

CITY OF FLINT, MICHIGAN

Setting a Sustainable Course for the City of Flint

Draft Strategic Plan

Five Year Financial Projections 2014-2018

Proposed FY14 Budget



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Setting a Sustainable Course for the City of Flint

Five Year Financial Plan

2014-2018

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Setting a Sustainable Course for the City of Flint: Five Year Financial Plan 2014 -2018

Introduction

The City of Flint is currently in a financial emergency, placed in receivership by Governor Snyder in December, 2011. The primary reasons for this action included a continuing structural deficit, continuing annual deficits, and unchecked legacy costs, all resulting in an accumulated deficit and marginal cash flow which placed the city in an inevitable position of financial insolvency. The details of the many reasons for this action are detailed by the report of the Financial Review Team which reviewed the City's finances and recommended the action ultimately undertaken by the Governor.

The environment in which Flint finds itself is not necessarily new or unique. For many years, Flint has faced the challenges of an older urban center – population loss; high rates of poverty and low rates of educational attainment; high crime, aged infrastructure; and high legacy costs. In addition, there are stagnant or declining revenue streams, including property and income tax revenue; state shared revenues; disappearing grant revenues; rapidly increasing health and pension costs; an increasing number of retirees; and a workforce already seriously reduced in response to previous financial challenges. This environment is not expected to significantly change in the foreseeable future.

Since the original appointment of an Emergency Manager, charged with addressing the situation, the statutes authorizing the Governor's action has changed three times. However, while the original Emergency Manager has changed as a result of the statute changes, the team in place at the beginning of 2012, including the original Emergency Manager, has remained largely intact. There has been much action focused on restoring the financial solvency of Flint and putting into place changes to assist the government to once again become a leader fostering the community of Flint to become an attractive place for residents, businesses, students, and visitors.

At the end of fiscal year 2012, (June 30, 2012), the City's General Fund faced an accumulated deficit of more than \$19.1 million. The initial projections for the fiscal year 2013 budget (which began July 1, 2012), indicated a gap between revenues and expenses of more than \$20 million, and as the budget preparation proceeded, it was clear that the actual gap was much larger. The consequences were hard decisions made to reduce the workforce by 20%, reduce employee compensation by 20% of wages, alter retiree health care, and both request and impose significant tax and fee increases on residents and businesses totaling nearly \$20 million.

The result of these actions was a balanced budget in place on July 1, 2012. Eight months into the fiscal year, revenues and expenses remain balanced. With voter approval of a public safety millage, assistance from the state, and funds from several grant sources, public safety staffing has been stabilized for the time being, and the City is in the midst of creating a new Master Plan to guide the future development of the City.

The goal now has been to formally establish a new direction for the city government, looking forward for the next several years. To this end, a five year Strategic Plan for the City, accompanied by a financial plan, is being developed. The plan defines the key goals and objectives that the City intends to accomplish, framed in the context of conservatively projected revenues and expenses. Key goals include maintaining public safety; reducing the blight conditions prevalent throughout much of the city, providing other essential city services, and eliminating the accumulated deficit.

The development of the financial plan underpinning the Strategic Plan is the crucial component of the City's future financial viability. If one cannot see a clear path to financial solvency over the next five years, then the future is dim. And while there is little doubt that expenses cannot be reduced to meet revenues, the real question is whether or not the result equates even minimally to a viable city able to provide even the most basic of city services, let alone provide the support and leadership necessary for the Flint community to survive.

There are currently three sections to the plan and budget. The first is the most current draft of the Strategic Plan developed internally to guide the actions of city leaders for the next several years. The second section provides a five year overview of revenues and expenses and identifies the challenges the city currently identifies as impacting its future directions and capabilities. The third section details the preliminary FY 14 budget. While the FY14 budget as a financial document is nearly final, it is still necessary to finalize the specific objectives and measurements necessary to guide and measure implementation of the budget.

Once the review of the five year overlook is complete and the FY 14 budget is nearly complete, attention will then focus on development of the FY15 budget. Once that is complete –within the next several weeks, attention will be given to formulating financial plans for succeeding years while at the same time moving forward with adopting and implementing the FY14 budget.

FLINT STRATEGIC PLAN

2014 -2018

Setting a Sustainable Course for the City of Flint

FLINT STRATEGIC PLAN
2014 -2018
Setting a Sustainable Course for the City of Flint

The Vision for the City Government of Flint:

A well managed, financially stable, and accountable government focused on creating and maintaining a vibrant and growing community which will attract and retain residents, businesses, students, and visitors

The Mission of the City Government:

To assure that residents, businesses, students and visitors in the City of Flint receive municipal services in a customer friendly and financially responsible manner

The Goals:

In order to fulfill its Mission, the City government will assure that residents, businesses, students and visitors will:

Have a safe, secure, and healthy environment in which to live, work, learn and play

Have access to dependable and affordable water, sewer, and waste collection

Have access to an adequate and well maintained transportation network serving motorized, non-motorized, and pedestrian needs

Cooperate with business, non-profit, and foundation partners to create a climate that supports community and economic development

The City government will also:

Provide municipal services consistent with the City's Master Plan and also work with residents, businesses, and others to foster development of the City and its infrastructure in a manner consistent with its Master Plan

Encourage partnerships for recreation and access to open space across the City

Enforce building and occupancy codes and to aggressively work with others to address blighted conditions

Assure that City ordinances and regulatory activities are consistent with the Master plan and supportive of economic development

Operate in an open and financially sustainable manner, including improving citizen access, focusing on measurable results, improving the City's financial position, and eliminating accumulated deficits

**FLINT STRATEGIC PLAN
2014 -2018
Setting a Sustainable Course for the City of Flint**

GOVERNANCE/ADMINISTRATION

FINAL 3/20/2013

<u>DIVISIONS/AREAS</u>	<u>FUNCTIONS/GOALS</u>	<u>KEY OBJECTIVES</u>
EMERGENCY FINANCIAL		
MANAGER	Directs and guides the City government in order to have a financially stable organization capable of assuring:	Assure Division Directors Achieve their goals
CITY ADMINISTRATOR		Finalize Contract for water services
MAYOR	* A safe, secure, healthy environment to live, work, play	Secure Continued Funding for the Lock-Up
COUNCIL		Secure Replacement Funding for the SAFER Grant
HUMAN RELATIONS	*A dependable and affordable water, sewer and waste collection	Pursue 911 Consolidation
CIVIL SERVICE/OMBUDSMAN		Implement New Organizational Structure/Hire Fire Chief and Asst. Police Chief
	*An adequate and well maintained transportation network	Establish link with FARGO for grant assistance
		Support Economic Development
	* Support of community and economic development activities	Support Community Development
		Expand Communication efforts
		Assess Hospital Asset
		Pursue State Approval for Income Tax Increase
		Search for and Evaluate Shared Services
		Support State Level Changes to Municipal Financing
		Support consolidation of District Courts
CITY ATTORNEY		
	Provides legal advice on matters relating to the conduct of city business; prosecutes violations of city ordinances; responds to FOIA requests; advises in labor relations	Comprehensive review of all ordinances, including Zoning and Business Licensing
		Handle 95% of litigation in-house
		Improve skill sets of all staff
		Improve processes of handling paper and digital files
		Improve standardization of procedures for common legal matters
		Improve appearance of City Attorney's Office
CITY CLERK		
RECORDS	Manages custody and retention of city records, including minutes of official bodies. Conducts elections in accordance with state law.	Become current on cataloging and filing records
ELECTIONS		Conduct regularly scheduled and special elections

**FLINT STRATEGIC PLAN
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PUBLIC SAFETY

<u>DIVISIONS/AREAS</u>	<u>FUNCTIONS/GOALS</u>	<u>KEY OBJECTIVES</u>
POLICE	Provides the best public safety response possible within total staffing of 150	Continue work with MSU Technical Assistance, including:
		Update Organizational Chart and administrative structure
		Hire Deputy Chief w Designated Responsibilities
		Establish Roster
		Fill Positions
		Eliminate Provisional Appointments
		Update Operational Policies
		Develop formal expectations for IT support
		Develop formal expectations for Fleet support
		Determine adequate size of Fleet
		Evaluate Lock Up operations
		Finalize 800 MHz installation
		Conduct technology training for all personnel
Strengthen relationships with community groups		
911	Provides the best possible emergency telephone answering and dispatch purpose possible within current staffing of 23	Reduce use of 911 for non-emergency calls
		Develop plan for Next Gen 911 technology
		Improve response to incoming 911 and 7 digit calls
		Improve data transfer for false alarm billing
		Complete 800 MHz Implementation
		Develop plan for new communications tower
		Prepare plan for management succession
		Meet mandated training standards
		Complete 911 consolidation study and prepare to implement
		FIRE
Develop contingency plan without SAFER funding		
Develop potential shared services w surrounding depts.		
Analyze patterns of sick leave usage		
Evaluate alternate organizational structures		
Determine impact of "Fire only" response capability		
DISTRICT COURT	Provides the most efficient processing possible within the net current appropriation from the City	Improve court coverage when employees are absent
		Improve Court Collections
		Re-establish Probation department
		Improve Criminal Case Processing

**FLINT STRATEGIC PLAN
2014 -2018
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INFRASTRUCTURE

<u>DIVISIONS/AREAS</u>	<u>FUNCTIONS/GOALS</u>	<u>KEY OBJECTIVES</u>
STREETS		
	Oversees the maintenance and repair of the City's street and sidewalk network within the constraints of state funding and in compliance with state law	Conduct preventative maintenance on 10% of streets Implement Sidewalk repair program targeting 1,000 repairs Initiate a 50/50 Sidewalk repair program Invest \$100,000 in non-motorized facilities Initiate Pot Hole repair within 48 hours Initiate Right of Way Enforcement Program
TRAFFIC CONTROL		
	Oversees the maintenance and repair of traffic control signals and markings, including barricading and other temporary changes during repairs and events; provides safe access for the traveling public, both motorized and non-motorized	Initiate traffic signal preventive maintenance program Enforce state standards for traffic control devices Establish safe right of way environments for events Implement a long line pavement marking program
SANITATION		
	Assures the reliable and efficient collection and disposal of residential waste	Develop and execute compost plan Monitor contractor's waste collection activities Participate in development of recycling program Monitor finances of waste collection fee
UTILITIES		
	Assures the reliable and efficient provision of water and the disposal of sewage in compliance with local ordinances, state and federal laws	Comply with all MDEQ water quality standards Comply with all effluent quality standards Respond quickly and efficiently to water main breaks Continue implementing meter replacement program Design and implement pilot sewer back-up prevention program Implement Capital equipment/process upgrades Implement Storm Water Ordinance and fee Reduce storm water and groundwater infiltration into sanitary sewer Shut down incinerator as next step to reducing unit cost of solids disposal
WATER SERVICE CENTER		
WATER TREATMENT PLANT		
WATER POLLUTION CONTROL		
PARKS		
	Oversees the maintenance and use of park land; promotes the development of recreational programming	Implement "Mowing plan" developed by Ruth Mott Foundation Promote "Adopt a Park" program throughout the City Participate with Planning to develop a parks disposal plan Monitor mowing contractor performance

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INFRASTRUCTURE (cont)

<u>DIVISIONS/AREAS</u>	<u>FUNCTIONS/GOALS</u>	<u>KEY OBJECTIVES</u>
FORESTRY	Oversees the care of trees within the jurisdiction of the City	Develop program giving property owners responsibility for trees in right of way
		Provide capacity for emergency removals
		Seek volunteer capacity for tree planting
STREETLIGHTS	Works with Consumers Energy and City Planning to plan and implement an appropriate and energy efficient system of streetlights	Initiate planning process with CE for upgrades
		Monitor CE progress in plan implementation
		Monitor finances of streetlight assessment
FLEET	Oversees the specification, purchase, repair, maintenance and replacement of all city vehicles and wheeled equipment. Provides professional and technical advice to departments regarding their vehicle and equipment needs,	Complete and maintain a current fleet and equipment inventory
		Develop a vehicle/equipment replacement schedule
		Complete 75% of work orders within 72 hours
		Maintain scheduled/actual preventative/maintenance ratio > 75%
		Sustain average vehicle availability rates above 70%
		Implement fuel program to minimize fuel storage & cost
FACILITIES	Oversees the operations of all city buildings and grounds other than park land. Responsible for repair and maintenance of building systems, cleaning, and security. Provides professional and technical advice on departments facility needs and on most efficient use of facilities.	Resolve emergencies immediately
		Develop and Implement Property/Equipment Disposal Plan
		Assure proper ventilation, heating and cooling in occupied buildings
		Assure facilities are cleaned appropriately
		Assure buildings are safe and maintained for employees and visitors
		Define emergency saving opportunities

