

**REORGANIZATION PLAN FOR THE EXECUTIVE BRANCH OF  
WAYNE COUNTY GOVERNMENT  
FOR TERM OF OFFICE BEGINNING JANUARY 1, 2015**

Submitted by:  
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**PREAMBLE**

Under the Home Rule Charter for the County of Wayne (Wayne County Charter), the Chief Executive Officer (CEO) has “power and duty to supervise, coordinate, direct, and control all county facilities, operations, and functions except as otherwise provided by law or [the Wayne County] Charter.” (Wayne County Charter, Section 4.112). In fulfillment of these powers and duties, the CEO must submit a proposed Executive Branch Reorganization Plan to the Wayne County Commission within 90 days after taking office. (Wayne County Charter, Section 4.113).

This Reorganization Plan establishes eight departments reporting directly to the CEO, including a newly created Department of Health, Veterans and Community Wellness. This new Department consolidates two Departments with 9 overlapping divisions, and two divisions from two other departments, which currently operate autonomously. The new streamlined Department has six divisions and will work closely with the Department of Senior Services to coordinate the delivery of services provided by both departments. This model enhances the County’s ability to deliver health and wellness services through a holistic application of services to seniors, veterans, youth, and families throughout the County. Single-entry “touch points” will be used to easily guide residents to a variety of needed services historically provided by multiple organizations. Touch points may include public health nurses, social service workers, and clerks.

The consolidation merges the functions performed by the following individual departments and divisions

- Department of Children and Family Services
- Department of Health and Human Services
- Division of Community Development
- Division of Veterans Services

All functions of the consolidated departments and divisions will continue without interruption in services.

Additionally, this Plan abolishes the Department of Economic Development Growth Engine (EDGE). The economic development functions will be transferred through a professional services agreement to the Wayne County Economic Development Corporation. This will enable the County to effectively continue economic development activity while reducing its general fund costs.

The following seven departments, which were established prior to the Reorganization Plan, remain under this Plan: Corporation Counsel, Homeland Security/Emergency Management, Management and Budget, Personnel and Human Resources, Public Services, Senior Services and Technology.

Each department is headed by a Director and with the exception of the Department of Management and Budget and Department of Public Services, one Deputy Director, and is responsible for the management and administration of their respective divisions. The Department of Management and Budget and Department of Public Services each have two Deputy Directors. Divisions within each department are headed by a Director, Administrator or Manager.

This Reorganization Plan is not a mandate and may be modified in accordance with Section 4.113 of the Wayne County Charter or with approval of the Commission through the budget process, to eliminate any position, department, division, agency or program specified in this Plan.

## **CREATION OF NEW DEPARTMENT AND DIVISIONS**

### **Department of Health, Veterans and Community Wellness**

The Department of Health, Veterans and Community Wellness is created. The department will continue performing the functions of the departments formerly titled Children and Family Services, Health and Human Services, and the divisions formerly titled Community Development (within the Department of Economic Development Growth Engine) and Veterans Services (within the Department of Senior and Veterans Services).<sup>1</sup> The Department is responsible for coordinating and administering health, educational, youth, veteran, senior and social services to residents and communities in Wayne County, and will coordinate its delivery of services with the Department of Senior Services. The department will be led one Director, one Deputy Director, and a Health Officer, who may also be the Director or Deputy Director.

The department consists of the following six divisions:

#### Division of Wellness Services

The Division of Wellness Services is created. The division continues the functions performed by the formerly titled Divisions of Public Health and Physical Health Services (within the Department of Human Services), Michigan State University Extension (within the Department of Children and Family Services) and Community Development (within the Department of Economic Development Growth Engine). The division's responsibilities include public health related programs as required by the Michigan Public Health Code. These programs include prevention and control of communicable and other diseases, family health services, nutrition, and public health emergency preparedness. The division also provides environmental health services, including inspections, licensing, and enforcement for food and food service providers within Wayne County.

Additionally, the Division of Wellness Services addresses the social determinants of health and community wellness. These functions focus on healthy living and healthy neighborhoods, as well as financial education designed to reduce and ultimately eliminate disparities and inequities related to social and environmental justice. The division also concentrates on community development to preserve and enhance existing neighborhoods and community resources within Wayne County. The division will strategically utilize federally and state funded community development programs that benefit low to moderate income individuals and families.

