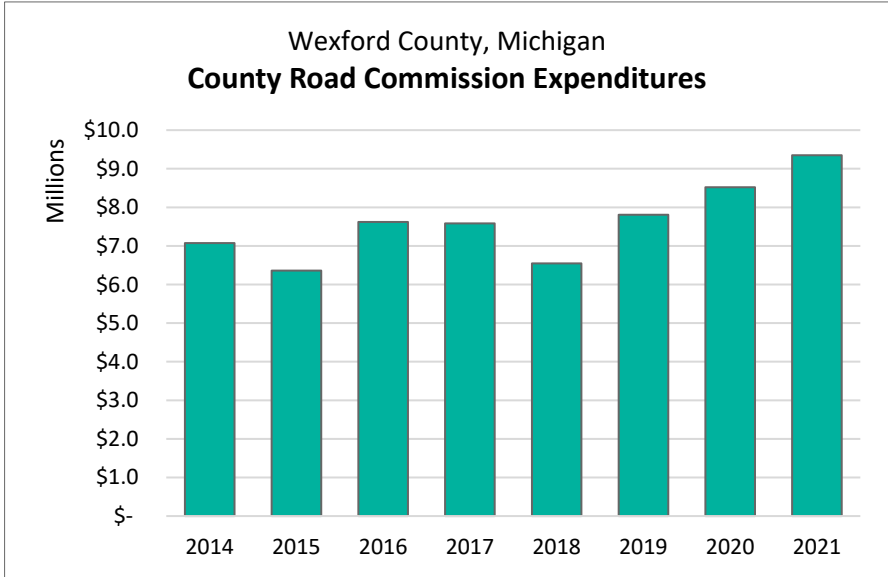
2 Year Comparisons - Continued

	2020	2021	% Change	Trend
<b>Traffic Crashes</b>				
Total traffic crashes	1,094	1,277	16.7%	
Injuries from crashes	231	264	14.3%	
Fatalities from crashes	4	7	75.0%	
Alcohol- or drug-related crashes	60	39	-35.0%	
Crashes involving deer	394	429	8.9%	
<b>Licensed Drivers</b>				
Total number of licensed drivers	24,811	25,232	1.7%	

-  Change is positive; Performance is improving
-  Change is positive; Performance is declining
-  Change is negative; Performance is improving
-  Change is negative; Performance is declining
-  Change is positive; Performance is neutral/not applicable
-  Change is negative; Performance is neutral/not applicable
-  Change is neutral; Performance is neutral/not applicable