**FLINT STRATEGIC PLAN
2014 -2018
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PLANNING AND DEVELOPMENT

<u>DIVISIONS/AREAS</u>	<u>FUNCTIONS/GOALS</u>	<u>KEY OBJECTIVES</u>
CODE ENFORCEMENT	Assures comprehensive and fair enforcement of compliance of the Michigan Construction Codes, City of Flint Ordinances, including rental registrations, and the International Property Maintenance Code	
RENTAL REGISTRATIONS		Register 100% of Rental Properties
BUILDING PERMITS		Review and update Building Fee Schedule
		Document timeliness of turnaround for Building Permits and Inspections
		Develop and implement a plan for code enforcement
BUSINESS LICENSES		
	Assures that all businesses within the City are registered in accordance with city ordinances and that appropriate inspections are completed in a professional and timely manner	
		Revise and simplify business licensing requirements
		License 100% of businesses, per ordinance
		Document timeliness of inspections done, per ordinance
PLANNING AND ZONING		
	Provides professional and technical advice and assists policy makers and administrators in guiding development of the City in accordance with its Master Plan; develops collaborative partnerships to coordinate planning efforts throughout the City	
		Adopt Master Plan by October 2013
		Amend Zoning Ordinance by June 2014
		Redesign park plan to recognize city resource limitations
		Update Capital Improvement Plan
		Develop plan to assure that disposition of city property is consistent w MPlan
		Make available basic demographic information and GIS Services
	Complete NEPA Clearances	
		Complete Blight Elimination Plan
COMMUNITY DEVELOPMENT		
	Provides professional and technical advice and assists residents, policy makers, and others in developing strong neighborhoods. Supports the Green and Healthy Homes Initiative (GHHI), youth initiatives, urban housing initiatives, and quality of life initiatives by leveraging current federal funding sources.	
		Develop plan for strengthening neighborhoods
		Improve HUD grant allocation process
		Improve Contractor capacity to administer grants
		Reduce # of HUD grant findings
		Reduce Unsold Housing Inventory
	Close contracts more than 2 years old	
ECONOMIC DEVELOPMENT		
	Provides professional and technical advice and assists businesses, policy makers and others in developing a positive climate to attract and retain business	
		Assess potential of making Oak Business Center profitable
		Assess effectiveness of EDC
		Formalize relationships with GRCC and others

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BUSINESS SUPPORT

<u>DIVISIONS/AREAS</u>	<u>FUNCTIONS/GOALS</u>	<u>KEY OBJECTIVES</u>
FINANCE		
ACCOUNTING	Provides for a financially secure organization with sound business practices providing for the purchase of goods and services and financial reporting.	Meet State reporting requirements
AUDITING		Eliminate Deficit per plan
BUDGETING		Fully implement BS&A
RISK MANAGEMENT		Continue reorganization of department per P&M study
PURCHASING		Incorporate purchasing and risk management into Finance
GRANT ADMIN		Formalize a 5 year budget and planning process
	Provides professional and technical advice to departments regarding financial and purchasing needs and on grant administration processes.	Complete and submit FY13 audit by November 30
		Design and implement formal budget monitoring process
		Implement new grant reporting process
		Fully implement P Card process; evaluate expansion
		Conduct ongoing training for all city accounting staff
		Develop and implement a city wide fixed asset policy
		Conduct ongoing training for all city purchasing staff
		Document turnaround time for purchasing goods and services
		Implement a vendor registration program
		Improve vendor payment turn around
		Develop formal internal audit process/procedures
		Issue RFP for FY14 audit
		Improve Cash position
		Review property and liability coverage's for adequacy
		Review health insurance coverages for cost savings
TREASURY		
CUSTOMER SERVICE	Provides for a customer friendly accountable entity managing receipts and collections. Monitors collections of property taxes, income taxes, water and sewer, and other receivables to assess budgetary compliance.	Increase income tax revenue thru compliance programs
DELINQUENT COLLECTIONS		Collect a larger percentage of the City's delinquent receivables
		Assist customers' needs timely
		Expand on electronic payment programs
		Implement e-file for income tax returns
		Set up training programs for Treasury staff
ASSESSING		
	Assures the assessment of properties within the City in a professional and equitable manner in conformance with state law and professional practices; addresses appeals of values to Board of Review; represents City at state level appeals	Migrate to BS&A.net; train staff
		Conduct tract revaluations
		Conduct personal property canvass of accounts less than \$40k
		Conduct personal property audits of accounts greater than \$40k
		Convert/transfer structure drawings from paper to APEX
		Establish and maintain parcel layer for City GIS
HUMAN RESOURCES		
	Oversees the recruitment and hiring of qualified employees in compliance with laws and ordinances, provides professional and technical advice in the development of personnel policies and contracts, and assists departments and employees in providing training and resolving disputes	Implement on-line application/screening (Appitrack)
		Update testing protocols for recruitment/selection
		Update/improve layoff process
		Identify contract terms for modification/elimination
		Codify and finalize labor contracts and personnel policies
		Revise process of benefit administration
		Foster and maintain good labor relations
		Resolve management concerns & employee grievances
		Design and implement ongoing training city wide
		Update personnel rules and procedures
		Update program and compliance for employee safety

CITY OF FLINT - ORGANIZATIONAL CHART

DISTRICT COURT

EMERGENCY
MANAGER

MAYOR

CITY
ADMINISTRATOR

Civil Service Ombudsman

City Attorney City Clerk City Council Human Relations

Elections

PUBLIC SAFETY

Police Fire 911

Lock-Up

INFRASTRUCTURE

Streets Traffic Control Fleet Sanitation Utilities Facilities Parks Forestry Streetlights

Service Center Treatment Plant Pollution Control

PLANNING & DEVELOPMENT

Rental Registration & Inspection Bldg. Permits & Inspections Code Enforcement Business Licenses Planning & Zoning Community Development Economic Development

Demo

BUSINESS SUPPORT SERVICES - (FINANCE & ADMINISTRATION)

Accounting Assessing Benefits-Risk Management Budget Facility Management Fleet Services Grant Administ. Human Resources Information Technology Purchasing Treasury Delinquent Collections Auditing

Five Year Financial Projections

Five Year Financial Projections and Challenges City of Flint, FY14-FY18

Year 1 of the five year financial projection starts with a balanced FY14 budget, made possible in large part by continuation of several major grants supporting police, fire, and the update of the City's Master Plan, as well as the cost reduction strategies related to employee compensation which were implemented in FY13. These, plus continued effort to restructure work processes and to reduce the size of the workforce make it possible to provide services in FY14 at generally the same level as FY13. It also reflects the initial steps necessary to begin to eliminate the accumulated \$19.1 million deficit. However, it affords little ability to improve services, reduce taxes or fees, or to address the monumental amount of unmet capital improvement needs.

Years 2–5 show the continuing challenge of the City's structural deficit, with property tax revenues continuing to fall through FY15, and then stabilizing but with no growth until FY18. At the same time however, liability and compensation costs are projected to increase by 5% per year, and major grant sources will disappear. The City will be faced with a significant challenge of attempting to choose between reductions in public safety and other reductions; however, finding other reductions may not be possible, given the minimal level of resources available. Again, without additional new significant levels of revenue, there is little ability to improve services or address continually increasing capital improvement needs.

Core General Fund revenues and millage proceeds are projected to remain substantially unchanged at \$58 million from FY14 to FY18. Taking into account current grant levels supporting general city services, however, revenues are projected to drop from \$65.7 million to \$58 million in FY18. If the services and service delivery mechanisms supported by the FY14 revenues were left untouched through FY18, it is projected that the gap between revenues and expenses would be more than \$19 million by FY18. That gap amount would be even greater if some reductions (such as fire operations with the end of the SAFER grant) were not already incorporated into projections. This gap coincidentally is virtually the same amount as the \$19.1 accumulated General Fund deficit as of June 30, 2012.

Balancing city expenditures with projected revenues will be an ongoing challenge for the next several years. While FY14 is balanced, there is a projected \$9.1 million gap between revenues and expenditures for the FY15 budget, which begins July 1, 2014. This large gap is due primarily to the anticipated loss of some major grant sources, including SAFER (which provides funding for 39 fire fighters); Master Planning (which provides resources for the revision of the City's Master Plan) state support for operation of the City's Lock-Up; and the Mott Foundation grant which has supported the cost of several police officers. While solutions to closing this gap have not yet been formulated, work to do so will begin once the FY14 budget is finalized.

Revenue and expense projections for FY16, FY17, and FY18 all show gaps which must be closed. Current projections for each of these years range between \$2.4 and \$3.6 million, and again will pose a significant challenge. The continuation of these gaps reinforces the fact that the City of Flint, like most municipalities in the state, faces a structural gap. With ongoing expense increases in the conduct of business, including legacy costs, on one side, and flat revenues with little opportunity for growth on the other, there will be a continuing challenge to manage the City's business in a financially solvent manner while still providing even the most basic of city services. It is becoming even more imperative that serious consideration be given to providing a more realistic funding mechanism for municipalities. In the City of Flint, state legislative approval to allow consideration of an increase in the income tax (as has been done for other municipalities) is an option that could address the city's plight in a substantial way.

These financial challenges show that it will be difficult for the City to maintain its police and fire departments at current levels. Were it not for the voter approved 6 mill increase in property taxes, as well as continuation of the Neighborhood Police millage, consideration of current levels would be impossible to consider. As it is, it is projected that with the end of the SAFER grant in FY15, staffing for the Fire Department will be reduced from 94 to 75, allowing for the operation of 3 stations. And while staffing for the Police Department may stay close to its current 150 level for a few years, it will likely reduce to 140 in FY18. And that scenario is only possible with continued COPS grant funding.

It will also be challenging to allocate City funds for Planning and Zoning as the grant funding for these activities ends in FY15. Without dedicated staff to pursue implementation of the soon to be adopted Master Plan and updated Zoning Ordinance, development goals of the City cannot be effectively pursued.

With current federal funding for community development and code enforcement significantly reducing over the next few years, city efforts to make even marginal progress in addressing blight and becoming more aggressive in enforcing building and safety codes is in jeopardy. If progress is to continue, it will be necessary that other sources of funding be found.

Finally, it will become increasingly difficult to address priority areas such as those mentioned above by further reducing or eliminating other areas of City services. Restructuring the city's workforce and compensation structures have been done and are ongoing, and city support of areas such as parks and recreation and human services have been reduced. These have resulted in efficiencies and a balanced budget for FY13 and FY14, and there are more decisions to be made. However, there may become a time when no further reductions of the magnitude necessary to balance budgets can be achieved.