#### Division of Clinical Services

The Division of Clinical Services is created. The division continues the jail health functions performed by the division formerly titled Public Health and Physical Health Services (within the Department of Health

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<sup>1</sup> The Departments of Children and Family Services, Health and Human Services, and Divisions of Community Development and Veterans Services are consolidated into the new Department of Health, Veterans and Community Wellness.

and Human Services), and the functions of the divisions formerly titled Juvenile Detention Facility and Community Corrections (within the Department of Children and Family Services). The division's responsibilities include integrating primary care and public health services in a wrap-around model that maximizes efficiencies and benefits to Wayne County residents. The division provides direct clinical services and diagnostic screenings at public health clinics, County jails, the Juvenile Detention Facility and other federally-funded health centers.

#### Division of Juvenile and Youth Services

The division of Juvenile and Youth Services is created. The division continues performing the functions of the division formerly titled Juvenile Services (within the former Department of Children and Family Services), the care and custody functions of the division formerly titled Juvenile Detention Facility (within the former Department of Children and Family Services), the functions of the division formerly titled Intervention and Apprehension Services (also known as the Warrant Enforcement Bureau, within the former Department of Children and Family Services), and the functions of the Wayne County Head Start Program, which were administered by the Department formerly titled Health and Human Services.

The division administers the Head Start Early Education Program and juvenile justice system of care, which includes detention custody and care, residential treatment, and community based services for youth who have had formal contact with the Family Division of the Third Judicial Circuit Court in Wayne County. The division also provides prevention services designed to assist youth avoid formal court action, reduce delinquency adjudications, and help youth remain engaged in school.

#### Division of Veterans Services

The Division of Veterans Services is continued. The division continues the functions of the Division of Veterans Services, which was formerly under the Department of Senior and Veterans Services. It is responsible for providing financial assistance, advocacy and coordinating other support services to enhance and maintain the quality of life for veterans in Wayne County.

#### Division of Access to Care

The Division of Access to Care is created. The division ensures that health care is accessible through direct program administration or through coordination with other programs.

#### Division of Medical Examiner

The Division of Medical Examiner is continued. The division is responsible for investigating circumstances of death within Wayne County and examining decedent bodies, including performing autopsies, if required.

**ABOLISHED DEPARTMENT**

**Department of Economic Development Growth Engine**

The Department of Economic Development Growth Engine is abolished. The community development functions of this former Department are continued in the Department of Health, Veterans and Community Wellness; the economic development functions will be performed by the Wayne County Economic Development Corporation through a professional services agreement, which is subject to approval of the Wayne County Commission.

**CHANGED DEPARTMENT AND DIVISIONS**

**Department of Management and Budget**

**Division of Administration and Division Risk Management**

The Divisions of Administration and Risk Management are consolidated into one division titled “Division of Administration and Risk Management.” The division provides support services to the operating divisions of the Department of Management and Budget and assists the CFO in coordinating those operations. This division researches, establishes, and assists in executing departmental policies and procedures; oversees labor issues and personnel matters with the Department; monitors and assists in the processing of contracts and other departmental documents; oversees the renewal of County-wide building leases and; with the assistance of Corporation Counsel, the resolution of any lessor/lessee compliance matters. The division is also responsible for property/casualty insurance and liability claims, coordinating required reports for state and federal agencies, and maintaining the County’s mailroom.

Information technology experts familiar with financial related systems are specifically charged with the continual designing and monitoring of a fully integrated financial management system. This financial management system facilitates effective and efficient interrelationships between software, hardware, personnel, procedures, controls, and data contained within these systems and on system applications proficient at (1) collecting, processing, maintaining, transmitting, and reporting data about financial events; (2) supporting financial planning and budgeting activities, including benchmarking and metric reporting; (3) accumulating and reporting cost information; and (4) supporting the preparation of financial statements and related financial data for intranet and internet customers

**Division of Grants Compliance and Contract Management**

The title of the Division of Grants Compliance and Contract Management is changed to “Division of Grants and Revenue Management.” The functions of the division are changed to:

“The division will increase Wayne County’s capacity and capability to proactively compete for federal, state and philanthropic sector grants, and will manage the County’s grant dollars. The division will also

support Executive Departments and other Elected Offices by improving coordination and collaboration to evaluate the effectiveness of grants, and to assist with completing grant applications and other grant writing functions.