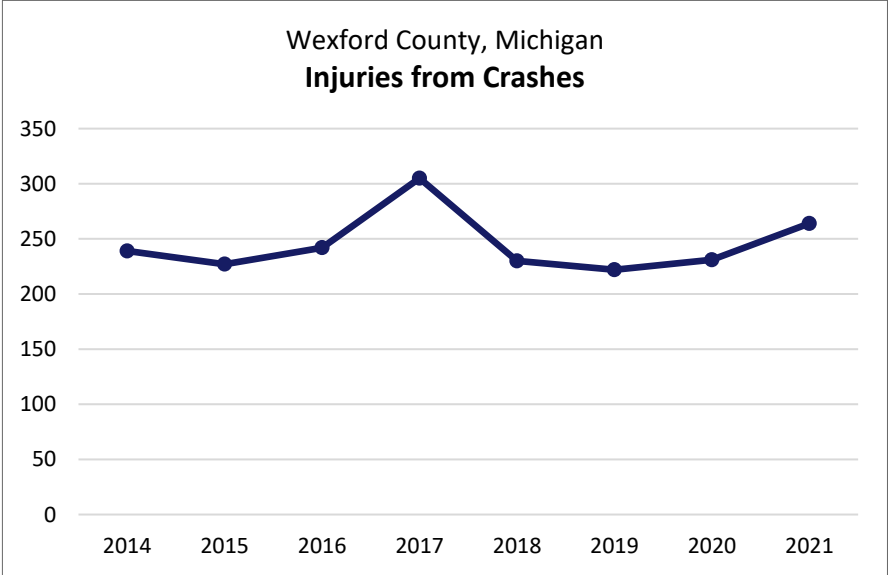
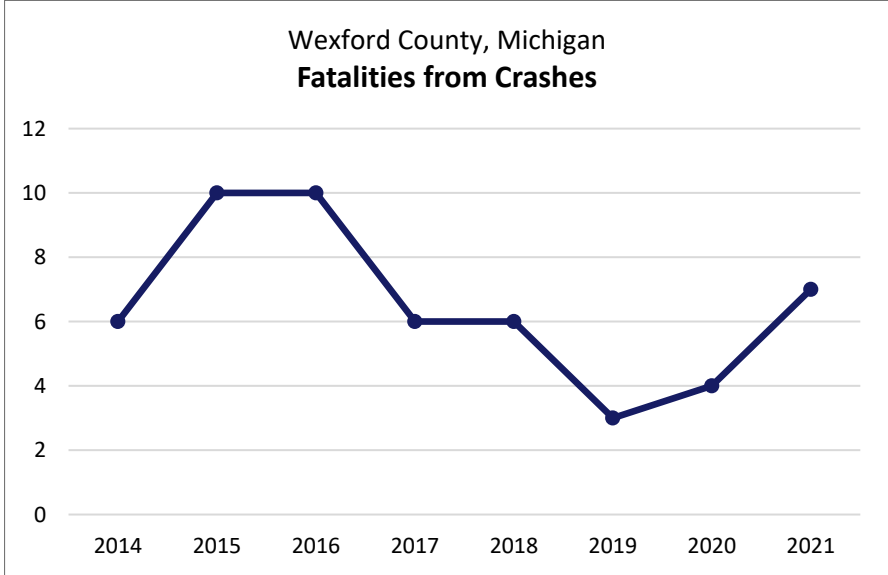
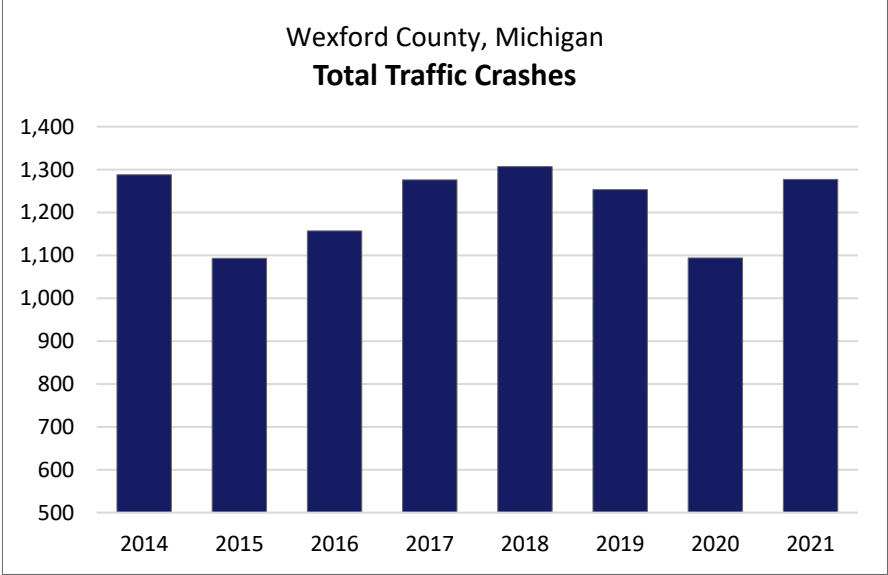
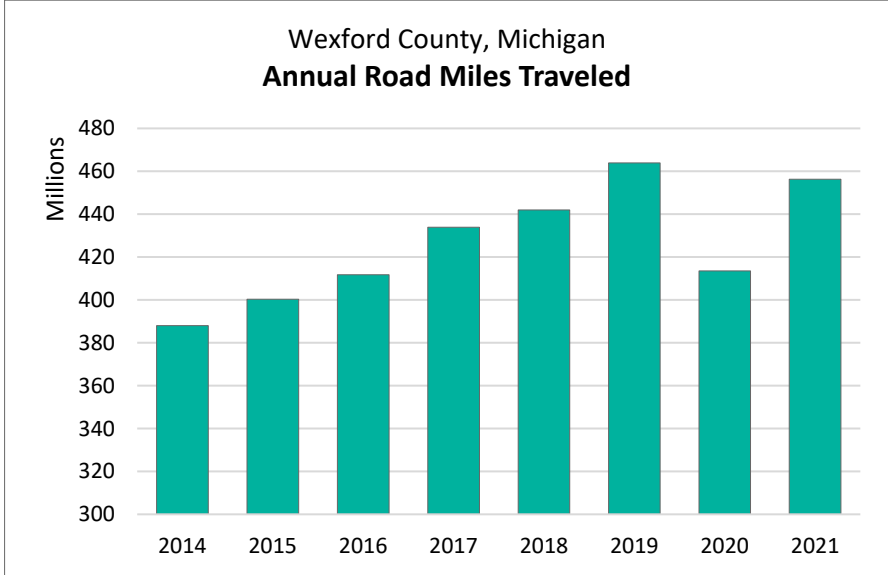
# Infrastructure – Roads & Bridges, Safety, and Conditions