CITY OF FLINT 5 YEAR PROJECTION

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>
<u>REVENUES</u>	<u>PROJECTED</u>	<u>PROPOSED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>
GENERAL FUND REVENUES (LESS MAJOR GRANTS)	\$54,400,943	\$50,163,337	\$49,732,298	\$48,792,198	\$48,421,519	\$48,581,791
NEIGHBORHOOD POLICE MILLAGE	\$1,962,180	\$1,549,180	\$1,090,192	\$1,017,513	\$1,068,388	\$1,121,808
POLICE AND FIRE MILLAGE	\$1,059,000	\$1,845,827	\$4,593,085	\$4,441,172	\$4,529,682	\$4,440,658
PARKS AND RECREATION MILLAGES	\$386,400	\$609,064	\$277,000	\$266,000	\$266,000	\$271,000
PUBLIC IMPROVEMENT MILLAGE	\$2,319,880	\$1,875,000	\$1,383,000	\$1,328,000	\$1,328,000	\$1,355,000
BUILDING INSPECTION FUND	<u>\$5,258,203</u>	<u>\$2,318,627</u>	<u>\$1,586,457</u>	<u>\$1,702,957</u>	<u>\$1,827,657</u>	<u>\$1,961,324</u>
SUBTOTAL	\$65,386,606	\$58,361,035	\$58,662,032	\$57,547,840	\$57,441,246	\$57,731,581
MAJOR GRANTS						
SAFER (Fire)	\$3,261,601	\$3,261,601	\$0	\$0	\$0	\$0
Master Planning	\$516,227	\$1,166,611	\$0	\$0	\$0	\$0
Lockup (GF)	\$1,330,000	\$1,300,001	\$0	\$0	\$0	\$0
COPS Hiring Grant (GF)	\$998,520	\$825,746	\$454,247	\$476,959	\$500,807	\$0
Drug Forfeiture Fund	\$296,473	\$435,042	\$181,899	\$63,595	\$66,774	\$0
MOTT (Police - GF)	\$1,485,520	\$135,000	\$0	\$0	\$0	\$0
Other (Police - GF)	<u>\$2,141,566</u>	<u>\$620,992</u>	<u>\$300,000</u>	<u>\$300,000</u>	<u>\$300,000</u>	<u>\$300,000</u>
SUBTOTAL	\$10,029,907	\$7,744,993	\$935,946	\$840,554	\$867,581	\$300,000
NET REVENUES FOR GENERAL CITY SERVICES	\$75,416,513	\$66,106,028	\$59,597,978	\$58,388,394	\$58,308,827	\$58,031,581
CDBG AND OTHER RESTRICTED GRANTS						
CDBG/HUD (FY13 & prior years)	\$11,661,466	\$9,375,083				
CDBG		<u>\$4,469,675</u>	<u>\$4,246,191</u>	<u>\$4,033,882</u>	<u>\$3,832,188</u>	<u>\$3,640,578</u>
SUBTOTAL	\$11,661,466	\$13,844,758	\$4,246,191	\$4,033,882	\$3,832,188	\$3,640,578
STATE RESTRICTED REVENUES						
Major Streets	\$7,096,176	\$6,829,982	\$6,756,929	\$6,722,346	\$6,800,502	\$6,566,032
Local Streets	<u>\$3,535,537</u>	<u>\$2,390,922</u>	<u>\$1,533,527</u>	<u>\$1,782,829</u>	<u>\$1,616,745</u>	<u>\$1,892,679</u>
SUBTOTAL	\$10,631,713	\$9,220,904	\$8,290,456	\$8,505,175	\$8,417,247	\$8,458,711
ASSESSMENTS AND FEES						
Street Light Assessment	\$2,850,000	\$2,982,960	\$3,102,278	\$3,226,370	\$3,355,424	\$3,303,931
Garbage Collection Fee	<u>\$5,000,000</u>	<u>\$5,132,490</u>	<u>\$5,337,790</u>	<u>\$5,551,301</u>	<u>\$5,773,353</u>	<u>\$6,685,284</u>
SUBTOTAL	\$7,850,000	\$8,115,450	\$8,440,068	\$8,777,671	\$9,128,778	\$9,989,215
ENTERPRISE FUNDS						
Water Fund	\$50,846,604	\$50,964,182	\$53,002,749	\$55,122,859	\$57,327,774	\$59,620,885
Sewer Fund	<u>\$32,093,816</u>	<u>\$31,918,397</u>	<u>\$33,195,133</u>	<u>\$34,522,938</u>	<u>\$35,903,856</u>	<u>\$37,340,010</u>
SUBTOTAL	\$82,940,419	\$82,882,579	\$86,197,882	\$89,645,797	\$93,231,629	\$96,960,895
TOTAL REVENUES FOR ALL CITY SERVICES	\$188,500,111	\$180,169,719	\$166,772,575	\$169,350,919	\$172,918,668	\$177,080,980

CITY OF FLINT 5 YEAR EXPENSE PROJECTIONS

	FY13	FY14	FY15	FY16	FY17	FY18
	PROJECTED	PROPOSED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
GENERAL CITY SERVICES:						
City Council	\$352,899	\$333,449	\$343,452	\$360,625	\$378,656	\$397,589
District Court	\$5,358,479	\$5,194,307	\$5,454,022	\$5,726,723	\$6,013,059	\$6,313,712
Mayor	\$206,579	\$212,239	\$218,606	\$229,536	\$241,013	\$253,064
City Administrator	\$711,982	\$384,106	\$395,629	\$415,410	\$436,181	\$457,990
HRC	\$40,103	\$26,237	\$27,024	\$28,375	\$29,794	\$31,284
Finance	\$1,100,342	\$924,822	\$971,063	\$1,019,616	\$1,070,597	\$1,124,127
Clerk	\$423,065	\$321,995	\$338,095	\$355,000	\$372,750	\$391,387
Purchasing	\$155,204	\$130,229	\$136,740	\$143,577	\$150,756	\$158,294
Treasury	\$2,878,129	\$3,052,787	\$3,205,426	\$3,365,697	\$3,533,982	\$3,710,681
Assessing	\$1,109,773	\$1,084,221	\$1,138,432	\$1,195,354	\$1,255,121	\$1,317,877
Elections	\$572,525	\$541,837	\$668,929	\$702,375	\$737,494	\$774,369
Law	\$1,057,484	\$952,761	\$971,816	\$1,020,407	\$1,071,427	\$1,124,999
Human Resources	\$673,636	\$622,167	\$653,275	\$685,939	\$720,236	\$756,247
MISC Allocation	\$298,509	\$0	\$0	\$0	\$0	\$0
POLICE	\$20,927,168	\$19,266,211	\$22,344,734	\$23,461,971	\$24,635,069	\$25,866,823
911	\$3,314,413	\$3,745,525	\$3,932,801	\$4,129,441	\$4,335,913	\$4,552,709
Fire	\$10,953,319	\$11,699,796	\$12,284,786	\$12,899,025	\$13,543,977	\$14,221,175
Building Inspection (transfer)	\$986,519	\$539,170	\$556,129	\$583,935	\$613,132	\$643,789
Planning and Zoning	\$99,120	\$121,875	\$427,969	\$449,367	\$471,836	\$495,428
Community Development	\$2,058,900	\$186,293	\$190,019	\$199,520	\$209,496	\$219,971
Fire CDBG	\$407,524	\$0	\$0	\$0	\$0	\$0
Parks and Recreation	\$576,842	\$5,100	\$5,355	\$5,623	\$5,904	\$6,199
Facilities	\$1,263,526	\$1,207,382	\$1,392,751	\$1,462,389	\$1,535,508	\$1,612,283
Police Millage Fund (transfer)	\$0	\$0	\$0	\$0	\$0	\$0
Parks Fund (transfer)	\$40,000	\$0	\$0	\$0	\$0	\$0
Other transfers out	\$0	\$0	\$0	\$0	\$0	\$0
Transfers out	\$100,000	\$0	\$0	\$0	\$0	\$100,000
TOTAL GENERAL FUND EXPENDITURES (LESS MAJOR GRANTS)	\$55,666,040	\$50,552,509	\$55,657,053	\$58,439,906	\$61,361,901	\$64,529,996
NEIGHBORHOOD POLICE MILLAGE	\$1,962,181	\$1,549,180	\$1,090,192	\$1,017,513	\$1,068,388	\$1,121,808
POLICE AND FIRE MILLAGE	\$1,059,000	\$1,845,828	\$4,593,085	\$4,441,172	\$4,529,682	\$4,440,658
PARKS AND RECREATION MILLAGE	\$386,400	\$609,064	\$276,575	\$265,512	\$265,512	\$270,822
PUBLIC IMPROVEMENT MILLAGE	\$2,104,906	\$1,875,000	\$2,131,515	\$2,136,077	\$2,138,540	\$2,138,540
BUILDING INSPECTION FUND	\$5,036,426	\$2,318,626	\$1,183,340	\$1,207,242	\$1,230,603	\$1,253,388
	SUBTOTAL	\$66,214,953	\$58,750,207	\$64,931,760	\$67,507,422	\$70,594,626
MAJOR GRANTS						
SAFER (Fire)	\$3,261,601	\$3,261,601	\$0	\$0	\$0	\$0
Master Planning	\$516,227	\$1,166,611	\$0	\$0	\$0	\$0
Lockup (GF)	\$1,330,000	\$1,300,001	\$0	\$0	\$0	\$0
COPS Hiring Grant (GF)	\$998,520	\$845,575	\$454,247	\$476,959	\$500,807	\$0
Drug Forfeiture Fund	\$296,473	\$435,042	\$181,699	\$63,595	\$66,774	\$0
MOTT (Police - GF)	\$1,485,520	\$135,000	\$0	\$0	\$0	\$0
Other (Police - GF)	\$916,473	\$211,991	\$300,000	\$300,000	\$300,000	\$300,000
	SUBTOTAL	\$8,804,814	\$7,355,821	\$935,946	\$840,554	\$867,581
TOTAL EXPENSES FOR GENERAL CITY SERVICES	\$75,019,767	\$66,106,028	\$65,867,706	\$68,347,976	\$71,462,207	\$74,055,212

OTHER EXPENDITURES

Proposed 5/17/13

Attachment C-1b

CDBG AND OTHER RESTRICTED GRANTS

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>
	<u>PROJECTED</u>	<u>PROPOSED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>
CDBG/HUD (FY13 & prior years)	\$11,661,466	\$9,375,083				
CDBG		<u>\$4,469,675</u>	<u>\$4,246,191</u>	<u>\$4,033,882</u>	<u>\$3,832,188</u>	<u>\$3,640,578</u>
SUBTOTAL	\$11,661,466	\$13,844,758	\$4,246,191	\$4,033,882	\$3,832,188	\$3,640,578
<u>STATE RESTRICTED REVENUES</u>						
MAJOR STREETS	\$7,096,176	\$5,991,700	\$4,392,747	\$4,183,345	\$5,094,628	\$4,276,494
LOCAL STREETS	<u>\$3,534,631</u>	<u>\$2,322,073</u>	<u>\$1,533,527</u>	<u>\$1,782,829</u>	<u>\$1,616,745</u>	<u>\$1,892,679</u>
SUBTOTAL	\$10,630,807	\$8,313,773	\$5,926,274	\$5,966,174	\$6,711,373	\$6,169,173
<u>ASSESSMENTS AND FEES</u>						
STREET LIGHT ASSESSMENT	\$2,850,000	\$2,982,960	\$3,023,565	\$3,114,272	\$3,207,700	\$3,303,931
GARBAGE COLLECTION FEE	<u>\$4,901,202</u>	<u>\$5,132,490</u>	<u>\$5,775,000</u>	<u>\$6,063,750</u>	<u>\$6,366,938</u>	<u>\$6,685,284</u>
SUBTOTAL	\$7,751,202	\$8,115,450	\$8,798,565	\$9,178,022	\$9,574,638	\$9,989,215
<u>ENTERPRISE FUNDS</u>						
WATER FUND	\$54,596,604	\$55,153,141	\$54,202,479	\$56,370,579	\$58,625,402	\$60,970,418
SEWER FUND	<u>\$37,093,816</u>	<u>\$36,860,907</u>	<u>\$34,212,007</u>	<u>\$35,580,488</u>	<u>\$37,003,707</u>	<u>\$38,483,855</u>
SUBTOTAL	\$91,690,419	\$92,014,048	\$88,414,487	\$91,951,066	\$95,629,109	\$99,454,273
TOTAL EXPENSES FOR OTHER EXPENDITURES	\$121,733,894	\$122,288,029	\$107,385,517	\$111,129,144	\$115,747,307	\$119,253,240
TOTAL EXPENSES FOR GENERAL CITY SERVICES	<u>\$75,019,767</u>	<u>\$66,106,028</u>	<u>\$65,867,706</u>	<u>\$68,347,976</u>	<u>\$71,462,207</u>	<u>\$74,055,212</u>
GRAND TOTAL EXPENSES	\$196,753,661	\$188,394,057	\$173,253,223	\$179,477,120	\$187,209,514	\$193,308,452

CITY OF FLINT 5 YEAR REVENUE/EXPENSE PROJECTION COMPARISON

Proposed 5/17/13

Attachment C-1c

GENERAL CITY SERVICES

		FY13	FY14	FY15	FY16	FY17	FY18
	REVENUES	\$54,400,943	\$50,163,337	\$49,732,298	\$48,792,198	\$48,421,519	\$48,581,791
(General Fund Only)	EXPENSES	\$55,666,040	\$50,552,509	\$55,657,053	\$58,439,906	\$61,361,901	\$64,529,996
(without major grants)	DIFFERENCE \$	-\$1,265,097	-\$389,172	-\$5,924,755	-\$9,647,708	-\$12,940,382	-\$15,948,205
	DIFFERENCE %		-1%	-11%	-17%	-21%	-25%