The division is also responsible for the financial and compliance oversight of grants received by the County, insuring the timely receipt and expenditure of funds and the review and verification of financial documentation including all grant match requirements and close out procedures. In addition, this division has the responsibility of completing and issuing the County's OMB Circular A-133 report ("Single Audit") which details all Federal grant funds received and expended by the County. The Division of Grants and Revenue Management is also responsible for conducting program reviews of County operations and functions every four years as required by Home Rule Charter Section 5.148. This division oversees the centralized Accounts Receivable and Cash Receipts functions for the County, and will proactively seek additional revenue opportunities to support County operations.

Additionally, the division, in close coordination with the CFO and the Division of Financial Reporting, will conduct ad hoc studies to recommend improved County policies on operational and certain financial matters; survey, review and recommend more effective uses of information technology to assist in integrating policy and management analysis into the budget development and financial management efforts; prepare the analysis needed to respond to proposed legislation by the federal and state government and prepare responses for Government Accounting Standards Board (GASB) exposure drafts for the CFO's review."

#### Division of Internal Support and Satellite Services

The title of the Division of Internal Support and Satellite Services is changed to "Division of Direct Management and Budget Services." The functions of the division are changed to:

The division provides direct financial support for certain County functions which have unique or special financial tracking and reporting requirements. Services provided by the division may include: accounting, purchasing support, budget development and oversight, and assistance with preparation of financial statements. This division may maintain dedicated fulltime, staff to support County operating departments.

#### Division of Purchasing

The title of the Division of Purchasing is changed to "Division of Purchasing and Contract Management." The functions of the division are changed to:

The division is responsible for management and coordination of the acquisition of goods and services by the County, including inventory control, in conformity with bid specifications and mandated processes.

Additionally, the division is responsible for monitoring, ensuring and evaluating contractors' consultants', and vendors' performance in compliance with contractual requirements; facilitating

resolution of performance issues with contractors, consultants, and vendors; conducting appropriate value for money analyses; assisting with preparation of contracts, contract amendments, change orders, and contract award recommendations; and contract management training for Executive Departments and other Elected Officials Offices.

### **Department of Senior and Veterans Services**

The Division of Veterans Services is consolidated with the new Department of Health, Veterans and Community Wellness and is no longer a part of the Department of Senior and Veterans Services. The title of the former Department of Senior and Veterans Services is changed to “Department of Senior Services,” which consists of and continues the Division of Senior Services. The department provides advocacy, nutritional assistance and coordinates support services to enhance and maintain the quality of life for senior citizens in Wayne County.

### **Department of Technology**

#### Division of Resource Management and Planning

Within the Department of Technology, the title of the Division of Resource Management and Planning is changed to Division of Technology Business Services. The division is responsible for management of technology staffing, procurement, contract management, financial management and administration support for all divisions within the Department of Technology.

## **UNCHANGED DEPARTMENTS AND DIVISIONS**

### **Department of Corporation Counsel**

The Department of Corporation Counsel serves as the Chief Civil Legal Officer for Wayne County.

The department consists of the following two divisions:

#### Legal Division

The Legal Division is responsible for providing or contracting for all legal services to County departments and agencies to reduce the County’s liability, exposure, and operating costs in matters pertaining to general litigation, health, municipalities, public services, real estate, tax, as well as labor, employment and workers’ compensation. The Legal Division also negotiates, drafts, reviews, interprets, and provides legal advice about contracts and other transactional documents, as well as County assets. This division also participates in County training programs to educate employees about County laws and policies to ensure compliance with all legal requirements.

### Human Relations Division

The Human Relations Division is responsible for providing advice to County agencies on matters of employment discrimination and contract compliance and may request the Commission and CEO to take appropriate action against non-complying agencies. The director of the division shall provide reports at least monthly to the Commission and the CEO concerning the activities of the division.