## Multiple Year Trends



# Infrastructure – Roads & Bridges, Safety, and Conditions

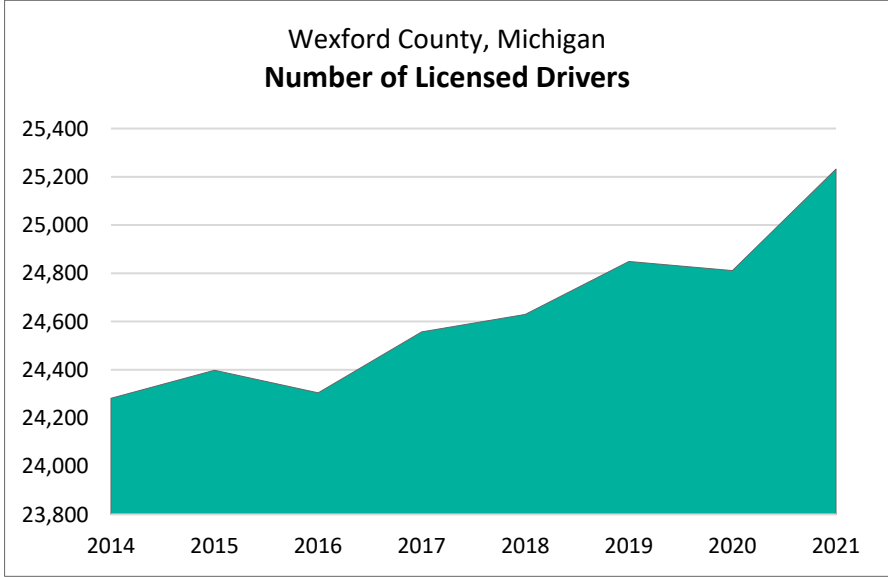
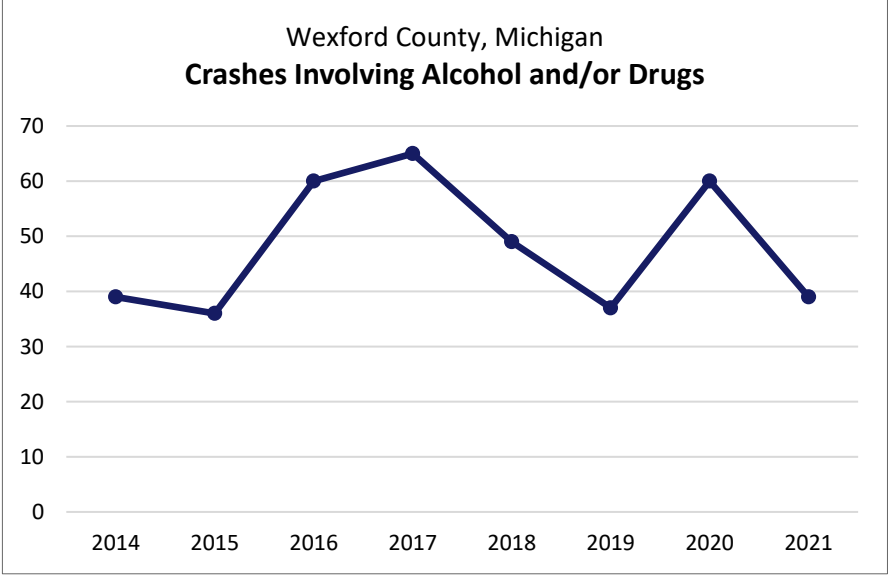
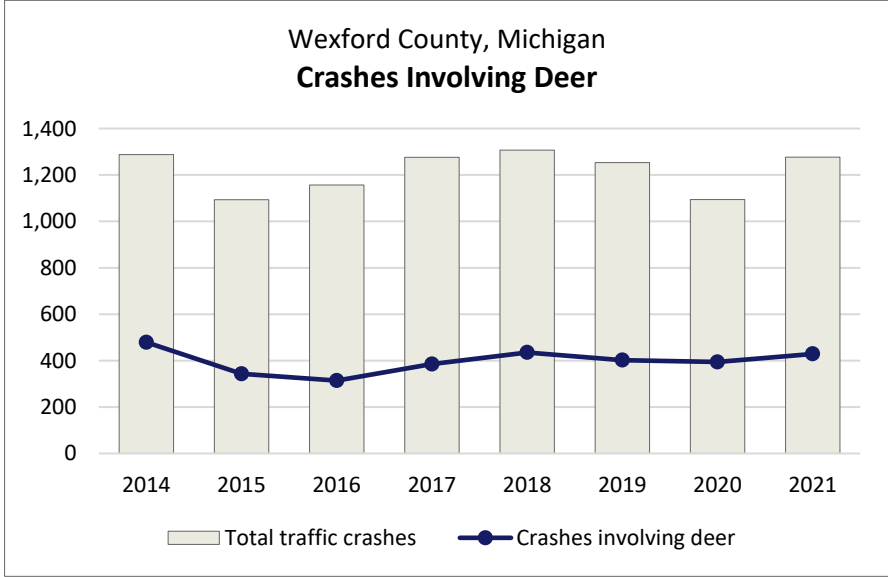
## Multiple Year Trends - Continued