GENERAL CITY SERVICES

	REVENUES	\$10,985,663	\$8,197,698	\$8,929,734	\$8,755,642	\$9,019,727	\$9,149,790
(MILLAGE/RESTRICTED FUNDS ONLY)	EXPENSES	\$10,548,913	\$8,197,698	\$9,274,707	\$9,067,516	\$9,232,725	\$9,225,216
	DIFFERENCE \$	\$436,750	\$0	-\$344,973	-\$311,874	-\$212,998	-\$75,426
	DIFFERENCE %	4%	0%	-4%	-3%	-2%	-1%

GRANTS

	REVENUES	\$10,029,907	\$7,744,993	\$935,946	\$840,554	\$867,581	\$300,000
	EXPENSES	\$8,804,814	\$7,355,821	\$935,946	\$840,554	\$867,581	\$300,000
	DIFFERENCE \$	\$1,225,093	\$389,172	\$0	\$0	\$0	\$0
	DIFFERENCE %	14%	5%	0%	0%	0%	0%

TOTAL GF, MILLAGES, GRANTS

	REVENUES	\$75,416,513	\$66,106,028	\$59,597,978	\$58,388,394 #	\$58,308,827	\$58,031,581
(GF/ MILLAGES, GRANTS)	EXPENSES	\$75,019,767	\$66,106,028	\$65,867,706	\$68,347,976	\$71,462,207	\$74,055,212
	DIFFERENCE \$	\$396,746	\$0	-\$6,269,728	-\$9,959,582 #	-\$13,153,380	-\$16,023,631
	DIFFERENCE %	1%	0%	-10%	-15%	-18%	-22%

TOTAL CITY SERVICES

	REVENUES	\$188,500,111	\$180,169,719	\$166,772,575	\$169,350,919	\$172,918,668	\$177,080,980
(GF, MILLAGES, GRANTS, & OTHERS)	EXPENSES	\$196,753,661	\$188,394,057	\$173,253,223	\$179,477,120	\$187,209,514	\$193,308,452
	DIFFERENCE \$	-\$8,253,550	-\$8,224,338	-\$6,480,648	-\$10,126,201	-\$14,290,846	-\$16,227,472
	DIFFERENCE %	-4%	-4%	-4%	-6%	-8%	-8%

GENERAL FUND REVENUE PROJECTIONS

Proposed 5/17/13

Attachment C1-d

	<u>FY13</u> <u>PROJECTED</u>	<u>FY14</u> <u>PROPOSED</u>	<u>FY15</u> <u>PROJECTED</u>	<u>FY16</u> <u>PROJECTED</u>	<u>FY17</u> <u>PROJECTED</u>	<u>FY18</u> <u>PROJECTED</u>
Property Taxes	5,720,000	4,522,000	4,179,000	4,012,000	4,012,000	4,088,000
Income Taxes	15,300,000	14,210,000	14,210,000	14,067,900	13,927,221	14,066,493
Special Assessments	5,000	8,000	8,000	8,000	8,000	8,000
State Shared Revenues	13,140,585	13,872,368	13,900,000	13,900,000	13,900,000	14,000,000
Charges for Services Rendered - Water/Sewer PILOT	1,958,450	1,958,450	1,958,450	1,958,450	1,958,450	1,958,450
Interest	114,400	150,000	175,000	175,000	200,000	200,000
Other	6,010	6,000	6,000	6,000	6,000	6,000
Fund Balance	-419,642	-1,000,000	-1,000,000	-1,450,000	-1,750,000	-1,900,000
District Court - State Grant	228,000	0	0	0	0	0
District Court - Fines and Forfeitures	1,164,611	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Finance - Charges for Services	1,150	2,200	2,000	2,000	2,000	2,000
Finance - Grant	57,000	0	0	0	0	0
Clerk - Charges for Services	350	350	350	350	350	350
Cable Franchise Fees	1,287,931	1,303,626	1,300,000	1,300,000	1,300,000	1,300,000
Sale of Equipment	130,007	75,000	50,000	75,000	75,000	75,000
Treasury Operations - Charges for Services	434,381	309,211	310,000	310,000	310,000	310,000
Treasury Operations - Other Revenues	27,000	27,000	25,000	25,000	25,000	25,000
Income Tax Operations - Other Charges	20,000	0	0	0	0	0
Treasury - Delinquent Collections	0	700,000	800,000	800,000	850,000	850,000
Assessing - Charges for Services	6,000	10,000	10,000	9,000	9,000	9,000
Clerk - Charges for Services	19,693	18,600	19,000	19,000	19,000	19,000
Clerk - Disabled Voter Grant	10,000	0	0	0	0	0
Law Department - Charges for Services	14,925	16,500	16,500	16,500	16,500	16,500
Personnel - Charges for Services	3,207	0	0	0	0	0
Cost Allocation Reimbursement	7,401,730	5,386,068	5,200,000	5,000,000	5,000,000	5,000,000
Police Department - Misc Grants	2,141,566	620,992	300,000	300,000	300,000	300,000
Police Department - COPS Grant	998,552	825,746	454,247	476,959	500,807	0
Police Department - Mott Grant	1,485,520	135,000	0	0	0	0
Police Department - Misc Revenues	313,148	396,250	400,000	400,000	400,000	400,000
Police Department - Impound Lot	654,000	554,020	555,000	555,000	555,000	555,000
Police Department - Lockup	1,330,000	1,300,001	0	0	0	0
Police Department - School Liaison Contract	384,061	361,196	360,000	360,000	360,000	360,000
Fire Department - Misc Revenues	143,200	220,500	200,000	200,000	200,000	200,000
911 - Surcharge and Grant	1,577,000	1,334,000	1,330,000	1,325,000	1,320,000	1,315,000
Planning and Zoning - Misc Revenues	29,250	25,000	25,000	25,000	25,000	25,000
Fire-CDBG	407,524	0	0	0	0	0
Parks - Misc Revenues	183,942	19,000	15,000	15,000	15,000	15,000
Transfers in - Water and Sewer (ROE)	2,990,000	2,990,000	2,990,000	2,990,000	2,990,000	2,990,000
Transfers in - Cost Allocation	1,087,998	1,087,998	1,087,998	1,087,998	1,087,998	1,087,998
TOTAL PROJECTED Revenues	60,356,549	53,045,076	50,486,545	49,569,157	49,222,326	48,881,791
Major Grants (separated)						
Lockup	1,330,000	1,300,001	0	0	0	0
Mott Grant	1,485,520	135,000	0	0	0	0
COPS Grant	998,552	825,746	454,247	476,959	500,807	0
Other Police Grants	<u>2,141,566</u>	<u>620,992</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>
	54,400,911	50,163,337	49,732,298	48,792,198	48,421,519	48,581,791

GENERAL FUND EXPENSE PROJECTIONS

Proposed 5/17/13

Attachment C1-d

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>
	<u>PROJECTED</u>	<u>PROPOSED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>
City Council	\$352,899	\$333,449	\$343,452	\$360,625	\$378,656	\$397,589
District Court	\$5,358,479	\$5,194,307	\$5,454,022	\$5,726,723	\$6,013,060	\$6,313,713
Mayor	\$206,579	\$212,239	\$218,606	\$229,536	\$241,013	\$253,064
City Administrator	\$711,982	\$384,106	\$395,629	\$415,411	\$436,181	\$457,990
HRC	\$40,103	\$26,237	\$27,024	\$28,375	\$29,794	\$31,284
Finance	\$1,100,342	\$924,822	\$971,063	\$1,019,616	\$1,070,597	\$1,124,127
Clerk	\$423,065	\$321,995	\$338,095	\$354,999	\$372,749	\$391,387
Purchasing	\$155,204	\$130,229	\$136,740	\$143,577	\$150,756	\$158,294
Treasury	\$2,878,129	\$3,052,787	\$3,205,426	\$3,365,698	\$3,533,983	\$3,710,682
Assessing	\$1,109,773	\$1,084,221	\$1,138,432	\$1,195,354	\$1,255,121	\$1,317,877
Elections	\$572,525	\$541,837	\$668,929	\$702,375	\$837,494	\$879,369
Law	\$1,057,484	\$952,761	\$971,816	\$1,020,407	\$1,071,427	\$1,124,999
Human Resources	\$673,636	\$622,167	\$653,275	\$685,939	\$720,236	\$756,248
MISC Allocation	\$298,509	\$0	\$0	\$0	\$0	\$0
POLICE	\$25,657,681	\$21,758,778	\$23,088,981	\$24,243,430	\$25,455,601	\$26,728,382
911	\$3,314,413	\$3,745,525	\$3,932,801	\$4,129,441	\$4,335,913	\$4,552,709
Fire	\$10,953,319	\$11,699,796	\$12,284,786	\$12,899,025	\$13,543,976	\$14,221,175
Building Inspection (transfer)	\$986,519	\$539,170	\$566,129	\$594,435	\$624,157	\$655,365
Planning and Zoning	\$99,120	\$121,875	\$427,969	\$449,367	\$471,836	\$495,427
Community Development	\$2,058,900	\$186,293	\$190,019	\$199,520	\$209,496	\$219,971
Fire-CDBG	\$407,524					
Parks and Recreation	\$576,842	\$5,100	\$5,355	\$5,623	\$5,904	\$6,199
Facilities	\$1,263,526	\$1,207,382	\$1,392,751	\$1,462,389	\$1,535,508	\$1,612,283
Police Millage Fund (transfer)	\$0	\$0	\$0	\$0	\$0	\$0
Parks Fund (transfer)	\$40,000	\$0	\$0	\$0	\$0	\$0
Other transfers out	\$0	\$0	\$0	\$0	\$0	\$0
Transfers out	\$100,000	\$0	\$0	\$0	\$0	\$100,000
TOTAL GENERAL FUND EXPENDITURES	\$60,396,553	\$53,045,076	\$56,411,302	\$59,231,867	\$62,293,460	\$65,508,133
Major Grants (Separated)						
Lockup	\$1,330,000	\$1,300,001	\$0	\$0	\$0	\$0
Mott Grant	\$1,485,520	\$135,000	\$0	\$0	\$0	\$0
COPS Grant	\$998,552	\$445,575	\$454,247	\$476,959	\$500,807	\$0
Other Police Grants	\$2,141,566	\$611,991	\$300,000	\$300,000	\$300,000	\$300,000
	\$54,440,915	\$50,552,509	\$55,657,055	\$58,454,908	\$61,492,653	\$65,208,133

Significant Changes:
5% cost escalator PLUS:

Elections	\$100,000		\$100,000
Police Officers	2	3	Elections
	\$242,264	\$381,567	
Planning staff	\$300,000		
Facilities	\$125,000		

Not included:	Lock up
	\$1,330,000

KNOWN CHALLENGES

Declining Property tax values	-18%	-8%	-2%	0%	0%	2%
Stagnant income tax receipts	0%	0%	0%	0%	0%	0%
Stagnant State shared revenues	0%	0%	0%	0%	0%	0%
Limited Income Raising potential						

Property tax levy 19.4 mills/20 mill limit						
Income tax levy at state limit						
New fees/taxes = + delinquencies	20%	30%	30%	30%	30%	0%
High poverty rate						

Declining Grant Revenues

SAFER (FIRE)	\$3,261,601	\$3,261,601	\$0	\$0	\$0	\$0
Master Planning	\$516,227	\$1,166,611	\$0	\$0	\$0	\$0
Lock Up	\$1,330,000	\$1,330,000	\$0	\$0	\$0	\$0
COPS Hiring Grant	\$998,520	\$825,746	\$454,247	\$476,959	\$500,807	\$0
Mott (Police)	\$1,485,520	\$135,000	\$0	\$0	\$0	\$0
Drug Forfeiture		\$425,000	\$425,000	\$0	\$0	\$0
Other (Police)	\$916,473	\$620,922	\$0	\$0	\$0	\$0
SUBTOTAL	\$8,508,341	\$7,764,880	\$879,247	\$476,959	\$500,807	\$0