### **Homeland Security / Emergency Management**

The Department of Homeland Security/Emergency Management works in conjunction with federal, state, and local authorities to build, sustain, and improve Wayne County's ability to prepare for, protect against, respond to, recover from, and mitigate all hazards and threats to citizens and facilities in the County.

The department consists of the following two divisions:

#### Homeland Security Division

The Homeland Security Division is responsible for coordinating the County's response to terrorist threats, attacks, and related disasters. This Division also implements anti-terrorist procedures to reduce the vulnerability of people and property to attacks and engages in counterterrorism offensive measures to prevent and respond to terrorism.

#### Emergency Management Division

The Emergency Management Division is responsible for coordinating the County's response to natural and human caused emergencies and disasters, including the coordination and deployment of necessary resources to insure the safety and stability of all County residents.

### **Department of Management and Budget**

The Department of Management and Budget has the principal responsibility for the oversight and administration of all County finances. The director of the department is the Chief Financial Officer of the County.

The department consists of seven divisions, including the Division of Administration and Risk Management, Division of Direct Management and Budget Services, Division of Grants and Revenue Management, Division of Purchasing and Contract Management, and the three divisions listed below.

#### Division of Assessment and Equalization

The Division of Assessment and Equalization is responsible for equalization of property subject to the property tax in Wayne County and for assessment of property in certain local assessing jurisdictions. This division is also responsible for maintaining a coordinated map system that shows boundaries of taxing districts and legal descriptions for preparation of assessment rolls.

### Division of Budgeting and Planning

The Division of Budget and Planning is responsible for preparing and recommending to the CEO a comprehensive annual budget for the County. This division ensures that enacted appropriations are implemented and comply with allotment schedules, and will coordinate the planned obligations and spending with the expected key performance indicators of the County's programs. Further, the division monitors departmental spending, ensures that appropriations are not exceeded and implements the budget policy of the County.

Additionally the division is responsible for identifying and recommending policy improvements to the CFO and CEO consistent with a performance based management and performance based budget approach to government: identifying, implementing, and improving processes consistent with the CEO's strategic goals; assisting in developing and updating the County's Capital Improvement Plan and the development of the County's capital budget; and developing recommendations pertaining to the County's long-term borrowing needs consistent with the capital plan.

### Division of Financial Reporting

The Division of Financial Reporting will ensure that the department prepares timely interim and year-end financial statements that are meaningful to other divisions and units within the department, the County, and the external financial community. This division is responsible for managing, operating, and upgrading the County's financial information systems, including but not limited to the J.D. Edwards system (or any successor system), to minimize the need for manual input and reconciliation. The division also provides "real time" financial data that is helpful to the Department of Management and Budget and other County departments and agencies in assessing their financial position.

This Division is also responsible for County financial reporting including the Comprehensive Annual Financial Report, which is a report of all County funds and activities, the Popular Report; a condensed financial report designed for the citizens of Wayne County, special reports to regulatory authorities, and interim reporting to all County departments and subsidiary operations.

This Division is responsible for accounting functions for all County financial transactions including recording assets, liabilities, revenues and expenditures in accordance with generally accepted accounting principles. This division maintains the general ledger and other related records, documents and reports.

This Division is also responsible for managing cash disbursements in order to conserve cash, maximize return on cash investments, and protect the credit rating of the County.

This Division is also responsible for ensuring timely payment of County obligations to the diverse vendor community and providing professional service to the general public and Wayne County governmental entities.

Additionally, this division processes adjustments initiated by the Personnel Department ensuring that they are processed timely, accurately, and in conformity with IRS regulations and payroll system protocols.

## **Department of Personnel and Human Resources**

The Department of Personnel and Human Resources is responsible for management of Wayne County's human resources and labor relations functions. The department provides strategic workforce management, civil service appeals, labor relations, benefits administration, and organizational development services to employees, departments, other Elected Offices, County agencies, and job applicants. The department also provides training to County employees on County policies and professional development topics.

The department consists of the following four divisions:

### Division of Strategic Workforce Administration

The Division of Workforce Administration is responsible for the management and coordination of activities relating to legal compliance, policy development and implementation, recruitment and selection, on-boarding, classification, compensation, personnel information, and payroll administration.