### Infrastructure – Roads & Bridges, Safety, and Conditions

#### Multiple Year Trends - Continued



# Quality of Life

## Indicators and General Statistics

### Land Use

---

The total area of Wexford County is 575 square miles, of which 565 square miles are land and 10 square miles are water.

#### Lakes

There are over 6,000 acres of inland lakes. The largest of these lakes are:

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

#### National Forest

Wexford County is one of 9 counties containing Manistee National Forest. Approximately 96,877 acres of the forest's total 540,187 acres is within Wexford County.

#### State Forest

Wexford County is one of 13 counties containing Pere Marquette State Forest. Includes the North Country Trail and multiple campgrounds.

#### State Parks

Mitchell State Park is 660 acres situated between Mitchell Lake and Lake Cadillac and contains Fred Meijer White Pine Trail State Park, and the Carl T. Johnson Hunting and Fishing Center. There is also an historic canal connecting the two lakes.

#### Trails

There are over 200 miles of hiking, biking, and cross-country skiing trails, many of which cross through neighboring counties as well. The longest are:

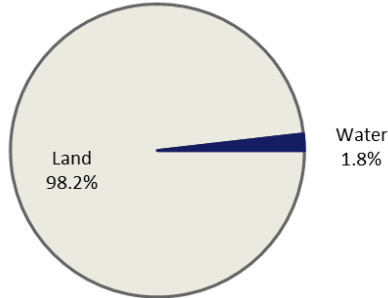
- North Country Trail, 128 miles within Manistee National Forest
- White Pine Trail, 92 miles (including portions in neighboring counties)
- MacKenzie Trail, 25 miles

There are over 200 miles of ATV/ORV/Snowmobile trails, many of which cross through neighboring counties as well, including:

- White Pine Trail, 92 miles (including portions in neighboring counties)
- North Missaukee Trail, 36.5 miles (including Missaukee County's portion)

The 220-mile Shore to Shore equestrian trail has a spur passing through the county, as well.

Wexford County, Michigan



## Quality of Life

### Indicators and General Statistics - Continued

#### County Parks and Recreation

- Wexford Civic Arena, which hosts multiple events, including:
  - o Project Christmas
  - o Annual Governor's Breakfast
  - o Annual Senior Expo
  - o Cadillac Pop Culture Con
- Wexford Ice Arena is used for adult and youth hockey programs in the winter, and roller derby and other events in the summer
- Northern District Fairgrounds
- Pinoco Park, 40-acre undeveloped county-owned site
- Four public nature preserves

#### Transportation

---

##### County Airports

- Wexford County Airport, 2 runways

#### Culture

---

##### Historical Markers and Places

- 14 sites registered with Michigan State Historic Preservation Office
- 8 locations on the National Registry of Historic Places