Significant Legacy Costs

Pension ARC	\$ 12 million	\$17,000,000	\$17,637,500	\$18,298,906	\$18,985,115	\$19,697,057
Pension UALL	\$333 million		3.75%	+ 3.75%	+ 3.75%	+ 3.75%
Retiree Health Care	\$ 19 million	\$15,000,000	\$15,600,000	\$16,536,000	\$17,858,880	\$19,287,590
OPEB Liability	\$336 million		+4%	+6%	+8%	+8%
OPEB ARC	\$ 22 million					
Pending Lawsuit	\$ 3.5 million	\$3,850,000	\$4,158,000	\$4,490,640	\$4,849,891	
Increased ARC	\$40 million added					
Increased OPEB Liability	\$600 million added					
Annual Payments-Pension & Retiree Health Care		\$32,000,000	\$33,237,500	\$34,834,906	\$36,843,995	\$38,984,647
Payments as Percent of Revenues		17.0%	18.4%	20.9%	21.8%	22.5%

Deficit Elimination

Accumulated General Fund Deficit	\$19.1 Million
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Unmet Capital Needs

Roads	\$ 83 million
Sidewalks	\$ 45 million
Sanitary and Stormwater	\$ 40 million
Water Pollution Control	\$ 16 million
Water Distribution system	\$ 27 million
Facilities	\$ 15 million
Demolition	\$ 50 million
Parks	\$ 10 million
	\$286 million

Lack of capacity to address blight

CDBG, NSP, Demo	\$ 20 million	\$14 million	\$ 9 million	\$4 million	\$3.8 million	\$3.6 million
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Public Safety stability at risk even with new voted millage

150 FPD	150 FPD	?	?	?	?
94 FFD/5 stations	94 FFD/5 stations	75 FFD/3 stations	75 FFD/3 stations	75 FFD/3 stations	?

PROJECTION: FIVE YEAR POLICE AND FIRE STAFFING

Proposed 5/17/13 Attachment C-3a

TOTAL	FY13	FY14	FY15	FY16	FY17	FY18
<u>Police</u>						
General Fund	112.5	112.5	114.5	117.5	117.5	117.5
General Fund (Mott)	11	0	0	0	0	0
General Fund (COPS)	5	5	5	5	5	0
Police & Fire Millage	10	18	20	17	16	15
Neighborhood	12	10	9	8	8	8
Drug Fund	<u>0.5</u>	<u>5.5</u>	<u>1.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0</u>
	151	151	150	148	147	140.5
<u>Fire</u>						
General Fund	55	55	55	55	55	55
SAFER	39	39	0	0	0	0
Police & Fire Millage	<u>0</u>	<u>0</u>	<u>20</u>	<u>20</u>	<u>20</u>	<u>20</u>
Total	94	94	75	75	75	75

SOURCES OF FUNDING: POLICE AND FIRE

Proposed 5/17/13 Attachment C-3b

PROJECTION: POLICE AND FIRE PROTECTION MILLAGE

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	
Revenues	\$4,386,000	\$3,589,000	\$3,320,000	\$3,187,032	\$3,187,032	\$3,250,773	
Carryover	\$0	\$3,636,000	\$5,148,443	\$3,875,358	\$2,621,218	\$1,278,568	
Expenses	\$750,000	\$2,076,557	\$4,593,085	\$4,441,172	\$4,529,682	\$4,440,658	
Balance	\$3,636,000	\$5,148,443	\$3,875,358	\$2,621,218	\$1,278,568	\$88,684	
Expense Detail							
	\$	\$165,000	\$2,076,557	\$2,422,649	\$2,162,214	\$2,136,777	\$2,103,390
Police	Police Officers	Police Officers	Police Officers	Police Officers	Police Officers	Police Officers	
	#	10	18	20	17	16	15
COPS Grant Match			\$151,416	\$158,986	\$166,936	0	
	\$	\$585,000	\$0	\$2,019,020	\$2,119,971	\$2,225,970	\$2,337,268
Fire	Equipment		Fire Fighters	Fire Fighters	Fire Fighters	Fire Fighters	
	#	0	0	20	20	20	20
Average Police Officer Cost		\$115,364	\$121,132	\$127,189	\$133,549	\$140,226	
Average Fire Fighter			\$100,951	\$105,999	\$111,298	\$116,863	

PROJECTION: NEIGHBORHOOD POLICE MILLAGE

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	
Revenues	\$1,962,180	\$1,196,000	\$1,106,000	\$1,062,000	\$1,062,000	\$1,083,000	
Carryover	\$0	\$0	\$0	\$15,808	\$60,295	\$53,907	
Expenses	\$1,962,180	\$1,153,643	\$1,090,192	\$1,017,513	\$1,068,388	\$1,121,808	
Balance	\$0	\$42,358	\$15,808	\$60,295	\$53,907	\$15,099	
Expense Detail							
	\$	\$1,962,180	\$1,153,643	\$1,090,192	\$1,017,513	\$1,068,388	\$1,121,808
Police	Police Officers	Police Officers	Police Officers	Police Officers	Police Officers	Police Officers	
	#	12	10	9	8	8	8
Average Police Officer Cost		\$115,364	\$121,132	\$127,189	\$133,549	\$140,226	

PROJECTION: DRUG FORFEITURE FUND

Proposed 5/17/13 Attachment C-3c

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	
Revenues		\$0	\$0	\$0	\$0	\$0	
Carryover		\$1,000,000	\$365,497	\$183,798	\$120,203	\$53,429	
Expenses		\$634,503	\$181,699	\$63,595	\$66,774	\$0	
Balance	\$1,000,000	\$365,497	\$183,798	\$120,203	\$53,429	\$53,429	
Expense Detail							
	\$	\$1,962,180	\$634,503	\$181,699	\$63,595	\$66,774	\$0
Police		Police Officers	Police Officers	Police Officers	Police Officers	Police Officers	Police Officers
	#	0.5	5.5	1.5	0.5	0.5	0
<i>Average Police Officer Cost</i>		\$115,364	\$121,132	\$127,189	\$133,549	\$140,226	

PROJECTION: COPS GRANT

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>
Revenues			\$1,432,013	\$0	\$0	
Carryover		\$0	\$0	\$977,766	\$500,807	\$0
Expenses		\$0	\$454,247	\$476,959	\$500,807	\$0
Balance		\$0	\$977,766	\$500,807	\$0	\$0
Expense Detail						
	GRANT \$		\$454,247	\$476,959	\$500,807	\$0
	25% Match		\$151,416	\$158,986	\$166,936	\$0
Police		Police Officers	Police Officers	Police Officers	Police Officers	Police Officers
	#		5	5	5	
<i>Average Police Officer Cost</i>			\$121,132	\$127,189	\$133,549	\$140,226

City Plan to Eliminate \$19.1 Million FY 12 Accumulated Deficit

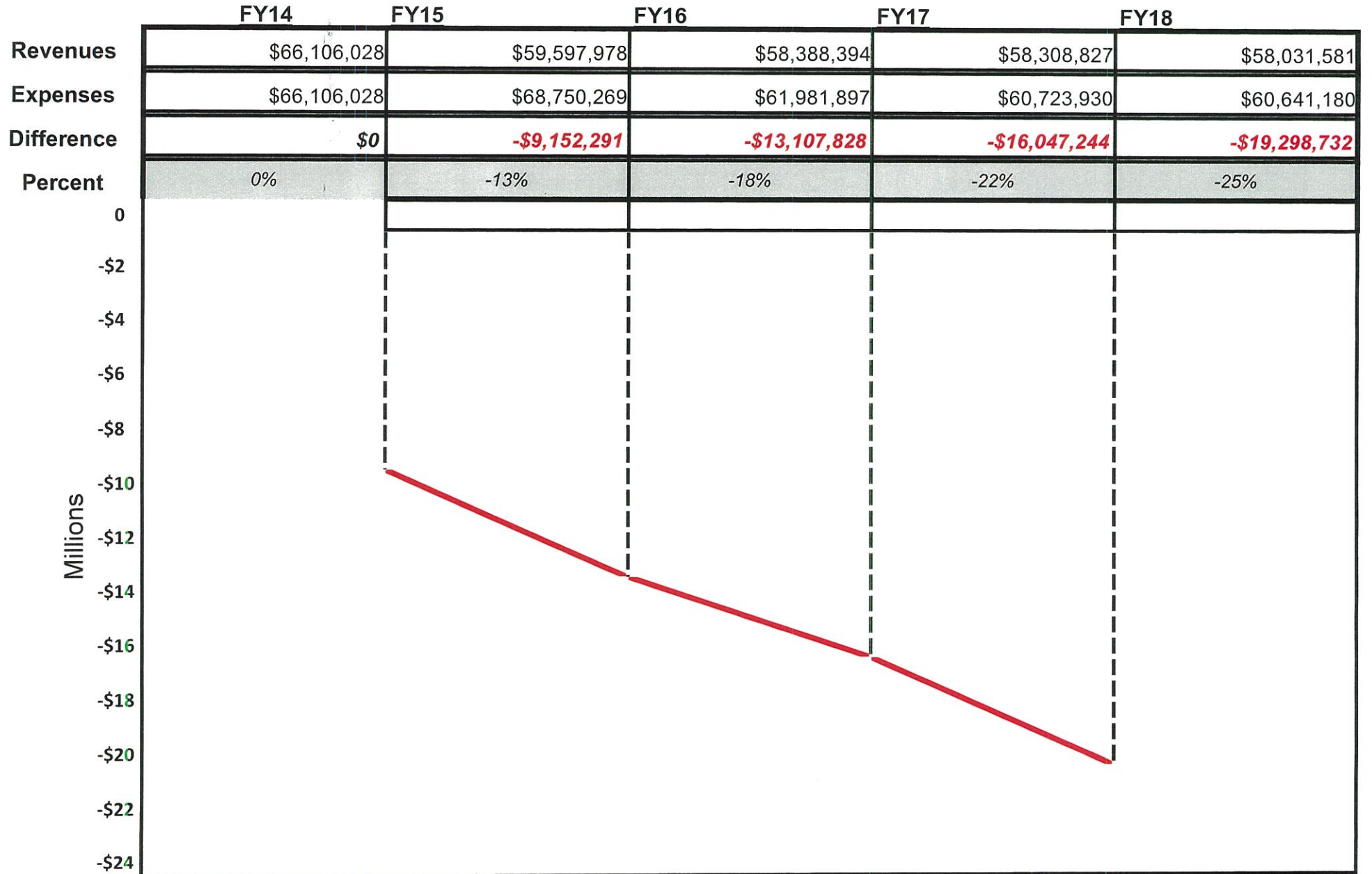
	Budget FY13	Projected				
		FY14	FY15	FY16	FY17	FY18
\$19.1 Million Accumulated Deficit FY12	-\$19.10	-\$19.10	-\$6.10	-\$5.10	-\$3.65	-\$1.90
<u>Borrowing to Eliminate \$12.0 million:</u>						
\$12 million Emergency Loan (Debt service paid from Capital Improvement Fund)		-\$12.00	\$0.00	\$0.00	\$0.00	\$0.00
<u>Budgeted Appropriations Eliminating \$8.1 million</u>						
General Fund		-\$1.00	-\$1.00	-\$1.45	-\$1.75	-\$1.90
<div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> <p><u>Other funds subsidized by the General Fund:</u></p> <ul style="list-style-type: none"> Neighborhood Policing (\$427,183) Parks & Recreation (\$425,000) Senior Citizens Center (\$51,000) Building Safety (\$1,100,000) Garbage Collection (\$1,875,000) DDA (Parking Debt) (\$286,198) </div>						
Total Budgeted Appropriations *	\$0.00	-\$1.00	-\$1.00	-\$1.45	-\$1.75	-\$1.90
<u>Remaining Deficit</u>	-\$19.10	-\$6.10	-\$5.10	-\$3.65	-\$1.90	\$0.00
Appropriations as Percent of Projected General Fund Revenues (millions)	\$59.50	0.0%	1.7%	1.7%	2.4%	2.9%

* Projection shows total amount appropriated coming from the General Fund. It may be possible and appropriate to utilize other funds where there has been a General Fund subsidy.