### Division of Labor Relations

The Division of Labor Relations is responsible for the negotiation and administration of collective bargaining agreements, including the processing of grievances, arbitrations, and general oversight of labor/management relations on behalf of the County. In accordance with the Wayne County Charter, the director of this division is under the direct supervision of the CEO.

### Division of Civil Service Commission

The Civil Service Commission hears and decides grievance cases arising under the classified service and grievance cases of examinees based on an allegation that the examination did not comply with the requirements of the Wayne County Charter or the rules established by the Division of Strategic Workforce Administration (successor to the Division of Employment Planning).

### Division of Benefit Administration

The Division of Benefit Administration provides employment cost management and employment health and wellness services to Wayne County employees, retirees, and eligible dependents. The division manages employee benefits, workers' compensation, long-term disability, Return-to-Work and Occupational Safety programs.

## **Department of Public Services**

The Department of Public Services is responsible for coordinating and administrating Wayne County's operations relative to parks, roads, buildings, and environmental management.

The department consists of the following nine divisions:

### Division of Administration

The Division of Administration is responsible for coordinating the activities of the divisions within the department, including allocation of staff and equipment, facilities planning, and records maintenance.

### Division of Buildings

The Division of Buildings is responsible for the operation and maintenance of all general fund County buildings. The division also provides office and work space, as well as space planning for County departments and several state agencies that operate in County-owned buildings and leased facilities.

### Division of Engineering

The Division of Engineering is responsible for providing planning, engineering design, construction oversight, testing, and permitting services necessary for transportation related projects that are under the County's jurisdiction.

### Division of Equipment

The Division of Equipment is responsible for maintaining equipment necessary for operation of the department and other departments, as requested.

### Division of Parks

The Division of Parks is responsible for programming, planning, maintenance, and development of the County's park system.

### Division of Roads

The Division of Roads is responsible for construction and maintenance of County roads and local roads in unincorporated areas, and for maintenance of state trunk lines under contract with the Michigan Department of Transportation.

### Division of Facilities Management

The Division of Facilities Management is responsible for operation, maintenance, and improvements made to the County's sewage disposal systems, wastewater treatment facility, interceptors, and all associated pump and lift stations, as well as combined sewer overflow basins. The division also performs duties relating to the inspection, maintenance, and improvements of drains and drain facilities on behalf of established districts.

### Division of Land Resource Management

The Division of Land Resource Management is responsible for protecting the County's land resources through its solid waste and soil erosion programs. The division is also charged with the development and enforcement of the County's state mandated Solid Waste Management Plan.

### Division of Water Quality Management

The Division of Water Quality Management is responsible for reducing discharges of storm water, combined sewer overflows, and sanitary sewer overflows to the County's waterways by providing engineering services for capital improvements and other requirements of the County's wastewater and storm water systems. This Division also ensures that the County's wastewater and storm water systems are reliable, cost effective, and compliant with current and future regulatory requirements, including the County's permit to discharge storm water from its properties and facilities.

## **Department of Technology**

The Department of Technology is responsible for providing business solutions through the use of reliable and secure technology that drives efficiencies in Wayne County's operations, and delivers high quality service and information to County residents, businesses and visitors.

The Department consists of the division of Technology Business Services (*See "Changed Department and Divisions" section above*) and the following three divisions:

### Division of Application Development and Production Support

The Division of Application Development and Production Support is responsible for planning, selection, implementation and support of Executive Departments' and other Elected Office's software applications. The division is also responsible for all database administration and web development for the County.

### Division of Enterprise Computing and Infrastructure

The Division of Enterprise Computing and Infrastructure is responsible for planning, selection, implementation and support of the County-wide computing platform and network. The division's

responsibilities encompass server administration, network infrastructure and operations, desktop deployment and support, telecommunication support, and cyber security defenses.

#### Division of Technology Project Management

The Division of Technology Project Management is responsible for planning and executing medium to large scale technology projects. The division provides methodology, tools and guidance to Executive Departments and other Elected Offices for effective project management. The division is also responsible for daily operation of the Technology Help Desk and technology training.