##### Museums

- Wexford County Historical Society Museum & Carnegie Library

##### Annual Festivals

- Mesick Mushroom Festival
- Cadillac Festival of the Arts
- Cadillac Craft Beer Festival

## Quality of Life

### Indicators and General Statistics - Continued

#### Broadband Internet Access

---

As of September 30, 2021:

- 96.3% of households had access to >10Mbps broadband
- 69.2% of households had access to >25Mbps broadband
- 66.9% of households had access to >100Mbps broadband
- There are 10 broadband providers serving the county, and 91% of customers have access to 2 or more providers

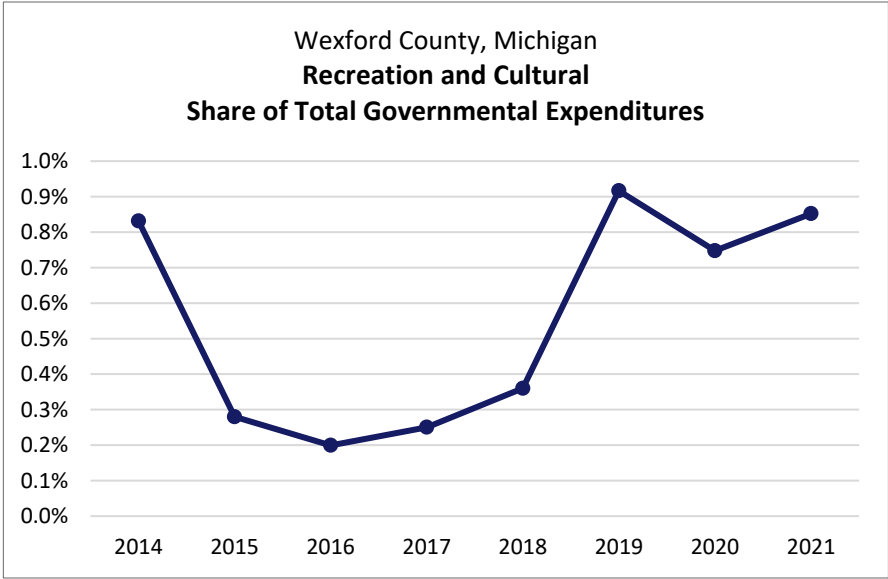
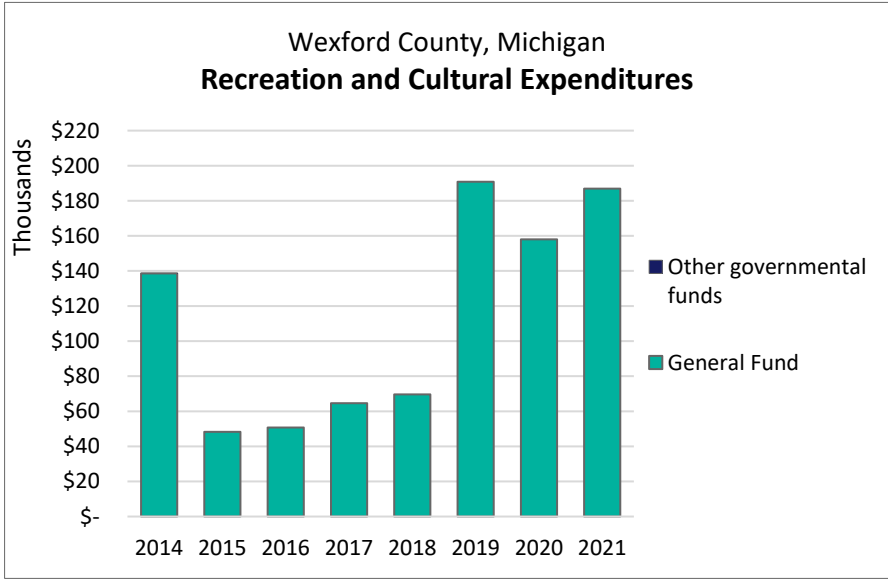
### Recreation & Culture

#### 2 Year Comparisons

	2020	2021	% Change	Trend
<b>Recreation &amp; Cultural General Fund Expenditures</b>				
Recreation & Cultural expenditures	\$ 158,053	\$ 186,885	18.2%	↗
Share of total General Fund expenditures	1.11%	1.22%	9.9%	↗
<b>Recreation &amp; Cultural Total Governmental Expenditures</b>				
Recreation & Cultural expenditures	\$ 158,053	\$ 186,885	18.2%	↗
Share of total governmental expenditures	0.75%	0.85%	13.3%	↗