CUMULATIVE DEFICIT PROJECTION FY15 - FY18

ILLUSTRATIVE CUMULATIVE GENERAL CITY SERVICE REVENUE/EXPENSE DEFICIT, BASED ON CONTINUATION OF FY 14 EXPENSE BASE WITH 4% ANNUAL INCREASE.

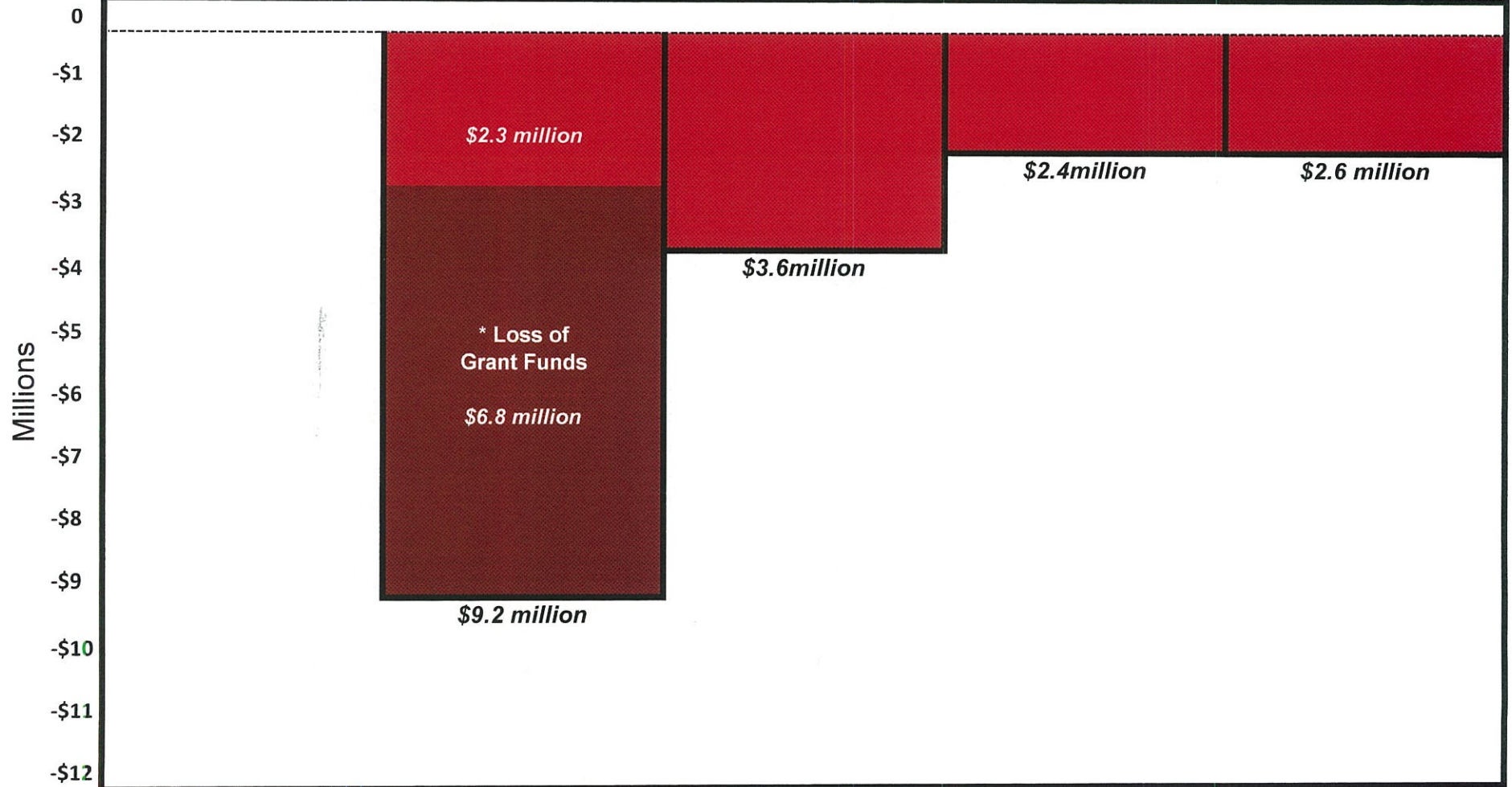
** NOTE: This does not include the current accumulated \$19.1 million deficit*



ANNUAL DEFICIT PROJECTION FY15 - FY18

ILLUSTRATIVE ANNUAL GENERAL CITY SERVICE REVENUE/EXPENSE DEFICIT, ASSUMING PRIOR YEAR GAP ELIMINATED AND 4% ANNUAL INCREASE IN EXPENSES

	FY14	FY15	FY16	FY17	FY18
Revenues	\$66,106,028	\$59,597,978	\$58,388,394	\$58,308,827	\$58,031,581
Expenses	\$66,106,028	\$68,750,269	\$61,981,897	\$60,723,930	\$60,641,180
Difference	\$0	-\$9,152,291	-\$3,593,503	-\$2,415,103	-\$2,609,599
Percent	<i>0%</i>	<i>-13%</i>	<i>-6%</i>	<i>-4%</i>	<i>-4%</i>



Proposed FY14 Budget

Setting a Sustainable Course for the City of Flint

FY14 Budget

The FY14 Budget was prepared in the context of furthering the financial stability of the City of Flint and moving forward on meeting the prime objectives of the recently developed strategic plan. Once this plan is in place, attention will be given to finalizing the five year plan, including a detailed assessment of the likely budget for FY15, and more defined projections for the following three years.

If one could simplify the prime objectives of the Strategic Plan, it would be to state that budgetary actions must be consistent with operating in a financially sustainable manner; pursuing changes which increase efficiency while reducing costs; maintaining current levels of public safety; and organizing in a way that the City can best address the blighted conditions thorough the City. All of this to be done with the aim of making the City of Flint an attractive and affordable place to attract and retain residents, businesses, students, and visitors.

In light of decreasing property values, stagnant income tax and state shared revenue projections, plus a commitment to eliminating the accumulated General fund deficit, revenues are severely limited. For example, while funds available for general city services (those funded by the General Fund, major grants, and special voted millages) total \$73.5 million this year; only \$66.4 million is projected to be available for the FY14 budget. Property tax revenues are projected to decline by \$3.5 million or 22%, while major grant revenues are projected to decline by \$2.5 million, or 25%. \$1 million is also committed to reducing the City's accumulated \$19.3 million deficit. In addition, there is an increasing amount of tax delinquencies, as well as fees and special assessments for water, sewer, garbage and street lights.

Fortunately, the impact of many of the structural changes made last year has been to constrain growth in ongoing expenses, in particular those related to employee compensation. Even with a significant increase in the annual pension payments, made necessary to halt further decline in the funded status of the pension assets, pension and health care costs are slightly reduced from the current year. Salary costs are also slightly less as a result of changes in employee compensation structure.

However, the City is currently faced with a legal challenge to its decision to change retiree healthcare, and should the City not prevail, it will likely be faced with increased costs of between \$3.5 million and \$5 million. These potential costs are not included in this budget, and having to subsequently include them will be potentially disastrous for the financial solvency of the City.

All in all, with significant effort from department heads and others involved in building this budget, the level of services to be provided by the City in FY14 should be close to the level currently provided. This is due in large part to concerted effort to improve business processes and organization arrangements. These improvements and changes do, however, include the elimination of several positions within the workforce. FTE staffing in the FY14 budget is projected at 568, in comparison to 595 in the current budget.

With deployment of the police and fire protection millage funds, and the potential of additional federal funding for law enforcement, the current level of staffing in the Police Department (150 in total) is expected to be maintained – even as other grant funds end. This level includes the additional 10 positions authorized in December, 2012 when the millage was passed. In this budget, the General Fund appropriation for the Police and Fire budgets total \$33.5 million, or 63% of the General Fund.

Adding the costs of 911 and District Court to this bring the total General Fund appropriation for public safety to \$42.4 million, or 80% of the General Fund.

However, there are not the resources to address even some of the most critical unmet needs in the delivery of city services. For example, there are no additional resources to expand staffing in the Police Department if the goal is to attempt to stabilize staffing there and to be prepared to address the personnel loss expected in the Fire Department when the federal SAFER grant expires at the end of FY14.

In addition, in light of the loss of federal dollars for demolition, the resources for addressing blight in any significant way are significantly less for FY14. Building Safety resources have been limited for many years, resulting in very limited ability to enforce compliance with city codes. This budget does include the creation of a separate Planning and Development Division of the City, whose efforts will include improving code compliance activities, including increasing compliance with rental registration requirements and business licensing requirements. The work of this division will be aided by the addition of Neighborhood Safety Officers, funded by the Mott Foundation and housed in the Police Department.

The Planning and Development Division also includes the current grant funded activities related to adoption and implementation of the City's Master Plan. While grant funds should be sufficient to finish the adoption of the Master Plan and the associated update to the Zoning Ordinance by the end of FY14, continuation into FY15 will require the identification of new sources of revenues.

Finally, there are nearly \$300 million in unmet capital needs for utilities, streets, facilities, parks, and technology. This budget does not contain the level of resources to be able to address these needs in any substantive way, with barely enough resources budgeted to meet the most critical emergency needs.

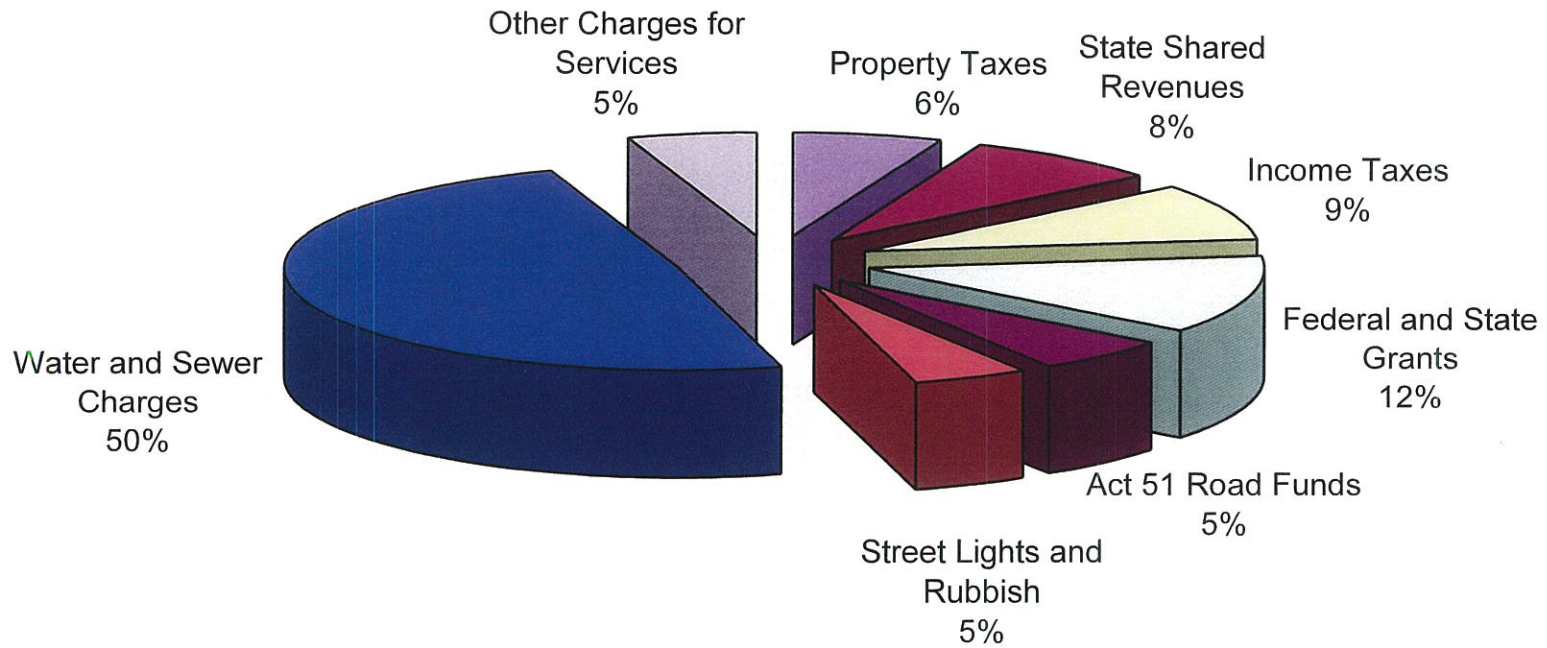
The limited resources will result in some changes noticeable to city residents and visitors. For example, there will be no repaving of city streets, with funding focused on crack sealing streets to prolong their longevity. While as much as one-third of city streets need repaving, doing so would cost more than \$20 million. Alternatively, nearly one-third of the city's streets can be crack sealed for approximately \$200,000 in materials. In addition however, the City is required by the state to participate financially in improvement to state determined street projects.

There will be minimal maintenance of parks, with the City's primary activity being related to mowing. There will, however, be increased efforts to form partnerships with interested groups, neighborhood associations and businesses to improve individual parks.

From a taxpayer perspective, payments for governmental services will generally decrease in total, by an average of 7% for FY14. Taxes based on the value of the property will decrease due to the continuing decline in value, while the annual assessment for streetlights and the fee for waste collection will increase in total by \$4. There will be no increase in water and sewer rates.

FY14 REVENUES-ALL FUNDS

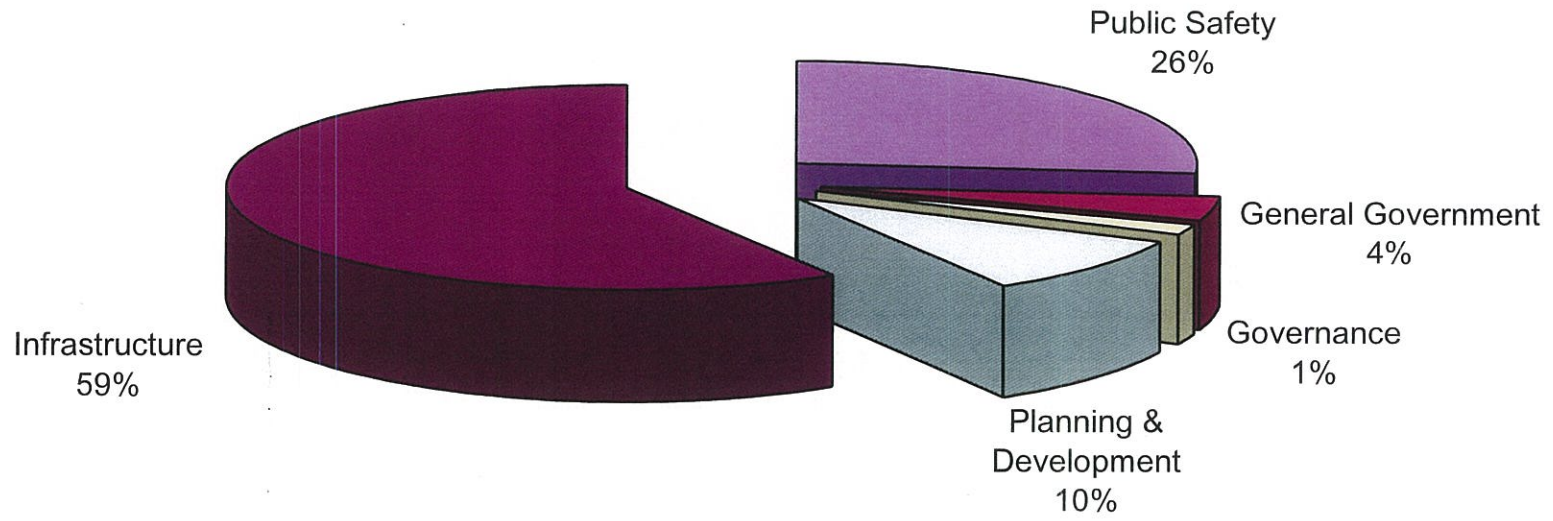
\$169,747,203 *



* Excludes General Fund transfers and \$1 million deficit reduction included in total \$188,394,058

FY14 EXPENSES-ALL FUNDS

\$188,394,058



CITY OF FLINT FY14 PROPOSED BUDGET

Proposed 5/17/13

Attachment D-1a

Major Funds

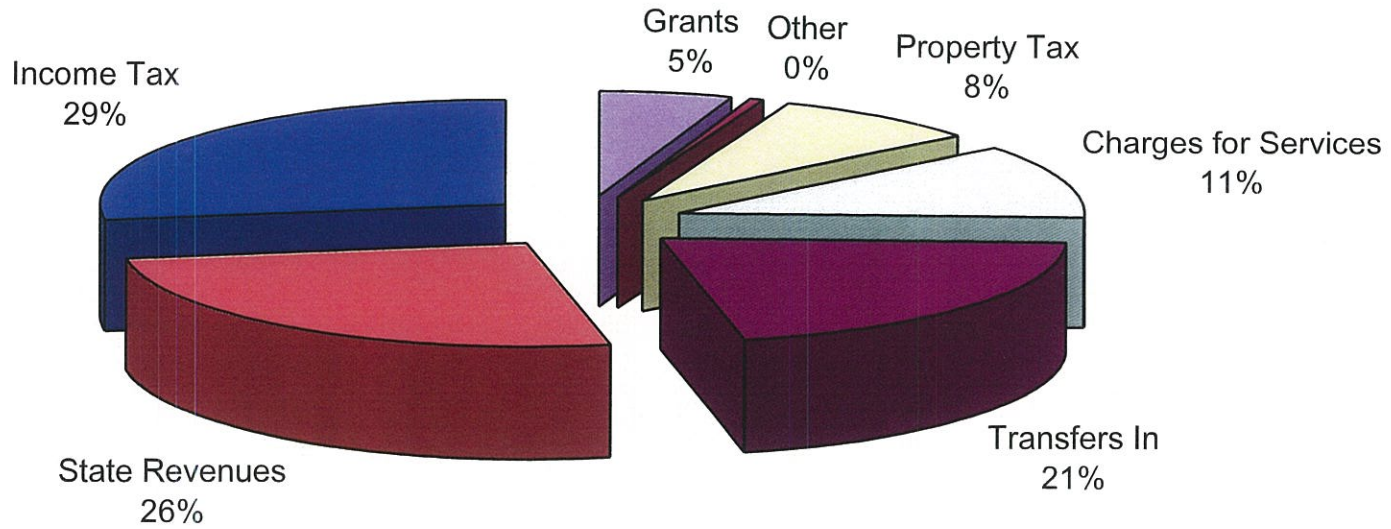
REVENUES	FY13 PROJECTED	FY14 PROPOSED	FY15 PROJECTED	FY13-FY14 COMP		FY15-FY14 COMP	
General City Services							
GENERAL FUND	\$60,356,549	\$53,045,076	\$50,032,298	-\$7,311,473	-12%	-\$3,012,778	-6%
NEIGHBORHOOD POLICE MILLAGE	\$1,962,180	\$1,549,180	\$1,090,192	-\$413,000	-21%	-\$458,988	-30%
POLICE AND FIRE MILLAGE	\$1,059,000	\$1,845,827	\$4,593,085	\$786,827	74%	\$2,747,258	149%
DRUG FORFEITURE	\$296,473	\$435,042	\$181,699	\$138,569	47%	-\$253,343	-58%
PARKS AND RECREATION MILLAGES	\$386,400	\$609,064	\$277,000	\$222,664	58%	-\$332,064	-55%
SAFER (Fire)	\$3,261,601	\$3,261,601	\$0	\$0	0%	-\$3,261,601	-100%
MASTER PLANNING	\$516,227	\$1,166,611	\$0	\$650,384	126%	-\$1,166,611	-100%
PUBLIC IMPROVEMENT MILLAGE	\$2,319,880	\$1,875,000	\$1,383,000	-\$444,880	-19%	-\$492,000	-26%
BUILDING INSPECTION FUND	\$5,258,203	\$2,318,627	\$1,586,457	-\$2,939,576	-56%	-\$732,170	-32%
CDBG and Related Activities							
CDBG/HUD (FY13 & prior years)	\$11,661,466	\$9,375,083		-\$2,286,383	-20%	-\$9,375,083	-100%
CDBG		\$4,469,675	\$4,246,191	\$4,469,675	0%	-\$223,484	-5%
State Restricted Revenues							
Major Streets	\$7,096,176	\$6,829,982	\$6,756,929	-\$266,194	-4%	-\$73,053	-1%
Local Streets	\$3,535,537	\$2,390,922	\$1,533,527	-\$1,144,615	-32%	-\$857,395	-36%
Assessments and Fees							
Street Light Assessment	\$2,850,000	\$2,982,960	\$3,102,278	\$132,960	5%	\$119,318	4%
Garbage Collection Fee	\$5,000,000	\$5,132,490	\$5,337,790	\$132,490	3%	\$205,300	4%
Enterprise Funds							
Water Fund	\$50,846,604	\$50,964,182	\$53,002,749	\$117,578	0%	\$2,038,567	4%
Sewer Fund	\$32,093,816	\$31,918,397	\$33,195,133	-\$175,419	-1%	\$1,276,736	4%
GRAND TOTAL	\$188,500,111	\$180,169,719	\$166,318,328	-\$9,119,345	-5%	-\$13,851,391	-8%

EXPENSES

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>					
	<u>PROJECTED</u>	<u>PROPOSED</u>	<u>PROJECTED</u>	<u>FY13-FY14 COMP</u>		<u>FY15-FY14 COMP</u>		
<u>General City Services</u>								
GENERAL FUND	\$60,356,549	\$53,045,076	\$56,411,302	-\$7,311,473	-12%	\$3,366,226	6%	
NEIGHBORHOOD POLICE MILLAGE	\$1,962,181	\$1,549,180	\$1,090,192	-\$413,001	-21%	-\$458,988	-30%	
DRUG FORFEITURE	\$296,473	\$435,042	\$181,699	\$138,569	47%	-\$253,343	-58%	
POLICE AND FIRE MILLAGE	\$1,059,000	\$1,845,828	\$4,593,085	\$786,828	74%	\$2,747,257	149%	
SAFER (Fire)	\$3,261,601	\$3,261,601	\$0	\$0	0%	-\$3,261,601	-100%	
MASTER PLANNING	\$516,227	\$1,166,611	\$0	\$650,384	126%	-\$1,166,611	-100%	
PARKS AND RECREATION MILLAGE	\$386,400	\$609,064	\$276,575	\$222,664	58%	-\$332,489	-55%	
PUBLIC IMPROVEMENT MILLAGE	\$2,104,906	\$1,875,000	\$2,131,515	-\$229,906	-11%	\$256,515	14%	
BUILDING INSPECTION FUND	\$5,036,426	\$2,318,627	\$1,183,340	-\$2,717,799	-54%	-\$1,135,287	-49%	
<u>CDBG and Related Activities</u>								
CDBG/HUD (FY13 & prior years)	\$11,661,466	\$9,375,083		-\$2,286,383	-20%	-\$9,375,083	-100%	
CDBG		\$4,469,675	\$4,246,191	\$4,469,675	0%	-\$223,484	-5%	
<u>State Restricted Revenues</u>								
Major Streets	\$7,096,176	\$5,991,700	\$4,392,747	-\$1,104,476	-16%	-\$1,598,953	-27%	
Local Streets	\$3,534,631	\$2,322,073	\$1,533,527	-\$1,212,558	-34%	-\$788,546	-34%	
<u>Assessments and Fees</u>								
Street Light Assessment	\$2,850,000	\$2,982,960	\$3,023,565	\$132,960	5%	\$40,605	1%	
Garbage Collection Fee	\$4,901,202	\$5,132,490	\$5,775,000	\$231,288	5%	\$642,510	13%	
<u>Enterprise Funds</u>								
Water Fund	\$54,696,604	\$55,153,141	\$54,202,479	\$456,537	1%	-\$950,662	-2%	
Sewer Fund	\$37,034,807	\$36,860,907	\$34,212,007	-\$173,900	0%	-\$2,648,900	-7%	
<u>GRAND TOTAL</u>	\$196,754,649	\$188,394,058	\$173,253,225	-\$8,360,591	-4%	-\$15,140,833	-8%	