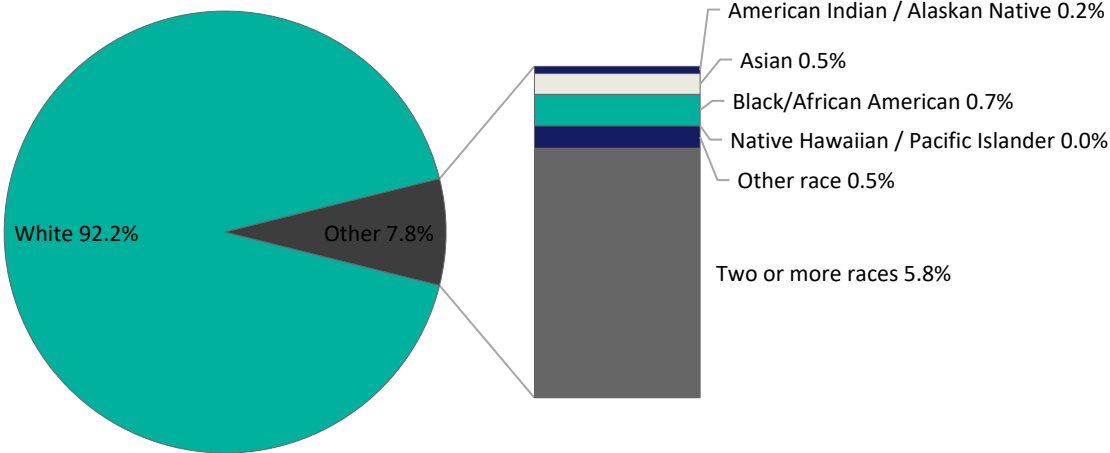
### Recreation & Culture

#### Multiple Year Trends



# Population Demographics

Wexford County, Michigan  
**Racial Diversity**



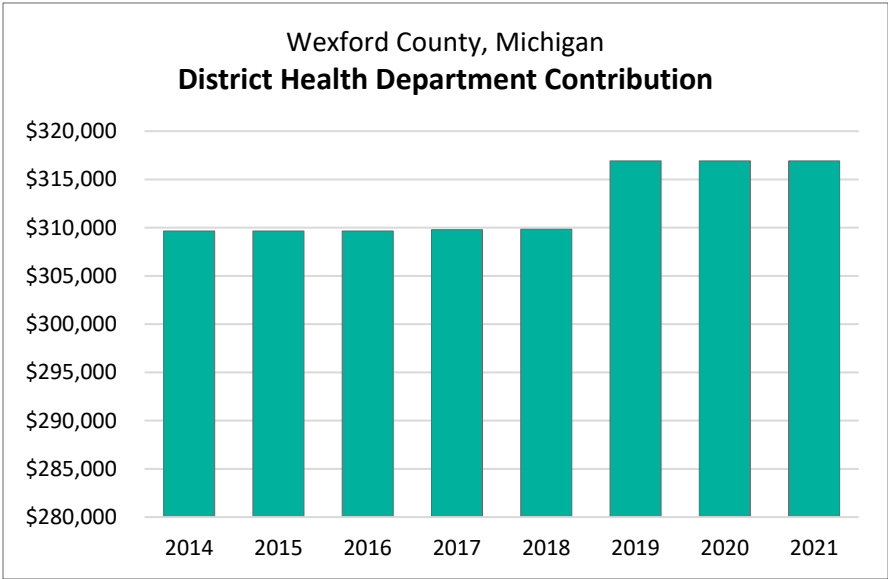
## Multi-County Agencies

### Agreements and Contributions

#### District Health Department # 10

- Joint operation with 9 other counties
- The Board is composed of 20 members from each of the boards of the participating governments.

	2020	2021	% Change	Trend
<b>Annual contribution</b>	\$ 316,911	\$ 316,911	0.0%	↔



## Multi-County Agencies

### Agreements and Contributions - Continued

#### Northern Lakes Community Mental Health (“NLCMH”)

- Operated in conjunction with five other counties
- The Board is composed of sixteen members from each of the boards of the participating governments

	2020	2021	% Change	Trend
<b>Annual contribution</b>	\$ 76,543	\$ 76,543	0.0%	↔