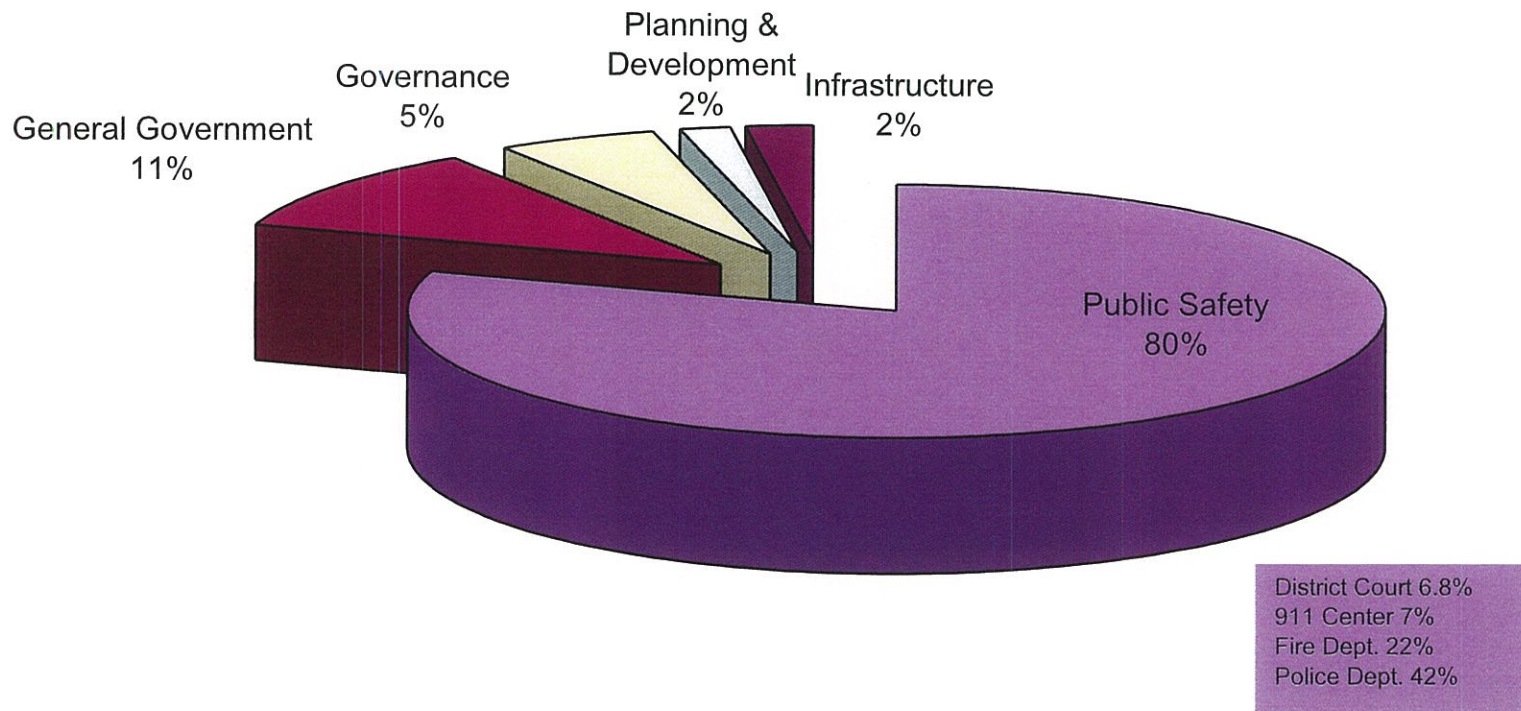
FY14 GENERAL FUND REVENUES

\$53,045,076



FY14 GENERAL FUND EXPENSES

\$53,045,076



FY14 GENERAL FUND REVENUE PROJECTIONS

Proposed 5/17/13

Attachment D-2a

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY13-FY14 COMP</u>		<u>FY15-FY14 COMP</u>	
	<u>PROJECTED</u>	<u>PROPOSED</u>	<u>PROJECTED</u>				
Property Taxes	5,720,000	4,522,000	4,179,000	-1,198,000	-21%	-343,000	-8%
Income Taxes	15,300,000	14,210,000	14,210,000	-1,090,000	-7%	0	0%
Special Assessments	5,000	8,000	8,000	3,000	60%	0	0%
State Shared Revenues	13,140,585	13,872,368	13,900,000	731,783	6%	27,632	0%
Charges for Services Rendered - Water/Sewer PILOT	1,958,450	1,958,450	1,958,450	0	0%	0	0%
Interest	114,400	150,000	175,000	35,600	31%	25,000	17%
Other	6,010	6,000	6,000	-10	0%	0	0%
Fund Balance- Deficit Reduction	-419,642	-1,000,000	-1,000,000	-580,358	138%	0	0%
District Court - State Grant	228,000	0	0	-228,000	-100%	0	n/a
District Court - Fines and Forfeitures	1,164,611	1,600,000	1,600,000	435,389	37%	0	0%
Finance - Charges for Services	1,150	2,200	2,000	1,050	91%	-200	-9%
Finance - Grant	57,000	0	0	-57,000	-100%	0	n/a
Clerk - Charges for Services	350	350	350	0	0%	0	0%
Cable Franchise Fees	1,287,931	1,303,626	1,300,000	15,695	1%	-3,626	0%
Sale of Equipment	130,007	75,000	50,000	-55,007	-42%	-25,000	-33%
Treasury Operations - Charges for Services	434,381	309,211	310,000	-125,170	-29%	789	0%
Treasury Operations - Other Revenues	27,000	27,000	25,000	0	0%	-2,000	-7%
Income Tax Operations - Other Charges	20,000	0	0	-20,000	-100%	0	n/a
Treasury - Delinquent Collections	0	700,000	800,000	700,000	n/a	100,000	14%
Assessing - Charges for Services	6,000	10,000	10,000	4,000	67%	0	0%
Clerk - Charges for Services	19,693	18,600	19,000	-1,093	-6%	400	2%
Clerk - Disabled Voter Grant	10,000	0	0	-10,000	-100%	0	n/a
Law Department - Charges for Services	14,925	16,500	16,500	1,575	11%	0	0%
Personnel - Charges for Services	3,207	0	0	-3,207	-100%	0	n/a
Cost Allocation Reimbursement	7,401,730	5,386,068	5,200,000	-2,015,662	-27%	-186,068	-3%
Police Department - Misc Grants	2,141,566	620,992	300,000	-1,520,574	-71%	-320,992	-52%
Police Department - COPS Grant	998,552	825,746	454,247	-172,806	-17%	-371,499	-45%
Police Department - Mott Grant	1,485,520	135,000	0	-1,350,520	-91%	-135,000	-100%
Police Department - Misc Revenues	313,148	396,250	400,000	83,102	27%	3,750	1%
Police Department - Impound Lot	654,000	554,020	555,000	-99,980	-15%	980	0%
Police Department - Lockup	1,330,000	1,300,001	0	-29,999	-2%	-1,300,001	-100%
Police Department - School Liaison Contract	384,061	361,196	360,000	-22,865	-6%	-1,196	0%
Fire Department - Misc Revenues	143,200	220,500	200,000	77,300	54%	-20,500	-9%
911 - Surcharge and Grant	1,577,000	1,334,000	1,330,000	-243,000	-15%	-4,000	0%
Planning and Zoning - Misc Revenues	29,250	25,000	25,000	-4,250	-15%	0	0%
Fire CDBG	407,524						
Parks - Misc Revenues	183,942	19,000	15,000	-164,942	-90%	-4,000	-21%
Transfers in - Water and Sewer (ROE)	2,990,000	2,990,000	2,990,000	0	0%	0	0%
Transfers in - Cost Allocation	1,087,998	1,087,998	1,087,998	0	0%	0	0%
				0	n/a	0	n/a
TOTAL PROJECTED Revenues	60,356,549	53,045,076	50,486,545	-7,311,473	-12%	-2,558,531	-5%

FY14 GENERAL FUND EXPENSE PROJECTIONS

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY13-FY14 COMP</u>		<u>FY15-FY14 COMP</u>	
	<u>PROJECTED</u>	<u>PROPOSED</u>	<u>PROJECTED</u>				
City Council	\$352,899	\$333,449	\$343,452	-\$19,450	-6%	\$10,003	3%
District Court	\$5,358,479	\$5,194,307	\$5,454,022	-\$164,172	-3%	\$259,715	5%
Mayor	\$206,579	\$212,239	\$218,606	\$5,660	3%	\$6,367	3%
City Administrator	\$711,982	\$384,106	\$395,629	-\$327,876	-46%	\$11,523	3%
HRC	\$40,103	\$26,237	\$27,024	-\$13,866	-35%	\$787	3%
Finance	\$1,100,342	\$924,822	\$971,063	-\$175,520	-16%	\$46,241	5%
Clerk	\$423,065	\$321,995	\$338,095	-\$101,070	-24%	\$16,100	5%
Purchasing	\$155,204	\$130,229	\$136,740	-\$24,975	-16%	\$6,511	5%
Treasury	\$2,878,129	\$3,052,787	\$3,205,426	\$174,658	6%	\$152,639	5%
Assessing	\$1,109,773	\$1,084,221	\$1,138,432	-\$25,552	-2%	\$54,211	5%
Elections	\$572,525	\$541,837	\$668,929	-\$30,688	-5%	\$127,092	23%
Law	\$1,057,484	\$952,761	\$971,816	-\$104,723	-10%	\$19,055	2%
Human Resources	\$673,636	\$622,167	\$653,275	-\$51,469	-8%	\$31,108	5%
MISC Allocation	\$298,509	\$0	\$0	-\$298,509	-100%	\$0	n/a
POLICE	\$25,657,681	\$21,758,778	\$23,088,981	-\$3,898,903	-15%	\$1,330,203	6%
911	\$3,314,413	\$3,745,525	\$3,932,801	\$431,112	13%	\$187,276	5%
Fire	\$10,953,319	\$11,699,796	\$12,284,786	\$746,477	7%	\$584,990	5%
Building Inspection (transfer)	\$986,519	\$539,170	\$566,129	-\$447,349	-45%	\$26,959	5%
Planning and Zoning	\$99,120	\$121,875	\$427,969	\$22,755	23%	\$306,094	251%
Community Development	\$2,058,900	\$186,293	\$190,019	-\$1,872,607	-91%	\$3,726	2%
Fire CDBG	\$407,524						
Parks and Recreation	\$576,842	\$5,100	\$5,355	-\$571,742	-99%	\$255	5%
Facilities	\$1,263,526	\$1,207,382	\$1,392,751	-\$56,144	-4%	\$185,369	15%
Police Millage Fund (transfer)	\$0	\$0	\$0	\$0	#DIV/0!	\$0	n/a
Parks Fund (transfer)	\$40,000	\$0	\$0	-\$40,000	-100%	\$0	n/a
Other transfers out	\$0	\$0	\$0	\$0	#DIV/0!	\$0	n/a
Transfers out	\$100,000	\$0	\$0	-\$100,000	-100%	\$0	n/a
TOTAL GENERAL FUND EXPENDITURES	\$60,396,553	\$53,045,076	\$56,411,302	-\$7,351,477	-12%	\$3,366,226	6%

CITY OF FLINT STAFFING PROJECTION

Proposed 5/17/13

Attachment D-3

	<u>FY13</u>	<u>FY14</u>
	<u>CURRENT</u>	<u>PROJECTED</u>
<u>STAFFING FUNDED BY GENERAL FUND</u>	297.1	295.8
<u>STAFFING SUPPORTED BY MILLAGES/RESTRICTED FUNDS</u>	35.2	34.3
<u>STAFFING SUPPORTED BY GRANTS</u>	67.6	61.6
<u>STATE RESTRICTED REVENUES (Steets)</u>	43.3	30.6
<u>ENTERPRISE FUNDS (Water/Sewer)</u>	129.5	129.6
<u>INTERNAL SERVICE FUNDS</u>	23.0	15.0
TOTAL STAFFING	595.6	566.9

CITY OF FLINT

FY14 Waste Collection Fee & Street Lighting Assessment

Waste Collection

FY14 Proposed Budget	\$5,132,490
FY14 Projected # of Parcels to be billed	35,038
FY14 Fee	\$146
FY13 Fee	\$143

Street Light Assessment

FY14 Proposed Budget	\$2,982,960
FY14 Projected # of Parcels to be billed	43,950
FY14 Assessment	\$68
FY13 Assessment	\$67